



# ROSS VALLEY SANITARY DISTRICT

Serving the Greater Ross Valley Area for Over 125 Years

1111 Andersen Drive, San Rafael, Ca 94901

Ph: 415.259.2949 [www.rvsd.org](http://www.rvsd.org)

**Directors:** Michael Boorstein ~ Thomas Gaffney ~ Doug Kelly ~ Pamela Meigs ~ Mary Sylla

## REGULAR BOARD MEETING AGENDA

**July 16, 2025: Closed Session Convenes at 5:00 p.m.**

**Open Session Convenes at 6:00 p.m.**

**1111 Andersen Drive, San Rafael, 94901**

**Welcome:** *The RVSD Board of Directors welcomes members of the public at its meetings in person or remotely and encourages citizen participation and input. The Board takes seriously its responsibility to be a model of civility and to safeguard the public ability to directly address the Board by providing the appropriate Board Meetings Decorum in accordance with Resolution No. 10-1378, which is posted at every Board meeting. Thank you.*

**Open Session Meeting URL:** <https://meeting.rvsd.org/BoardMeeting>

**Webinar ID: 897 0576 2125**

**Passcode: 470251**

Any member of the public attending virtually may speak during Public Comment or may email public comments to [clerk@rvsd.org](mailto:clerk@rvsd.org). With a commitment to providing equal access to public meetings, Ross Valley Sanitary District will use best efforts to swiftly resolve requests for reasonable modifications or accommodations with individuals with disabilities, consistent with the Americans with Disabilities Act.

***The Board President will call agenda items, ask for the Staff Report, hear questions or initial concerns from Board members, open the item for public comment and return to the Board for additional comments and action. The public may speak for up to three minutes or as time allows.***

1. Call Meeting to Order
  - a) Roll Call
  - b) Pledge of Allegiance
2. Adjourn to Closed Session
3. Closed Session
  - a) Conference with Legal Counsel Pursuant to Govt. Code Section 54956.9(d)(2) Anticipated Litigation (One Potential Case): Notice of Violation and Intent to File Suit Under the Federal Water Pollution Control Act (Clean Water Act), received January 6, 2025.
  - b) Conference with Legal Counsel Pursuant to Govt. Code Section 54956.9(d)(4) Anticipated Litigation: One Potential Case
4. Reconvene to Open Session
5. Report on Actions Taken by the Board During Closed Session, If Any, Pursuant to California Government Code Section 54957.1
6. Approval of Agenda
7. Public Comment

*Anyone wishing to address the Board of Directors on matters within the District's jurisdiction but not on the posted agenda may do so. Each speaker is limited to three minutes. The Board may not take action on or discuss items not on the agenda but may briefly respond to statements or questions by a member of the public. The Board President may refer any matter to staff for further follow-up or elect to have the matter placed on an agenda for a future meeting.*

8. Committee and Representative Report Out
  - a) Finance Committee
  - b) North Bay Watershed Association (NBWA)
  - c) Central Marin Sanitation Agency (CMSA)
  - d) CMSA Ad Hoc JPA Member Representatives to Consider the JPA's Organization Development Future
9. Verbal Report by General Manager
10. Verbal Report by Board Members and Requests for Future Items
11. Consent Calendar

*Matters listed under this item are considered routine and will be enacted by one motion. The consent calendar may include resolutions; therefore, the motion, second, and vote will also be applicable to the resolutions and recorded accordingly.*

  - a) [Approve the Regular Meeting Minutes of June 18, 2025](#)
  - b) [Accept the May 2025 Financial Reports](#)
  - c) [Adopt Resolution No. 25-1672 Determining the Annual Appropriation Limit for the Budget Fiscal Year 2026](#)
  - d) [Authorize the General Manager to Approve a Purchase Order for Annual Managed Services with IT Hub LLC for Information Technology \(IT\) Support in Fiscal Year 2025/26 for an Amount Not to Exceed \\$91,680](#)
  - e) [Approve Board Members' Attendance at Governance Training](#)
12. [Consideration of Authorizing the General Manager, upon Review and Approval of Counsel, to Execute Amendment No. 2 to the Contract for Real Estate Services with Century Urban not to exceed \\$178,505, and Consider Adopting Resolution 25-1673 Authorizing Budget Amendment 2601 to the Fiscal Year 2025/26 Budget](#)
13. [Consideration of Approval of Contract Change Order No. 1 for Additional Work on the FY 2024/25 Gravity Sewer Improvements Project \(#958\) with Glosage Engineering, Inc., in an Amount Not to Exceed \\$137,890](#)
14. [Consideration of Authorizing the General Manager, Upon Review and Approval of Counsel, to Execute a Contract with Tyler Technologies for Permit Tracking Software in an Amount Not to Exceed \\$290,532](#)
15. [Discussion and Direction on CMSA Treatment Cost Allocation Policy and Procedures](#)
16. Informational Items
  - a) [Monthly Operations and Maintenance Metrics Report – June 2025](#)

## **Adjourn**

**Next Meeting:** Regular Meeting on August 20, 2025, at 5:00 p.m. at 1111 Andersen Drive, San Rafael, 94901

Any person with a disability covered under the Americans with Disabilities Act (ADA) may receive a copy of the agenda or a copy of the agenda packet prepared by the District, for this meeting, upon request in an appropriate alternative format and/or request a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting. Please contact the office at 415.259.2949 at least ten (10) working days prior to the meeting and provide information on the assistance required. Requests for mailed copies of agendas or agenda packets are valid for the calendar year in which requests are made and must be renewed annually after January 1.

Copies of all staff reports and documents subject to disclosure that relate to each item of business referred to on the agenda are available for public inspection 72 hours before each regularly scheduled Board meeting at the District Office, located at 1111 Andersen Drive, San Rafael, CA. Any documents subject to disclosure that are provided to all, or a majority of all, of the members of the Board regarding any item on this agenda after the agenda has been distributed will also be made available for inspection at the District Office during regular business hours.

## ROSS VALLEY SANITARY DISTRICT REGULAR BOARD MEETING MINUTES

Wednesday, June 18, 2025  
5:00 PM

1111 Andersen Dr., San Rafael CA 94901

Directors Present: Michael Boorstein  
Thomas Gaffney  
Doug Kelly  
Pamela Meigs  
Mary Sylla

Directors Absent: None

Staff/Consultants

Present: Steve Moore, General Manager  
Felicia Newhouse, Assistant General Manager  
Austin Cho, District Counsel  
Paul Bruemmer, Operations & Maintenance Manager  
Victor Damiani, Finance Officer  
Phil Benedetti, Senior Engineer  
Yancey Cashell, Integral Consulting  
Brian McRae, Zoon Engineering  
Saeed Shahmirzai, Zoon Engineering

Public Present: None

*Note: These minutes do not represent a transcript of the meeting and are intended to be a summary of the most important points. For a complete record, please refer to the video recording of the meeting, which will be available on the District's website at [www.rvsvd.org](http://www.rvsvd.org).*

### **Item #1 – Call Meeting to Order and Roll Call**

The meeting was called to order by President Sylla at 5:01 p.m. The clerk called roll. The meeting attendees recited the Pledge of Allegiance.

### **Item #2 – Approval of Agenda**

<b>Motion:</b> M/s Boorstein/Gaffney to approve the agenda.
<b>Vote:</b> Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.
The motion passed.

The Board approved the agenda.

### **Item #3 – Public Comment**

There was no public comment.

### **Item #4 – Committee and Representative Report Out**

#### **Finance Committee**

Director Gaffney reported that the Finance Committee discussed the construction contracts coming up on the

agenda as well as the salary and benefits resolution and budget.

#### Business Plan Committee

Director Kelly reported that the Business Plan Committee went over the status of items in the business plan. Director Meigs reported that the Committee also went over additions to the Business Plan.

#### North Bay Watershed Association (NBWA)

Director Meigs reported that the NBWA Board received a presentation about climate adaptation planning along the San Francisco Bay. She stated they were also invited to participate in a tour of the North Marin Water District facilities.

#### Central Marin Sanitation Agency (CMSA)

Director Boorstein reported that the Commission reviewed the budget, a prepurchase agreement for a crane and the business plan.

#### **Item #5 - Verbal Report by General Manager**

General Manager Moore reported that the District received the CSDA award for its public outreach campaign, “Trash it, Don’t Flush it,” and that the District had been invited to attend the conference in August to accept the award. He reminded the Board of the District’s previous District of Transparency award from SDLF and noted that, as a recipient, the District was now eligible for the District of Distinction award. He commented that to qualify, both the Board and the General Manager would need to complete governance training. He added that the Board Clerk would be sending out training options for the fall later in the week.

General Manager Moore provided an update on the interpretive sign project, suggesting that it might be beneficial to install the sign in conjunction with the Corte Madera Creek reconstruction project.

General Manager Moore recalled that the most recent Business Breakfast, which focused on updates to the District’s standards and specifications, had been well attended by contractors and staff from neighboring sanitary districts. He reported that the event featured robust discussion and a positive interactions among participants.

#### **Item #6 – Verbal Report by Board Members and Requests for Future Items**

Director Kelly requested that the CMSA/SRSD AD Hoc Committee have a report out in the Board Member Report Out portion of the monthly meeting.

Director Gaffney reported that General Manager Moore has done an extensive review of the charges the District receives from CMSA and a report will be forthcoming.

#### **Item #7 – Consent Calendar**

<b>Motion:</b> M/s Kelly/Boorstein to accept items in the Consent Calendar.
<b>Vote:</b> Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.
The motion passed.

The Board approved the Consent Calendar.



**Item #8 – Consideration of Adopting Resolution 25-1669 Adopting a Mitigated Negative Declaration for the Palm/Mann/Cypress Gravity Sewer Improvements Project (#959)**

**Motion:** M/s Kelly/Boorstein to adopt Resolution 25-1669 adopting a mitigated negative declaration for the Palm/Mann/Cypress Gravity Sewer Improvement Project (#959)

**Vote:** Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.

The motion passed.

Senior Engineer Benedetti reported that there is no substantial evidence that this project will have a negative impact on the environment. There was one comment from the Fish and Game Department that was addressed. The Board and staff discussed public outreach for capital projects.

**Item #9 – Consideration of Awarding and Authorizing the General Manager, Upon Review and Approval of Counsel, to Execute Construction Contract for the Palm/Mann/Cypress Gravity Sewer Improvements Project (#959), with Glosage Engineering, Inc., in the Amount Not to Exceed \$3,544,115**

**Motion:** M/s Boorstein/ to authorize the general manager, upon review and approval of counsel, to execute construction contract for the Palm/Mann/Cypress Gravity Sewer Improvements Project (#959), with Glosage Engineering, Inc., in the amount not to exceed \$3,544,115

**Vote:** Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.

The motion passed.

General Manager Moore introduced this item by declaring that this project was a good example of how nimble the District is in responding to necessary work. Senior Engineer Benedetti detailed the scope of this project and the original planning timeline. He reported that the District moved this project up quickly to get this section of the system replaced before the County of Marin does a large-scale paving project in the coming months.

Senior Engineer Benedetti reported that the District received five bids with Glosage Engineering being the apparent low bidder. He reviewed the remaining bid amounts and discussed how Glosage Engineering, if awarded, would be able to transition easily between the FY 24/25 Gravity Sewer Improvements Project they are currently working on and this new project which is in close proximity.

The Board and staff discussed lateral work that can be accomplished during District construction.

**Item #10 – Consideration of Authorizing the General Manager, Upon Review and Approval of Counsel, to Execute a Consultant Agreement with Zoon Engineering Inc., for Construction Management Services for the Palm/Mann/Cypress Gravity Sewer Improvements Project (#959), in an Amount Not to Exceed \$346,552.50**

**Motion:** M/s Kelly/Gaffney authorize the general manager, upon review and approval of counsel, to execute a consultant agreement with Zoon Engineering, Inc., for construction management services for the Palm/Mann/Cypress Gravity Sewer Improvements Project (#959), in an amount not to exceed \$346,552.50

**Vote:** Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.

The motion passed.

General Manager Moore introduced the item noting that Zoon Engineering is currently serving as the construction manager for the FY 2024–25 Gravity Sewer Improvements Project. He emphasized the operational synergies and efficiencies that would result from continuing with the same team.

Senior Engineer Benedetti Phil elaborated on the proposal, stating that Zoon Engineering has been performing well, with strong communication and coordination between the District, the contractor, and the construction manager. He highlighted that Zoon's proposal represents 7.3% of the engineer's estimate and 9.8% of the actual lowest bid, which was considered very reasonable.

Construction Manager Shahmirzai from Zoon Engineering confirmed their readiness to begin work immediately, citing established relationships with both the District and the contractor.

**Item #11 – Conduct Public Hearing in Compliance with Assembly Bill 2561 and Receive Report Regarding District Vacancies and Recruitment Efforts**

Director Sylla opened the public hearing at 5:45 pm. Assistant General Manager Newhouse introduced the item, explaining that it was being presented in accordance with AB 2561 and that this legislation requires public agencies to conduct a noticed public hearing each fiscal year prior to budget adoption to provide transparency regarding job vacancies, recruitment, and retention efforts. She noted that the public would have an opportunity to comment during the hearing.

Board Clerk Winnicki explained that the District calculated its vacancy rate for each employee unit, as outlined in the staff report. She noted that between June 1 and June 18, the AFSCME unit's vacancy rate dropped to 0% following the hiring of two new employees and one unrepresented position was nearly filled, and recruitment for the remaining position was scheduled to begin in the next fiscal year. She stated that the District had not experienced retention issues, with most separations due to retirements or relocations. She highlighted the District's competitive salary and benefits, employee engagement opportunities, and a positive work environment.

She confirmed that the District had complied with AB 2561's requirement to notify bargaining units of the hearing and had published notice in the Marin Independent Journal ten days prior to the meeting.

There were no comments from the public. Director Sylla closed the public hearing at 5:50 pm.

**Item #12 – Consideration of Adopting Resolution No. 25-1670 to Adopt the Ross Valley Sanitary District Fiscal Year 2025/26 Final Budget**

<b>Motion:</b> M/s Gaffney/Boorstein adopt Resolution No. 25-1670 to adopt the Ross Valley Sanitary District fiscal year 2025/26 final budget
---

<b>Vote:</b> Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.
--

The motion passed.
--------------------

General Manager Moore introduced the item by reviewing the District's budget process and acknowledging Finance Officer Damiani for the idea and production of the Budget-in-Brief. Assistant General Manager Newhouse expressed appreciation to all staff involved in assembling the budget. She highlighted two key accomplishments reflected in the budget: the successful implementation of a pay-as-you-go capital program and the realization of the OPEB funding goal established in 2019.

Finance Officer Damiani reported on the few changes made between the draft and final versions of the budget. The Board and staff discussed these updates, along with the continued use of the pay-as-you-go capital model.

**Item #13 – Consideration of Adopting the Fiscal Year 2025/26 Business Plan****Motion:** M/s Kelly/Boorstein to adopt the fiscal year 2025/26 business plan**Vote:** Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.

The motion passed.

General Manager Moore introduced the item by noting that the Business Plan Committee met on May 30, 2025, to review the status of the business plan. He explained the structure and purpose of the plan as a tool for implementing the Board's strategic objectives. He highlighted a new section in the staff report that specifically identifies initiatives and items that, while already underway or completed, remain ongoing and will continue to be part of the business plan.

General Manager Moore noted that this year's business plan includes an update to the Strategic Plan, which was last revised in 2016.

Director Gaffney requested the inclusion of two new items, the integration of AI where feasible and closing out the Canyon Road Assessment District. Director Boorstein requested that the interpretive sign project be added as well.

The Board and staff discussed the objectives.

**Item #14 – Consideration of Adopting Resolution No. 25-1671 Approving the Salary and Benefit Schedule for Unrepresented Employees of the District and Approving the Complete Salary Schedule for FY 2025/26****Motion:** M/s Boorstein/Gaffney to adopt Resolution No. 25-1671 approving the salary and benefit schedule for unrepresented employees of the District and approving the complete salary schedule for FY 2025/26.**Vote:** Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.

The motion passed.

Assistant General Manager Newhouse introduced this item by noting that the HR Committee had reviewed the resolution in April, followed by the Finance Committee's review the day before. She highlighted that the proposed 5% COLA for the unrepresented group aligns with the adjustment provided to the represented group. Assistant General Manager Newhouse reported on the remaining recommended updates.

The Board and staff discussed the updates.

**Item #15 – Consideration of Electing Board Officers, Representatives, and Committee Members for Fiscal Year 2025/26****Motion:** M/s Kelly/Gaffney to elect board officers, representatives and committee members for fiscal year 2025/26.**Vote:** Ayes: Boorstein, Gaffney, Kelly, Meigs, Sylla. Noes: None. Absent: None. Abstain: None.

The motion passed.

The Board agreed to nominate the full slate of Board officers, representative appointments, and committee appointments and complete via a single vote.

Director Kelly nominated for President.

Director Meigs nominated for Secretary.

Director Gaffney nominated for Treasurer.

Director Gaffney and Director Boorstein nominated as Representatives to CMSA. The remaining Board members nominated to be Alternate Representatives to CMSA.

Director Boorstein nominated as Representative to CSRMA and Director Meigs nominated as Alternate Representative to CSRMA.

Director Meigs nominated as Representative to NBWA and Director Boorstein as Alternate Representative to NBWA.

Director Gaffney and Director Kelly nominated to the Standing Finance Committee.

Director Boorstein and Director Sylla nominated to the Standing Committee for Human Resources.

Director Kelly and Director Meigs nominated to the Standing Education and Outreach Committee.

Director Kelly and Director Meigs nominated to the Standing Committee for the Business Plan.

Director Boorstein and Director Sylla nominated to the Ad Hoc Interpretive Sign Committee

The Ad Hoc Kerner Facilities Committee was dissolved.

The motions as stated above carried unanimously.

**Item #16a – Monthly Operations and Maintenance Metrics Report – May 2025**

Operations and Maintenance Manager Bruemmer reported on the work completed by staff over the past month, including updates to the Standard Operating Procedure for the large Vaccon hydro-flushing unit and the discovery of bricks that had fallen into a pipe following a paving project.

**Adjourn:** The Board adjourned at 6:38 p.m.

---

Pamela Meigs  
Secretary of the Board

Submitted by: \_\_\_\_\_  
Christina Winnicki  
Clerk of the Board

# ROSS VALLEY SANITARY DISTRICT

## Monthly Financial Report

### May 31, 2025



**Prepared By:** Victor Damiani, Finance Officer

**Reviewed By:** Felicia Newhouse, Assistant General Manager

*Note: The information in this report is the most accurate and up-to-date information available at the time of publication. It is intended to provide the Board, Management, and the public with an overview of the state of the District's general fiscal condition. It should be noted that this report is not an audited financial statement, and the numbers provided herein are preliminary and subject to change as the year progresses. Financial reporting is considered final once the District has completed its annual audit and finalized its Annual Comprehensive Financial Report (ACFR).*



## ROSS VALLEY SANITARY DISTRICT

### MONTHLY FINANCIAL REPORT – MAY 31, 2025

Statement of Revenue and Expense	Budget	Current Month	YTD	Remaining	YTD % of Budget
<b>Revenue by category</b>					
Sewer service charges	\$ 28,665,842	\$ -	\$ 27,412,846	\$ 1,252,996	95.6%
Property tax - ad valorem	10,058,700	39,907	9,446,516	612,184	93.9%
Other operating income	1,551,014	313,167	1,615,446	-	104.2%
Other capital income	150,600	40	958,868	-	636.7%
Capacity charges	200,000	23,060	253,473	-	126.7%
<b>Total revenue</b>	<b>40,626,156</b>	<b>376,174</b>	<b>39,687,150</b>	<b>1,865,179</b>	<b>97.7%</b>
<b>Expenses by Category</b>					
Personnel Costs	9,584,840	611,734	7,113,829	2,471,011	74.2%
Capital Expenditures	18,796,600	2,137,120	15,295,971	3,500,629	81.4%
Administrative	2,236,322	102,464	1,986,421	249,901	88.8%
Services & Supplies	1,766,935	216,120	1,444,815	322,120	81.8%
Maintenance & Repairs	590,000	35,580	425,814	164,186	72.2%
Treatment Costs	9,716,700	1,745,779	9,655,255	61,445	99.4%
<b>Total expense</b>	<b>42,691,397</b>	<b>4,848,796</b>	<b>35,922,104</b>	<b>6,769,293</b>	<b>84.1%</b>
<b>Net Revenue/(Expense)</b>	<b>\$ (2,065,241)</b>	<b>\$ (4,472,622)</b>	<b>\$ 3,765,046</b>	<b>\$ (4,904,113)</b>	

**Revenue:** May is typically a low revenue month for the District. Other operating income includes \$294k of lease revenue from the District's tenant at the Andersen building. Lease revenue included several months of back rent as the tenant had fallen behind on payments.

Revenue is expected to remain relatively low until June, when the District will receive its final Teeter Plan distribution for the fiscal year. The next significant revenue receipt will be in December, when the District receives its first Teeter plan distribution for fiscal year 2025-26.

**Expense:** The most significant expenses for the month were capital expenditures, treatment costs and personnel costs.

Capital expenditures for the month were \$2.1M and included project costs of \$680k and bond payments of \$1.4M. Capital project spending included \$106k for the generator project at the Andersen building, \$339k for the Larkspur Landing project, \$51k for the Fairfax project, \$42k for the Woodland project and \$105k for the Palm/Mann/Cypress project.

Treatment costs for the month were \$1.75M, which was the fourth and final quarterly payment for the fiscal year.

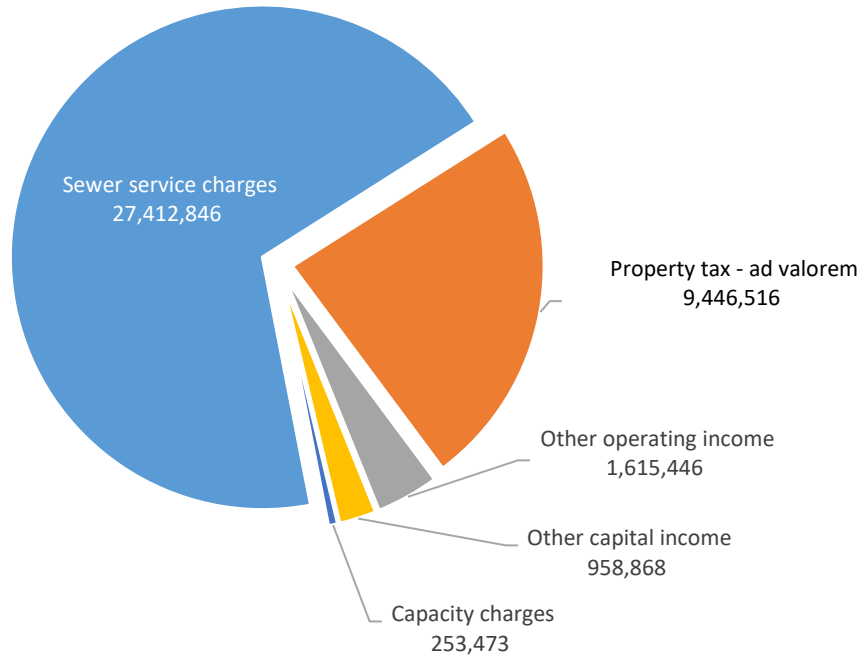
Personnel costs were \$611k for the period and stand at 74% of the annual budget through May. This indicates that personnel costs are likely to end the year significantly under budget.



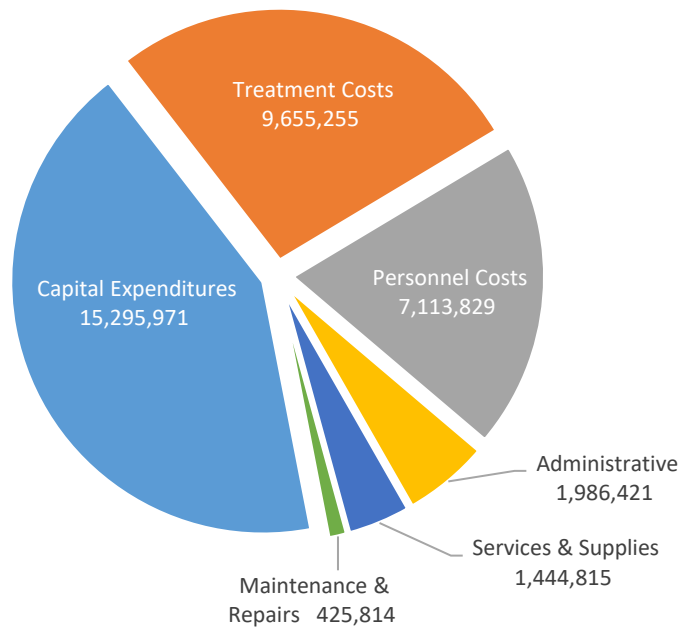
## ROSS VALLEY SANITARY DISTRICT

### MONTHLY FINANCIAL REPORT – MAY 31, 2025

YTD Revenue by Category (\$)



YTD Expenditures by Category (\$)





## ROSS VALLEY SANITARY DISTRICT

### MONTHLY FINANCIAL REPORT – MAY 31, 2025

#### NET RESULTS:

Fund	May FY 25
<b>Operating Fund</b>	
Revenue	\$ 313,167
Expenditure	(2,711,677)
Subtotal operating fund	(2,398,510)
<b>Capital Fund</b>	
Revenue	\$ 63,007
Expenditure	(2,137,119)
Subtotal capital fund	(2,074,112)
Net Revenue/(Expense)	(4,472,622)
Net Position at beginning of Period	34,012,055
Net Position at end of Period	29,539,433

#### RESERVES:

Committed	May FY 25	Board Target
Operating reserve	\$ 11,972,000	\$ 11,972,000
Capital improvement	5,118,000	5,118,000
Emergency reserve	2,000,000	2,394,000
Committed	\$ 19,090,000	\$ 19,484,000
<b>Restricted</b>		
CalPERS pension trust - restricted	\$ 8,304,537	
SRF funds - restricted	67,085	
Canyon Road - restricted	24,136	
Bond trustee funds - restricted	11,637	
Restricted	\$ 8,407,395	
<b>Unassigned</b>		
Unassigned	\$ -	
Unassigned	2,042,037	
Total Reserves	\$ 29,539,432	

The Board committed reserves were fully replenished in April. For the month of May, unassigned fund balance decreased by \$4.5M. None of the committed or restricted reserves decreased in May. The reserves will be drawn down substantially over the course of the next seven months. Other than the final





## ROSS VALLEY SANITARY DISTRICT

### MONTHLY FINANCIAL REPORT – MAY 31, 2025

5% FY25 payment due from the County in June, revenue will be relatively sparse until December when the next Teeter revenue cycle begins. This is the normal cycle that the District experiences each year.

#### CASH

Cash receipts and disbursements lag behind accounting for revenue and expense. This lag is attributable to the District's accounting accruals being posted when the transaction occurs versus when cash is recorded. For this reason, cash balances rarely if ever equal fund balances or net position. Cash balances as of 5/31/2025 are as follows:

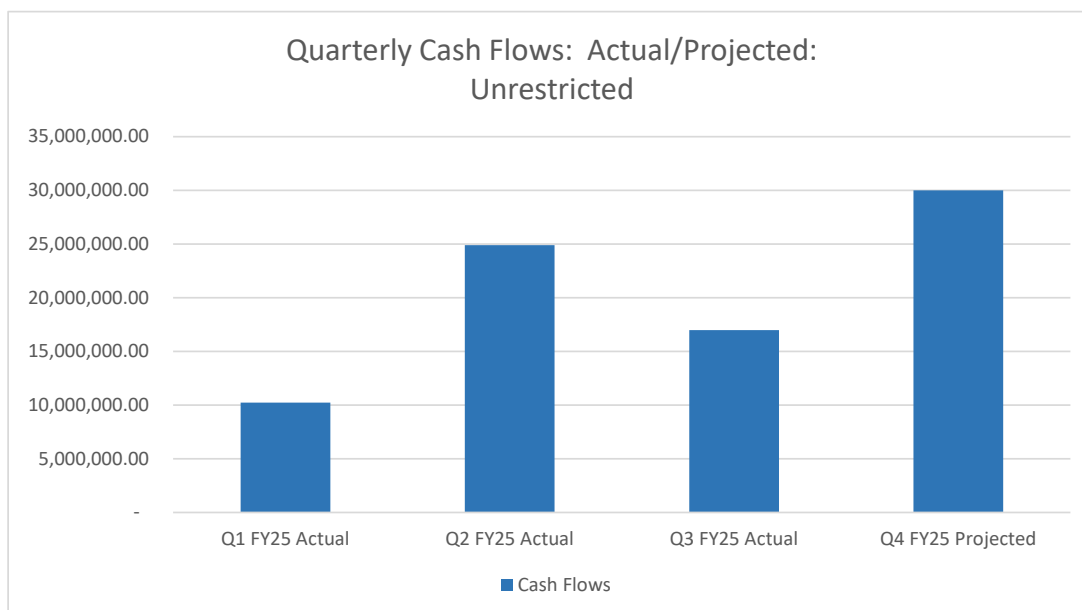
Cash Account	5/31/2025
Operating account	\$ 8,909,579
Petty Cash	293
Local Agency Investment Fund	18,745,127
<b>Total Cash</b>	<b>\$ 27,654,999</b>

Restricted Cash Account	5/31/2025
Pension trust	\$ 8,304,537
CRAD trust	24,136
SRF funds -restricted	67,085
BNY bond trust	11,637
<b>Total Restricted Cash</b>	<b>\$ 8,407,395</b>

<b>Combined Total - Cash</b>	<b>\$ 36,062,394</b>
------------------------------	----------------------



## Report Criteria:

Report type: Invoice detail  
Check.Type = {<>} "Adjustment"  
Check.Voided = No

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
<b>70067</b>							
05/20/2025	70067	A&S Landscape Materials I	100-100-300-720000-100	Materials & Parts-LR		Drain Rock CY	184.63
Total 70067:							184.63
<b>25052001</b>							
05/20/2025	25052001	AI Global Solutions, LLC	100-300-000-790200-100	Annual Software Renewal Costs		Nintex Automation Platform (NAP), Standard Edition Annual Subscription 07/31/24-7/30/26	10,934.00
Total 25052001:							10,934.00
<b>25052002</b>							
05/20/2025	25052002	Airgas USA LLC (ACH)	100-100-100-740000-100	Equipment Rent-PS		April 2025 Rental - Large Acetylene/Argon	136.25
Total 25052002:							136.25
<b>25052003</b>							
05/20/2025	25052003	Ardurra (ACH)	100-200-000-780700-100	Community Outreach Services		Communication & Outreach Services - 03/2025	1,462.50
Total 25052003:							1,462.50
<b>70040</b>							
05/06/2025	70040	AT&T CalNet	100-100-000-745400-100	Telephone Utility		BAN# Pd: - 4/2025	61.75
Total 70040:							61.75
<b>70068</b>							
05/20/2025	70068	AT&T CalNet	100-100-000-745400-100	Telephone Utility		BAN# Pd:	1,238.12
05/20/2025	70068	AT&T CalNet	100-100-000-745400-100	Telephone Utility		BAN# Pd:	229.69
Total 70068:							1,467.81
<b>70041</b>							
05/06/2025	70041	Barbier Security Group	100-100-000-730150-100	Tenant Shared Cost - Repairs		Security Patrol Service 1111 andersen - 04/2025	581.95

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 70041:							581.95
<b>70069</b>							
05/20/2025	70069	Battalion One Fire	100-100-000-730150-100	Tenant Shared Cost - Repairs		Quarterly Fire Sprinkler Inspection	720.00
Total 70069:							720.00
<b>70042</b>							
05/06/2025	70042	Batteries Plus Bulbs	100-100-100-720000-100	Materials & Parts-PS	battery		21.80
Total 70042:							21.80
<b>70043</b>							
05/06/2025	70043	Bay Area Air Quality Mgmt	100-100-000-790300-100	Permit Fees		Annual Permit Renewal Facility ID#13877	1,278.00
Total 70043:							1,278.00
<b>70070</b>							
05/20/2025	70070	Big Bear Fire Extinguisher	100-100-000-720200-100	Safety Equipment & Services		Fire Extinguisher Annual Maintenance	1,926.00
Total 70070:							1,926.00
<b>25052004</b>							
05/20/2025	25052004	BNY Mellon	100-400-000-790600-200	Interest Expense		ROSSVLY2018 Bondholder Pmt. 2018 Revenue Bond	451,500.00
Total 25052004:							451,500.00
<b>70044</b>							
05/06/2025	70044	BrightView Landscape Ser	100-100-000-730100-100	Facilities Maintenance/Repairs		Landscape Maintenance - May 2025	1,174.83
Total 70044:							1,174.83
<b>70045</b>							
05/06/2025	70045	Burke, Williams & Sorensen	100-200-000-780300-100	Legal Services		Legal Services - 03/2025	630.50
Total 70045:							630.50

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
<b>70046</b>							
05/06/2025	70046	BWS Distributors	100-300-000-770000-200	Capital Outlay - CIP		Pump station equipment - SEALED-BLOCK, 50' 3-WAY	6,299.32
05/06/2025	70046	BWS Distributors	100-300-000-770100-200	Capital Outlay - Equipment		Winch Bracket/TO 29 Adjustable offset U/Working Length Lower Mast	6,752.47
Total 70046:							13,051.79
<b>70071</b>							
05/20/2025	70071	California Assoc Sanitation	100-200-000-755100-100	Board Conf/Training/Meetings		Registration of four Board Members - 2025 Annual Conference	3,000.00
05/20/2025	70071	California Assoc Sanitation	100-200-000-755100-100	Board Conf/Training/Meetings		Transportation Fee for Tour - Board Member Kelly	21.00
05/20/2025	70071	California Assoc Sanitation	100-200-000-755100-100	Board Conf/Training/Meetings		Transportation Fee for Tour - Board Member Boorstein	21.00
Total 70071:							3,042.00
<b>70072</b>							
05/20/2025	70072	Carbon Activated Corporati	100-300-000-770100-200	Capital Outlay - Equipment	EG-905-000-00	Budgeted annual odor scrubber media change out and disposal at PS15.	28,900.08
Total 70072:							28,900.08
<b>70047</b>							
05/06/2025	70047	Caselle Inc.	100-200-000-790200-100	Annual Software Renewal Costs		Support and Maintenance 06/01-06/30/25	3,496.00
Total 70047:							3,496.00
<b>25052005</b>							
05/20/2025	25052005	Central Marin Sanitation A	100-400-000-710000-100	Treatment Charges - CMSA		Regional Service Charge/Capital Fee - RVSD	1,745,778.84
05/20/2025	25052005	Central Marin Sanitation A	100-100-000-790400-100	FOG Program Inspection		Fog Program Jan - March 2025	6,928.22
Total 25052005:							1,752,707.06
<b>70073</b>							
05/20/2025	70073	Century Urban LLC	100-200-000-780800-100	Other Miscellaneous Consulting		Matter: Real Estate Consulting Services for the Larkspur Landing 04/2025	10,023.75
Total 70073:							10,023.75
<b>25052006</b>							
05/20/2025	25052006		100-300-000-770400-200	LRGP Disbursement		25-2947 Lateral Grant 21 Olema Rd Fairfax	1,500.00
05/20/2025	25052006		100-300-000-770400-200	LRGP Disbursement		25-2948 Lateral Grant 57 Manor Rd Fairfax	1,500.00

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 25052006:							3,000.00
<b>25050601</b>							
05/06/2025	25050601	Cintas Corporation No 2	100-100-000-720300-100	Uniforms		Uniforms	391.11
05/06/2025	25050601	Cintas Corporation No 2	100-100-000-720300-100	Uniforms		Uniforms	1,240.03
05/06/2025	25050601	Cintas Corporation No 2	100-100-000-720300-100	Uniforms		Uniforms	27.31
Total 25050601:							1,658.45
<b>25052007</b>							
05/20/2025	25052007	Cintas Corporation No 2	100-100-000-720300-100	Uniforms		Uniforms	456.50
05/20/2025	25052007	Cintas Corporation No 2	100-100-000-720300-100	Uniforms		Uniforms	792.86
Total 25052007:							1,249.36
<b>25050602</b>							
05/06/2025	25050602	CivicPlus	100-300-000-790200-100	Annual Software Renewal Costs		Annual Website Maint/Redesign Fee 5/22/25-6/21/26	6,086.91
Total 25050602:							6,086.91
<b>70074</b>							
05/20/2025	70074	Colantuono, Highsmith &	100-200-000-780300-100	Legal Services		legal services	8,415.00
Total 70074:							8,415.00
<b>70048</b>							
05/06/2025	70048	Corbet's Hardware Store -	100-100-100-720000-100	Materials & Parts-PS		Water for PS15 Generator Batteries	16.33
Total 70048:							16.33
<b>70075</b>							
05/20/2025	70075	Corodata Record Manage	100-100-000-740200-100	Facilities Rent		Document Storage 04/01-04/30/2025	114.62
Total 70075:							114.62
<b>25052008</b>							
05/20/2025	25052008	{REE}	100-200-000-705310-100	OPEB Basic & ERMB Benefit Exp		Monthly Enhance Retiree Medical May 2025	299.14

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 25052008:							299.14
<b>70049</b>							
05/06/2025	70049	DATCO	100-100-000-790000-100	Recruiting/Hiring Fees		Pre Employment Test - 04/16/2025	60.00
Total 70049:							60.00
<b>25052009</b>							
05/20/2025	25052009		100-300-000-770400-200	LRGP Disbursement		25-2949 Lateral Grant 147 Porteous Ave, Fairfax	2,500.00
Total 25052009:							2,500.00
<b>25050603</b>							
05/06/2025	25050603	Dell Technologies Inc.	100-200-000-740000-100	Equipment Rent		001-9007289-004 US FMV	1,107.78
05/06/2025	25050603	Dell Technologies Inc.	100-200-000-740000-100	Equipment Rent		001-9012980-001 US FMV	133.08
05/06/2025	25050603	Dell Technologies Inc.	100-200-000-740000-100	Equipment Rent		001-9012980-002 US FMV	791.85
05/06/2025	25050603	Dell Technologies Inc.	100-200-000-740000-100	Equipment Rent		001-9012980-003 US FMV	115.67
Total 25050603:							2,148.38
<b>25052010</b>							
05/20/2025	25052010	Dell Technologies Inc.	100-200-000-740000-100	Equipment Rent		Lease No. 001-9012980-004 US FMV (2 Dell servers/36-month term)	1,331.48
Total 25052010:							1,331.48
<b>25052011</b>							
05/20/2025	25052011	{REE}	100-200-000-705310-100	OPEB Basic & ERMB Benefit Exp		Monthly Enhance Retiree Medical May 2025	756.27
Total 25052011:							756.27
<b>70050</b>							
05/06/2025	70050	Department of General Ser	100-200-000-780300-100	Legal Services		Legal Services, Cust	100.00
Total 70050:							100.00
<b>70051</b>							
05/06/2025	70051	Diego Truck Repair Inc.	100-100-000-730200-100	Vehicle Fleet Repairs		Service & Repair 2010 Mercedes Benz 3500 Van	745.26

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 70051:							745.26
<b>25050604</b>							
05/06/2025	25050604	DirectLine, Inc	100-100-000-745400-100	Telephone Utility		Monthly Service - 04/2025	647.00
Total 25050604:							647.00
<b>70052</b>							
05/06/2025	70052	DNG Enterprises DBA Nap	100-100-100-720000-100	Materials & Parts-PS		NAPA SYN 10W30 QT (016)	9.81
Total 70052:							9.81
<b>70076</b>							
05/20/2025	70076	DNG Enterprises DBA Nap	100-100-200-720000-100	Materials & Parts-LM		Crimson/PL32Wash/Carabiner/Silicone Spray	204.22
Total 70076:							204.22
<b>70053</b>							
05/06/2025	70053	Downey Brand LLP	100-200-000-780300-100	Legal Services		Matter No. 44417.00000 - Legal Services	6,131.78
05/06/2025	70053	Downey Brand LLP	100-200-000-780300-100	Legal Services		Matter No. 44417.00000 - Legal Services	3,826.28
Total 70053:							9,958.06
<b>25050605</b>							
05/06/2025	25050605	Duke's Root Control, Inc.	100-100-000-780600-100	Sewer System Outside Services		6" Pipe Sewer Root Control	17,359.88
Total 25050605:							17,359.88
<b>25052012</b>							
05/20/2025	25052012	East Bay Tire Co.	100-100-000-730200-100	Vehicle Fleet Repairs		Flat Bed Trailer - Flat Repair	46.00
Total 25052012:							46.00
<b>25050606</b>							
05/06/2025	25050606	Enterprise FM Trust (ACH)	100-100-000-740100-100	Vehicle Fleet Rent		Fleet Monthly Lease	7,151.42
Total 25050606:							7,151.42

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
<b>70054</b>							
05/06/2025	70054	Fastenal	100-100-000-720200-100	Safety Equipment & Services		Disposable Gloves	92.48
Total 70054:							92.48
<b>70077</b>							
05/20/2025	70077	Fastenal	100-100-000-720200-100	Safety Equipment & Services		Disposable Gloves	106.39
05/20/2025	70077	Fastenal	100-100-000-720200-100	Safety Equipment & Services		Gloves	143.75
05/20/2025	70077	Fastenal	100-100-000-720200-100	Safety Equipment & Services		Safety Ear Plug, Battery	14.73
Total 70077:							264.87
<b>25050607</b>							
05/06/2025	25050607	Fleet Solutions, LLC	100-100-000-745600-100	Vehicle GPS Utility		Vehicle GPS	861.50
Total 25050607:							861.50
<b>25052013</b>							
05/20/2025	25052013	{REE}	100-200-000-705310-100	OPEB Basic & ERMB Benefit Exp		Monthly Enhance Retiree Medical May 2025	527.70
Total 25052013:							527.70
<b>25050608</b>							
05/06/2025	25050608	GCP WW Holdco LLC	100-100-000-705240-100	Boot Allowance		Boot Allowance -	182.72
Total 25050608:							182.72
<b>25052014</b>							
05/20/2025	25052014	GCP WW Holdco LLC	100-100-000-705240-100	Boot Allowance		Boot Allowance -	350.00
05/20/2025	25052014	GCP WW Holdco LLC	100-100-000-705240-100	Boot Allowance		Boot Allowance -	5.49
Total 25052014:							344.51
<b>25050609</b>							
05/06/2025	25050609	Glosage Engineering (ACH	100-000-000-320000-000	Construction Retention Payable		Retention Release - PP#4	386,389.47
Total 25050609:							386,389.47



Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
<b>25050610</b>							
05/06/2025	25050610	Goldstreet Design	100-200-000-780700-100	Community Outreach Services		YouTube Advertising	500.00
Total 25050610:							500.00
<b>70078</b>							
05/20/2025	70078	GovInvest Inc.	100-200-000-790200-100	Annual Software Renewal Costs		Software annual subscription 06/30/2025-06/29/2026	14,490.00
Total 70078:							14,490.00
<b>25052015</b>							
05/20/2025	25052015	Grainger (ACH)	100-100-300-720100-100	Tools-LR		Gas Concrete Chain Saw	2,400.55
05/20/2025	25052015	Grainger (ACH)	100-100-100-720000-100	Materials & Parts-PS		PS10 Contactors	818.00
Total 25052015:							3,218.55
<b>25050611</b>							
05/06/2025	25050611	Harris & Associates Inc. (A	100-300-000-770000-200	Capital Outlay - CIP	EG-957-000-00	TO #7 - Fairfax Capacity and Creek Crossings Project - 02/23/2025-03/29/2025	119,198.75
Total 25050611:							119,198.75
<b>25052016</b>							
05/20/2025	25052016		100-300-000-770400-200	LRGP Disbursement		25-2946 Lateral Grant 1510 Sir Francis Drake Blvd, San Anselmo	2,500.00
Total 25052016:							2,500.00
<b>25053001</b>							
05/30/2025	25053001	High Performing Culture LL	100-200-000-750100-100	Staff Conf/Training/Meetings		CultureWise Subscription - 05/2025	306.00
Total 25053001:							306.00
<b>70079</b>							
05/20/2025	70079	Home Depot Credit Service	100-100-300-720000-100	Materials & Parts-LR		Taping Knives/Rain-X Glass/Variety Blade/Hitch Pin	141.57
05/20/2025	70079	Home Depot Credit Service	100-100-200-720100-100	Tools-LM		Mke M18 Compact/Fuel Super Sawzall/Concrete	993.00
Total 70079:							1,134.57
<b>70080</b>							
05/20/2025	70080	Instrument Technology Cor	100-100-400-720100-100	Tools-CCTV		Vivax/Metrotech Ferro Magnetic Locator	1,283.69

M = Manual Check, V = Void Check

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 70080:							1,283.69
<b>25050612</b>							
05/06/2025	25050612	Integral Consulting (ACH)	100-300-000-780550-100	Engineering Studies		MSA TO #10 for 2020 General On-Call Permitting Support & Environmental Support - 03/2025	487.50
05/06/2025	25050612	Integral Consulting (ACH)	100-300-000-770000-200	Capital Outlay - CIP	EG-958-000-00	GSIP 24/25 Consulting services for CEQA compliance - 03/2025	20,146.25
05/06/2025	25050612	Integral Consulting (ACH)	100-300-000-770000-200	Capital Outlay - CIP	EG-959-000-00	Task Order #32 Palm/Mann/Cypress GSIP - 03/2025	8,390.00
Total 25050612:							29,023.75
<b>25052017</b>							
05/20/2025	25052017	IT Hub (ACH)	100-200-000-780200-100	Information Technology Service		IT Hub Services for FY 24/25 - April 2025	7,640.00
05/20/2025	25052017	IT Hub (ACH)	100-300-000-790200-100	Annual Software Renewal Costs		Azure Subscription for ArcGIS	847.67
Total 25052017:							8,487.67
<b>70055</b>							
05/06/2025	70055	J W Mobile JW	100-100-000-730200-100	Vehicle Fleet Repairs		2019 Frltiner - 3500 Service	1,152.00
Total 70055:							1,152.00
<b>70081</b>							
05/20/2025	70081	J W Mobile JW	100-100-000-730200-100	Vehicle Fleet Repairs		2011 Mercedes Benz - Sprinter 3500 Service	695.36
Total 70081:							695.36
<b>70056</b>							
05/06/2025	70056	Jackson's Hardware	100-100-000-705240-100	Boot Allowance		Boot -	240.34
05/06/2025	70056	Jackson's Hardware	100-100-200-720000-100	Materials & Parts-LM		Tarp Strap Rubber	24.48
Total 70056:							264.82
<b>70082</b>							
05/20/2025	70082	Jackson's Hardware	100-100-200-720000-100	Materials & Parts-LM		Fastner/Adhesive steel/Flap Disc/Sprypaint	151.23
05/20/2025	70082	Jackson's Hardware	100-100-400-720100-100	Tools-CCTV		SHOVEL RNDPT FIBRGLS 48"	65.54
05/20/2025	70082	Jackson's Hardware	100-100-100-720100-100	Tools-PS		BLUE STAINLESS STEEL	28.39
Total 70082:							245.16

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
<b>70083</b>							
05/20/2025	70083	James Fischer Jr	100-300-000-780500-100	Engineering Consultants		professional engineering services for SSMP update	30,480.00
Total 70083:							30,480.00
<b>70057</b>							
05/06/2025	70057	Janiline Supply	100-100-000-730100-100	Facilities Maintenance/Repairs		Roll White/Hand Soap/Gloves/Stainless Steel clnr	452.76
05/06/2025	70057	Janiline Supply	100-100-000-730100-100	Facilities Maintenance/Repairs		Bath Tissue/Roll White/Seat Cover Lifeguard	373.59
Total 70057:							826.35
<b>25052018</b>							
05/20/2025	25052018	{REE}	100-200-000-705310-100	OPEB Basic & ERMB Benefit Exp		Monthly Enhance Retiree Medical May 2025	756.27
Total 25052018:							756.27
<b>25050613</b>							
05/06/2025	25050613	Kyocera (ACH)	100-200-000-720400-100	Office Supplies		Copier usage	94.11
Total 25050613:							94.11
<b>70058</b>							
05/06/2025	70058	Liebert Cassidy Whitmore	100-200-000-750200-100	Membership/Association/Certifi		Membership & Library Subscription - Client/Matter No.: MA129-10000	3,225.00
05/06/2025	70058	Liebert Cassidy Whitmore	100-200-000-780300-100	Legal Services		Legal Services Matter No.: MA129-00001	180.00
05/06/2025	70058	Liebert Cassidy Whitmore	100-200-000-780300-100	Legal Services		Legal Services Matter No.: MA129-00021	150.00
05/06/2025	70058	Liebert Cassidy Whitmore	100-200-000-780300-100	Legal Services		Legal Services Matter No.: MA129-00024	4,518.00
Total 70058:							8,073.00
<b>70084</b>							
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/11/2025 - 04/09/2025	103.35
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 03/13/2025 - 05/13/2025	3,135.64
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	787.58
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	883.76
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	1,914.26
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	773.84
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	801.32
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/11/2025 - 04/09/2025	292.94
05/20/2025	70084	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/11/2025 - 04/09/2025	582.44

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 70084:							9,275.13
<b>70085</b>							
05/20/2025	70085	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	773.84
05/20/2025	70085	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	746.36
05/20/2025	70085	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	966.20
05/20/2025	70085	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	966.20
05/20/2025	70085	Marin Municipal Water Dist	100-100-000-745100-100	Water Utility	Acc#	Service Period 02/26/2025 - 04/25/2025	815.06
05/20/2025	70085	Marin Municipal Water Dist	100-100-000-745150-100	Tenant Shared Cost - Water	Acc#	Service Period 02/12/2025 - 04/10/2025	100.44
05/20/2025	70085	Marin Municipal Water Dist	100-100-000-745150-100	Tenant Shared Cost - Water	Acc#	Service Period 02/12/2025 - 04/10/2025	710.18
Total 70085:							5,078.28
<b>70086</b>							
05/20/2025	70086	Marin Resource Recovery	100-100-300-720000-100	Materials & Parts-LR	Dirt		210.00
Total 70086:							210.00
<b>70087</b>							
05/20/2025	70087	Marin Sanitary Service	100-100-000-745200-100	Garbage Utility		Garbage service - 04/2025	939.09
Total 70087:							939.09
<b>70088</b>							
05/20/2025	70088	Marlin Leasing Corporation	100-200-000-740000-100	Equipment Rent		04/26-05/25/2025 Lease x2 Copiers/Scanners	447.99
Total 70088:							447.99
<b>70059</b>							
05/06/2025	70059	MCC Building Maintenance	100-100-000-730100-100	Facilities Maintenance/Repairs		Janitorial Maintenance - May 2025	1,575.00
Total 70059:							1,575.00
<b>70060</b>							
05/06/2025	70060	Motion Industries, Inc.	100-100-300-720000-100	Materials & Parts-LR		Hydraulic Fittings	253.72
05/06/2025	70060	Motion Industries, Inc.	100-100-100-720000-100	Materials & Parts-PS		6" S.S. Knife Valves	3,016.13

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 70060:							3,269.85
<b>70089</b>							
05/20/2025	70089	Motion Industries, Inc.	100-100-200-730000-100	Equipment Repairs-LM		Industrial Hose/Fitting/Hydraulic Parts	1,036.39
Total 70089:							1,036.39
<b>70061</b>							
05/06/2025	70061	MR Copy Inc	100-200-000-720400-100	Office Supplies		Copier use	319.64
Total 70061:							319.64
<b>25050614</b>							
05/06/2025	25050614	Municipal Maint. Equipmen	100-100-000-730200-100	Vehicle Fleet Repairs		Chassis/Water Pump/Vacon/Fitting Services	5,324.67
Total 25050614:							5,324.67
<b>70062</b>							
05/06/2025	70062	National Construction Rent	100-100-000-740200-100	Facilities Rent		fence rental	620.15
Total 70062:							620.15
<b>25052019</b>							
05/20/2025	25052019	{REE}	100-200-000-705310-100	OPEB Basic & ERMB Benefit Exp		Monthly Enhance Retiree Medical May 2025	756.27
Total 25052019:							756.27
<b>25052020</b>							
05/20/2025	25052020	Nute Engineering (ACH)	100-300-000-770000-200	Capital Outlay - CIP	EG-907-000-00	Amendment No. 2 to Task Order No. 8 with Nute Engineering for Design Engineering Services During Construction (ESDC) for the LS20, LS31, LS32 Lift Station Improvements Project (#907) - 04/2025	804.00
Total 25052020:							804.00
<b>70090</b>							
05/20/2025	70090	Pace Supply	100-100-100-720000-100	Materials & Parts-PS		Ring Gasket for FCA501 16"	75.65

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 70090:							75.65
<b>70091</b>							
05/20/2025	70091	Pacific Infrastructure Corp.	100-000-000-320000-000	Construction Retention Payable		Retention	144,400.00
Total 70091:							144,400.00
<b>25050615</b>							
05/06/2025	25050615	{EE}	100-300-000-750000-100	Travel/Airfare/Meals Reimb		Travel Reimbursement - CWEA Conference 2025	1,148.96
Total 25050615:							1,148.96
<b>25052021</b>							
05/20/2025	25052021	{EE}	100-100-000-750100-100	Conferences/Training/Meetings		Supervisory group training lunch	154.60
Total 25052021:							154.60
<b>70092</b>							
05/20/2025	70092	Petaluma Mechanical Inc	100-100-000-730150-100	Tenant Shared Cost - Repairs		AC Repair	2,290.33
Total 70092:							2,290.33
<b>70063</b>							
05/06/2025	70063	PG&E	100-100-000-745000-100	Power/Energy Utility		A/C #2970259016-6 03/19-04/16/2025	282.72
Total 70063:							282.72
<b>70093</b>							
05/20/2025	70093	PG&E	100-100-000-745000-100	Power/Energy Utility		A/C #1387181487-0 04/01-04/29/2025	19,856.06
05/20/2025	70093	PG&E	100-100-000-745050-100	Tenant Shared Cost - Power		A/C #3622494846-7 04/01-04/29/2025	8,888.65
05/20/2025	70093	PG&E	100-100-000-745000-100	Power/Energy Utility		A/C #9924336206-0 04/03-05/01/2025	390.21
Total 70093:							29,134.92
<b>70064</b>							
05/06/2025	70064	Pitney Bowes-Purchase Po	100-200-000-720400-100	Office Supplies		DM100I Red Ink Ctg 1 Box # 793-5	299.20

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
Total 70064:							299.20
<b>70094</b>							
05/20/2025	70094	Pitney Bowes-Purchase Po	100-200-000-720400-100	Office Supplies		Postage/Meter Rental Stmt 05.05.2025	1,041.99
Total 70094:							1,041.99
<b>70095</b>							
05/20/2025	70095	Ragghianti Freitas - Riley F	100-200-000-780300-100	Legal Services		Legal Services	975.00
Total 70095:							975.00
<b>70096</b>							
05/20/2025	70096	Rentokil North America Inc.	100-100-000-730150-100	Tenant Shared Cost - Repairs		Pest Control; 1111 Andersen	191.04
Total 70096:							191.04
<b>70097</b>							
05/20/2025	70097	Safeguard Business Syste	100-200-000-720400-100	Office Supplies		U.S. Bank Check Endorsement Stamp for remote deposit	89.91
Total 70097:							89.91
<b>25052022</b>							
05/20/2025	25052022	Schaaf & Wheeler (ACH) C	100-300-000-770000-200	Capital Outlay - CIP	EG-908-000-00	Design and Engineering Services During Construction for LS30 Heather Gardens Improvements Project (#908) -03/2025	11,120.50
Total 25052022:							11,120.50
<b>25052023</b>							
05/20/2025	25052023	Sens Holding LLC	100-300-000-770100-200	Capital Outlay - Equipment		Battery	9,550.64
Total 25052023:							9,550.64
<b>70098</b>							
05/20/2025	70098	Shamrock Building Material	100-100-300-720000-100	Materials & Parts-LR		Round Fieldstone Headsize Basket & Bulk	122.36
05/20/2025	70098	Shamrock Building Material	100-100-300-720000-100	Materials & Parts-LR		3/4" CLASS II A.B.	316.45
Total 70098:							438.81

Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
<b>25052024</b>							
05/20/2025	25052024	Source 1 Environmental (A	100-100-300-720000-100	Materials & Parts-LR		Epoxy Order	12,643.51
05/20/2025	25052024	Source 1 Environmental (A	100-100-300-720000-100	Materials & Parts-LR		Fiberglass Roll	2,280.68
Total 25052024:							14,924.19
<b>25050616</b>							
05/06/2025	25050616	The Wright Gardener	100-100-000-730100-100	Facilities Maintenance/Repairs		Monthly Plant Service	445.03
Total 25050616:							445.03
<b>25052025</b>							
05/20/2025	25052025	Transbay Lock Inc (ACH)	100-100-100-720000-100	Materials & Parts-PS		Abus pad locks/Lock Repair	1,241.71
Total 25052025:							1,241.71
<b>70065</b>							
05/06/2025	70065	True North Landscapes, LL	100-100-000-730150-100	Tenant Shared Cost - Repairs		Monthly Maintenance - April 2025	800.00
05/06/2025	70065	True North Landscapes, LL	100-100-000-730150-100	Tenant Shared Cost - Repairs		Monthly Maintenance - May 2025	800.00
Total 70065:							1,600.00
<b>25053002</b>							
05/30/2025	25053002	US Bank - Calcard CC (Aut	100-200-000-750000-100	Staff Travel/Airfare/Meals		SM -- 4338 Transportation - CWEA > UBER *TRIP	21,047.52
Total 25053002:							21,047.52
<b>70099</b>							
05/20/2025	70099	USA Blue Book	100-100-100-730000-100	Equipment Repairs-PS		SJE Mech Float Switch 50'L Cbl Megamaster Intern Weightd SPDT	250.42
Total 70099:							250.42
<b>70066</b>							
05/06/2025	70066	Vaccaro's Tree Service	100-100-000-730400-100	Easement Access Management		Chip and haul all debris - End of Ravine Way manhole	1,860.00
05/06/2025	70066	Vaccaro's Tree Service	100-100-000-730400-100	Easement Access Management		Chip and haul all debris - End of Ravine Way manhole	2,840.00
05/06/2025	70066	Vaccaro's Tree Service	100-100-000-730400-100	Easement Access Management		Remove Tree and haul Brush - Woodland Place Manhole	640.00
Total 70066:							5,340.00



Check Issue Date	Check Number	Payee	Invoice GL Account	Invoice GL Account Title	Job Number	Description	Check Amount
<b>25050617</b>							
05/06/2025	25050617	Water Components & Bld S	100-100-300-720000-100	Materials & Parts-LR		Marking Flag	16.80
Total 25050617:							16.80
<b>25052026</b>							
05/20/2025	25052026	Wells Fargo Financial Leas	100-200-000-740000-100	Equipment Rent		Kyocera Copier Lease C#	308.97
Total 25052026:							308.97
<b>25052027</b>							
05/20/2025	25052027	West Valley Construction C	100-300-000-770000-200	Capital Outlay - CIP	EG-958-000-00	Consultant Services Agreement with West Valley Construction for Design and Engineering Services During Construction (ESDC) for FY 2024/25 Gravity Sewer Improvements Project (#958)- 04/2025	1,265.00
05/20/2025	25052027	West Valley Construction C	100-300-000-770000-200	Capital Outlay - CIP	EG-959-000-00	Palm/Mann/Cypress GSIP Design 04/01-04/30/2025	105,135.00
Total 25052027:							106,400.00
<b>70100</b>							
05/20/2025	70100	Western Machine Electric	100-000-000-320000-000	Construction Retention Payable		Retention	32,291.08
Total 70100:							32,291.08
<b>25053003</b>							
05/30/2025	25053003	WEX Fleet Universal (Auto	100-100-000-730300-100	Vehicle Fleet Fuel		April 2025 Fleet Fuel	7,073.30
Total 25053003:							7,073.30
<b>25052028</b>							
05/20/2025	25052028	Zoon Engineering, Inc.	100-300-000-770000-200	Capital Outlay - CIP	EG-958-000-00	CM Services for FY 24/25 GSIP (Project #958) 3/1-4/30/2025	39,402.00
Total 25052028:							39,402.00
Grand Totals:							3,419,743.34

## Report Criteria:

Vendor:Vendor number = 1844

[Report].GL Period = "05/25"

Invoice Number	Seq	Invoice Date	GL Period	Description	GL Account	GL Account Description	Total Cost
<b>1844 US Bank - Calcard CC (AutoDR)</b>							
MAY 2025 CC	1	04/18/2025	05/25	PB -- 4304 Meeting expenses > NOAH'S BAGELS #2109	100-100-000-750100-100	Conferences/Training/Meetings	18.99
MAY 2025 CC	2	04/18/2025	05/25	PB -- 4304 Car wash > SPOTLESS CAR WASH	100-100-000-730200-100	Vehicle Fleet Repairs	46.00
MAY 2025 CC	3	04/18/2025	05/25	JH -- 4320 OnCall trailer hitch locking pin > AMAZON MARK* YY2RZ1AD3	100-100-100-720000-100	Materials & Parts-PS	21.80
MAY 2025 CC	4	04/18/2025	05/25	JH -- 4320 OnCall trailer hitch > AMAZON MARK* RT8K08LN3	100-100-100-720000-100	Materials & Parts-PS	313.21
MAY 2025 CC	5	04/18/2025	05/25	JH -- 4320 Emergency drinking water > SMART AND FINAL 526	100-100-000-720200-100	Safety Equipment & Services	12.48
MAY 2025 CC	6	04/18/2025	05/25	JH -- 4320 PT14 Car wash > SPOTLESS CAR WASH	100-100-000-730200-100	Vehicle Fleet Repairs	42.00
MAY 2025 CC	7	04/18/2025	05/25	SM -- 4338 Monthly Board Member Breakfast > GARDEN CAFE	100-200-000-755100-100	Board Conf/Training/Meetings	100.75
MAY 2025 CC	8	04/18/2025	05/25	SM -- 4338 Car wash EG01 Vehicle > CANC01 SAN RAFAEL	100-100-000-730200-100	Vehicle Fleet Repairs	13.00
MAY 2025 CC	9	04/18/2025	05/25	SM -- 4338 Transportation - CWEA conference > UBER *TRIP	100-200-000-750000-100	Staff Travel/Airfare/Meals	18.99
MAY 2025 CC	10	04/18/2025	05/25	SM -- 4338 Transportation - CWEA conference > UBER *TRIP	100-200-000-750000-100	Staff Travel/Airfare/Meals	73.95
MAY 2025 CC	11	04/18/2025	05/25	SM -- 4338 Transportation - CWEA conference> UBER *TRIP	100-200-000-750000-100	Staff Travel/Airfare/Meals	17.91
MAY 2025 CC	12	04/18/2025	05/25	SM -- 4338 Transportation - CWEA conference > UBER *TRIP	100-200-000-750000-100	Staff Travel/Airfare/Meals	19.08
MAY 2025 CC	13	04/18/2025	05/25	SM -- 4338 Transportation - CWEA conference > UBER *TRIP	100-200-000-750000-100	Staff Travel/Airfare/Meals	11.96
MAY 2025 CC	14	04/18/2025	05/25	SM -- 4338 Transportation - CWEA conference > UBER *TRIP	100-200-000-750000-100	Staff Travel/Airfare/Meals	17.92
MAY 2025 CC	15	04/18/2025	05/25	SM -- 4338 Hotel - CWEA Conference > RENAISSANCE PALM SPRIN	100-200-000-750000-100	Staff Travel/Airfare/Meals	861.72
MAY 2025 CC	16	04/18/2025	05/25	SM -- 4338 Transportation - CWEA conference > UBER *TRIP	100-200-000-750000-100	Staff Travel/Airfare/Meals	90.75
MAY 2025 CC	17	04/18/2025	05/25	SM -- 4338 Parking BACWA annual meeting > LAZ PKG L18105 - OXFORD	100-200-000-750000-100	Staff Travel/Airfare/Meals	22.00
MAY 2025 CC	18	04/18/2025	05/25	AP -- 0738 Meeting expenses > MICHAELS S* MICHAELS S	100-200-000-750100-100	Staff Conf/Training/Meetings	26.38
MAY 2025 CC	19	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON RETA* A771Y88Y3	100-200-000-720400-100	Office Supplies	20.75
MAY 2025 CC	20	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON RETA* V53J17OQ3	100-200-000-720400-100	Office Supplies	21.82
MAY 2025 CC	21	04/18/2025	05/25	AP -- 0738 Creamer > SMART AND FINAL 526	100-200-000-720400-100	Office Supplies	25.85
MAY 2025 CC	22	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON MKTPL*6V8CT6XZ3	100-200-000-720400-100	Office Supplies	135.08
MAY 2025 CC	23	04/18/2025	05/25	AP -- 0738 Azure > MSFT * E0400VSOQG	100-200-000-790200-100	Annual Software Renewal Costs	135.49
MAY 2025 CC	24	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON MKTPL*FN0JO4K83	100-200-000-720400-100	Office Supplies	154.98
MAY 2025 CC	25	04/18/2025	05/25	AP -- 0738 Supervisor training food > EZCATER*PANERA BREAD	100-200-000-750100-100	Staff Conf/Training/Meetings	226.56
MAY 2025 CC	26	04/18/2025	05/25	AP -- 0738 Board meeting > WHOLEFDS SRF 10071	100-200-000-755100-100	Board Conf/Training/Meetings	129.54
MAY 2025 CC	27	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON MKTPL*VE2RS0SG3	100-200-000-720400-100	Office Supplies	140.91
MAY 2025 CC	28	04/18/2025	05/25	AP -- 0738 Graphic Design Services > BUEL CREAT* (1 OF 1 PA	100-200-000-780700-100	Community Outreach Services	1,035.00
MAY 2025 CC	29	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON RETA* 6Y9L04O43	100-200-000-720400-100	Office Supplies	62.39
MAY 2025 CC	30	04/18/2025	05/25	AP -- 0738 Office supplies > SMART AND FINAL 526	100-200-000-720400-100	Office Supplies	44.41
MAY 2025 CC	31	04/18/2025	05/25	AP -- 0738 All Hands > SMART AND FINAL 526	100-200-000-750100-100	Staff Conf/Training/Meetings	12.99
MAY 2025 CC	32	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON RETA* NB09S3BI2	100-200-000-720400-100	Office Supplies	16.18
MAY 2025 CC	33	04/18/2025	05/25	AP -- 0738 Supervisor training food > MOLLIE STONES #4	100-200-000-755100-100	Board Conf/Training/Meetings	91.99
MAY 2025 CC	34	04/18/2025	05/25	AP -- 0738 Supervisor training food > MOLLIE STONE'S MARKET	100-200-000-755100-100	Board Conf/Training/Meetings	190.00
MAY 2025 CC	35	04/18/2025	05/25	AP -- 0738 Storage fee for storing CCTV backups - 04/2025 > AMAZON WEB SERVICES	100-200-000-790200-100	Annual Software Renewal Costs	148.82
MAY 2025 CC	36	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON MKTPL*NB3IK8FU1	100-200-000-720400-100	Office Supplies	43.38

Invoice Number	Seq	Invoice Date	GL Period	Description	GL Account	GL Account Description	Total Cost
MAY 2025 CC	37	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON MKTPL*NI3V34092	100-200-000-720400-100	Office Supplies	24.70
MAY 2025 CC	38	04/18/2025	05/25	AP -- 0738 Office supplies > AMAZON MKTPL*NB5HX31X0	100-200-000-720400-100	Office Supplies	269.86
MAY 2025 CC	39	04/18/2025	05/25	AP2 -- 3102 Marin IJ 4-Week Digital Subscription > MARIN INDEPENDENT JOURN	100-200-000-780700-100	Community Outreach Services	18.00
MAY 2025 CC	40	04/18/2025	05/25	AP2 -- 3102 Marin IJ Advertising > CA NEWSPAPERS ADV S	100-200-000-780700-100	Community Outreach Services	830.00
MAY 2025 CC	41	04/18/2025	05/25	AP2 -- 3102 Azure > MICROSOFT#G086286012	100-200-000-790200-100	Annual Software Renewal Costs	153.88
MAY 2025 CC	42	04/18/2025	05/25	AP2 -- 3102 Answering service > GOTOCOM*GOTOCONNECT	100-200-000-745400-100	Telephone Utility	631.92
MAY 2025 CC	43	04/18/2025	05/25	AP2 -- 3102 2000 Larkspur Landing > COMCAST CALIFORNIA	100-100-000-745300-100	Cable/Internet Utility	442.16
MAY 2025 CC	44	04/18/2025	05/25	AP2 -- 3102 Internet back up > ATT* BILL PAYMENT	100-100-000-745300-100	Cable/Internet Utility	103.24
MAY 2025 CC	45	04/18/2025	05/25	AP2 -- 3102 1111 Andersen Dr > COMCAST CALIFORNIA	100-100-000-745300-100	Cable/Internet Utility	258.59
MAY 2025 CC	46	04/18/2025	05/25	AP2 -- 3102 1111 Andersen Dr - Ethernet Equipment > COMCAST BUSINESS	100-100-000-745300-100	Cable/Internet Utility	1,192.35
MAY 2025 CC	47	04/18/2025	05/25	AP2 -- 3102 Email marketing > EIG*CONSTANTCONTACT.COM	100-300-000-790200-100	Annual Software Renewal Costs	82.00
MAY 2025 CC	48	04/18/2025	05/25	AP2 -- 3102 CSMFO membership > CSMFO	100-200-000-750200-100	Membership/Association/Certifi	150.00
MAY 2025 CC	49	04/18/2025	05/25	AP2 -- 3102 Cell Phones > VZWRLSS*APOCC VISB	100-100-000-745400-100	Telephone Utility	3,237.66
MAY 2025 CC	50	04/18/2025	05/25	AP2 -- 3102 Marin IJ 4-Week Digital Subscription > MARIN INDEPENDENT JOURN	100-200-000-780700-100	Community Outreach Services	34.00
MAY 2025 CC	51	04/18/2025	05/25	KL -- 4361 Spare level transmitters for stock > INSTRUMART	100-100-100-720000-100	Materials & Parts-PS	2,333.59
MAY 2025 CC	52	04/18/2025	05/25	KL -- 4361 Distilled water for Generator batteries > SMART AND FINAL 526	100-100-100-720000-100	Materials & Parts-PS	19.61
MAY 2025 CC	53	04/18/2025	05/25	KL -- 4361 Batteries for PS 15 Generator > NAPA ONLINE	100-100-100-720000-100	Materials & Parts-PS	1,360.91
MAY 2025 CC	54	04/18/2025	05/25	KL -- 4361 PT12 Blend door actuator > AMAZON.COM*788OX9VY3	100-100-000-730200-100	Vehicle Fleet Repairs	16.60
MAY 2025 CC	55	04/18/2025	05/25	KL -- 4361 Service fee for BAAQMD charge of \$533.00 > PAYMENTUS CORP	100-100-000-790300-100	Permit Fees	16.31
MAY 2025 CC	56	04/18/2025	05/25	KL -- 4361 Generator annual permit renewal > BAY AREA AIR QUALITY MANA	100-100-000-790300-100	Permit Fees	553.00
MAY 2025 CC	57	04/18/2025	05/25	KL -- 4361 PT12 AC Refridgerant > O'REILLY 3552	100-100-000-730200-100	Vehicle Fleet Repairs	72.06
MAY 2025 CC	58	04/18/2025	05/25	KL -- 4361 CWEA membership Kevin L. > CALIFORNIA WATER ENVIRON	100-100-000-750200-100	Membership/Association/Certifi	239.00
MAY 2025 CC	59	04/18/2025	05/25	KL -- 4361 PT06 Car wash > SPOTLESS CAR WASH	100-100-000-730200-100	Vehicle Fleet Repairs	42.00
MAY 2025 CC	60	04/18/2025	05/25	KL -- 4361 PS15 Generator power supply > AMAZON MKTPL*NB3KZ1MQ0	100-100-100-720000-100	Materials & Parts-PS	213.04
MAY 2025 CC	61	04/18/2025	05/25	KL -- 4361 PS15 Generator power meter VDC > AMAZON MKTPL*NB3460M10	100-100-100-720000-100	Materials & Parts-PS	10.80
MAY 2025 CC	62	04/18/2025	05/25	JV -- 4296 Airport Parking AC25 > LAZ PKG OAKLAND	100-100-000-750000-100	Travel/Airfare/Meals Reimb	130.00
MAY 2025 CC	63	04/18/2025	05/25	JV -- 4296 CWEA AC25 Hotel > RENAISSANCE PALM SPRIN	100-100-000-750000-100	Travel/Airfare/Meals Reimb	1,148.96
MAY 2025 CC	64	04/18/2025	05/25	CW -- 4353 J.Vogel CWEA flight > SOUTHWES 5262331230198	100-100-000-750000-100	Travel/Airfare/Meals Reimb	368.97
MAY 2025 CC	65	04/18/2025	05/25	CW -- 4353 Emotional Intelligence Books x4 > AMAZON RETA* 7L5E16E23	100-100-000-790000-100	Recruiting/Hiring Fees	65.48
MAY 2025 CC	66	04/18/2025	05/25	CW -- 4353 Emotional Intelligence Books x4 - refunded > AMAZON.COM*ZH7HU2FN3	100-100-000-790000-100	Recruiting/Hiring Fees	65.67
MAY 2025 CC	67	04/18/2025	05/25	CW -- 4353 Sr. CSW Recruitment Panelist Lunch > MICHAELS S* MICHAELS S	100-100-000-790000-100	Recruiting/Hiring Fees	52.93
MAY 2025 CC	68	04/18/2025	05/25	CW -- 4353 Sr. CSW Recruitment Panelist Breakfast > SMART AND FINAL 526	100-100-000-790000-100	Recruiting/Hiring Fees	21.97
MAY 2025 CC	69	04/18/2025	05/25	CW -- 4353 Emotional Intelligence Books x4 - refunded > AMAZON.COM	100-200-000-720400-100	Office Supplies	65.67-
MAY 2025 CC	70	04/18/2025	05/25	CW -- 4353 CSW Recruitment Panelist Lunch > TAQUERIA MI FAMILIA	100-100-000-790000-100	Recruiting/Hiring Fees	70.15
MAY 2025 CC	71	04/18/2025	05/25	CW -- 4353 M. Vigil CWEA Hotel > RENAISSANCE PALM SPRIN	100-100-000-750000-100	Travel/Airfare/Meals Reimb	861.72
MAY 2025 CC	72	04/18/2025	05/25	CW -- 4353 Benefits Guide Refresh > BUEL CREAT* (1 OF 1 PA	100-100-000-790000-100	Recruiting/Hiring Fees	416.70
MAY 2025 CC	73	04/18/2025	05/25	FN -- 2529 Admin Pros Day > TRADER JOE S #061	100-200-000-750100-100	Staff Conf/Training/Meetings	61.09
MAY 2025 CC	74	04/18/2025	05/25	FN -- 2529 Admin Pros Day > SEES CANDY 1592	100-200-000-750100-100	Staff Conf/Training/Meetings	48.00
MAY 2025 CC	75	04/18/2025	05/25	RZ -- 4312 Training by WECO course on Root Foam, Hydro jetting > EB *ROOTSTOCK 2025	100-100-000-750100-100	Conferences/Training/Meetings	700.00
MAY 2025 CC	76	04/18/2025	05/25	RZ -- 4312 Sight Gauge for CB02 & CB03 > FRIEDMANS HOME IMPROVEMEN	100-100-200-720000-100	Materials & Parts-LM	43.53
MAY 2025 CC	77	04/18/2025	05/25	PB -- 4346 Recorder Fee - Release of lien, 7 Hillcrest Ave Larkspur > VCN*MARINCORERECORDERCTR	100-300-000-799200-200	LRLP Disbursement	44.50

Invoice Number	Seq	Invoice Date	GL Period	Description	GL Account	GL Account Description	Total Cost
MAY 2025 CC	78	04/18/2025	05/25	PB -- 4346 Icloud additional Storage recurring fee > APPLE.COM/BILL	100-200-000-780200-100	Information Technology Service	.99
MAY 2025 CC	79	04/18/2025	05/25	PB -- 4346 Amazon Prime one-week trial > AMAZON PRIME*NB1JH2HC2	100-200-000-780700-100	Community Outreach Services	2.17
MAY 2025 CC	80	04/18/2025	05/25	PB -- 4346 Supplies for Touch Trucks event > AMAZON MKTPL*163YH7L63	100-200-000-780700-100	Community Outreach Services	290.89
MAY 2025 CC	81	04/18/2025	05/25	PB -- 4346 Touch Trucks event including baskets/bins and kiddie pool. > TARGET 00027722	100-200-000-780700-100	Community Outreach Services	49.16
Total 1844 US Bank - Calcard CC (AutoDR):							21,047.52
Grand Totals:							21,047.52

## Report GL Period Summary

Vendor number hash: 0  
Vendor number hash - split: 0  
Total number of invoices: 0  
Total number of transactions: 0

## Report Criteria:

Vendor.Vendor number = 1844

[Report].GL Period = "05/25"

Includes unprinted checks

Board Packet No.033

**Ross Valley Sanitary District  
Payroll Payment Detail  
May 31, 2025**

**TOTAL DISTRICT EMPLOYEE PAYMENTS**

	Pay Date	Payroll Period	Paid Amount
1	5/2/2025	Payroll period 04/14/2025 - 04/27/2025	\$ 127,317.82
2	5/16/2025	Payroll period 04/28/2025 - 05/11/2025	131,510.50
3	5/28/2025	Payroll period 05/12/2025 - 05/25/2025	127,620.24
4	<b>Total employee payments</b>		<b>\$ 386,448.56</b>

*Note: The payroll payment on line #2 includes paid amounts related to the monthly stipend payments to the District's Board of Directors. To see the respective gross payouts to each Board member for the number of meetings, please see below.*

**DISTRICT BOARD OF DIRECTOR STIPENDS**

*\*In alphabetical order by last name*

	Board Member Name	# of Meetings	Stipend
1	Michael Boorstein	2	\$ 628.00
2	Thomas Gaffney	2	628.00
3	Douglas Kelly	1	314.00
4	Pamela Meigs	2	628.00
5	Mary Sylla	3	942.00
6	<b>Total District Board of Director stipends</b>	10	<b>\$ 3,140.00</b>



## ROSS VALLEY SANITARY DISTRICT

1111 Andersen Drive  
San Rafael, CA 94901  
(415) 259-2949 ~ [rvsd.org](http://rvsd.org)

---

### STAFF REPORT

**For the Meeting of July 16, 2025**

June 26, 2025

To: Board of Directors

From: Felicia Newhouse, Assistant General Manager  
Victor Damiani, Finance Officer

Subject: **Adopt Resolution No. 25-1672 Determining the Annual Appropriation Limit for the Budget Fiscal Year 2026**

#### Summary

Annually, District staff prepare and present an Appropriation Limit calculation as required by the State of California. The District's budgeted appropriations are well within the statutorily determined threshold.

#### Discussion

As directed per the State of California's Article XIII B Appropriations Limit (also known as the "Gann Limit"), governmental agencies are to assess their adopted budget appropriations against a calculated spending limit. The budgeted appropriations are any funds used from proceeds of taxes, including property taxes. The spending limit is a rolling balance starting from 1979 that fluctuates year-over-year based on growth factors from both the local population and cost of living. For Fiscal Year 2026, the District's total budgeted proceeds of taxes is \$10.03M.

The Appropriations Limit calculation allows for certain exclusions that would not be subject to its calculated spending limit. The only such exclusions available to the District are qualifying capital outlays over \$100,000. The District's total allowable exclusions are \$10.8M, which exceeds the proceeds of taxes by \$767,735.

The District's limit is calculated using a rolling balance adjusted for growth factors from changes in population and cost of living. For the current Fiscal Year, a compounded growth factors of 6.589 % is applied to the prior fiscal year's Appropriations Limit amount of \$7.8M resulting in a current Fiscal Year Appropriations Limit of \$8.3M.

The difference between the calculated limit versus the current appropriations subject to the limit is approximately \$(9.03M) or 109% below the limit.

The Fiscal Year 2026 Appropriations Limit Summary (Attachment A) summarizes the analysis performed for inclusion of the proposed Resolution. The summary and detailed worksheets were posted and available for public review fifteen (15) days prior to the Board meeting as required by State law.

**Recommendation**

Adopt Resolution 25-1672, to adopt the FY 2026 Budget Appropriation Limit.

Attachment(s):

- A) FY 2026 Budget Appropriation Limit Summary
- B) Draft Resolution No. 25-1672



# Ross Valley Sanitary District

## Appropriations Limit Calculation Summary

### Fiscal Year FY25-26 Adopted Budget

**Prior Year Appropriation Limit** **\$ 7,753,843**

**Allowed Compounded Percentage Increase from Prior Year [1]**

County Per Capita Personal Income	1.0644
County Population Growth From January 2024 to 2025 State Dept of Finance	1.0014
Compounded Percentage as an Adjustment Factor	6.5890%
Annual Adjustment Amount to Appropriation Limit	510,902

**Current Year Appropriation Limit** **8,264,745**

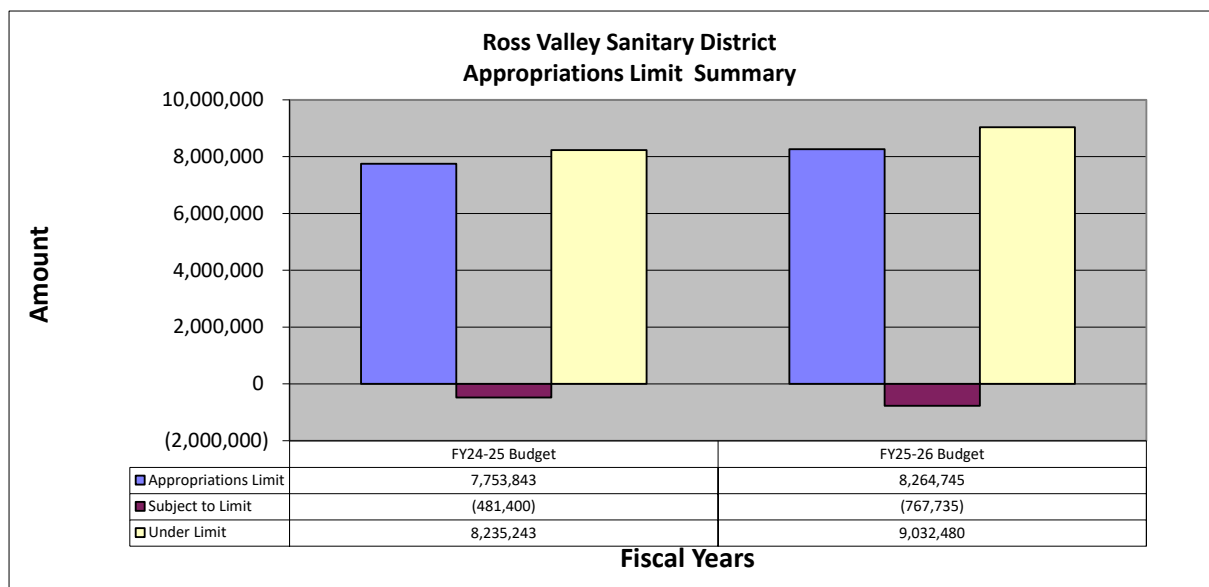
**Current Year Adopted Budget Appropriations From Proceeds of Taxes**

Proceeds of Taxes From Adopted Budget [2]	10,032,265
Less Allowable Exclusion of Certain Appropriations [3]	(10,800,000)

**Current Year Appropriations Subject to Appropriation Limit** **(767,735)**

**Current Year Appropriations Under the Appropriation Limit** **\$ (9,032,480)**

**Percentage Under the Limit** **-109%**



(1) From State Department of Finance, as required by State Law. See worksheet #5 & #6

(2) Proceeds of Taxes are certain revenues as defined by State Law and League of California Cities Article XIII B Appropriations Limit Uniform Guidelines - March 1991. Summary of worksheet #1.1 for above calculations of Appropriations Limit and Appropriations Subject to Limit, with adjustments.

	From Non Proceeds of Taxes	From Proceeds of Taxes	Total Appropriations
District Operations, Debt Service, Capital Improvements & Other Costs	33,669,058	10,032,265	43,701,323
(3) Summary of Exclusions funded by Proceeds of Taxes allowed under State Law. See worksheet #3		Exclusions	
Court Order Costs		-	
Federal Mandates		-	
Qualified Capital Outlay Over \$100,000		10,800,000	
Qualified Debt Service		-	
Total Exclusions		10,800,000	

**ROSS VALLEY SANITARY DISTRICT  
RESOLUTION NO 25-1672**

**A RESOLUTION OF THE BOARD OF DIRECTORS ESTABLISHING AN  
APPROPRIATIONS LIMIT FOR FISCAL YEAR 2025/26**

**WHEREAS**, the people of California on November 6, 1979, added Article XIII-B to the State Constitution placing various limitations on the appropriations of the State and local governments; and

**WHEREAS**, the State Legislature adopted Chapters 1205 and 1342 of the 1980 Statutes which implemented Article XIII-B; and

**WHEREAS**, the people of California on June 5, 1990 amended Article XIII-B effective July 1, 1990; and

**WHEREAS**, Government Code 7900, et seq., provides the process in which to calculate the appropriations limit including a provision to make such documentation available to the public and a requirement to adopt a resolution setting the annual appropriation limit; and

**WHEREAS**, the Ross Valley Sanitary District has complied with the provisions of Article XIII-B in determining the appropriation limits each fiscal year; and

**WHEREAS**, the Ross Valley Sanitary District has determined that the District's appropriations limit for Fiscal Year 2025/26 is \$8,264,745; and

**WHEREAS**, the Ross Valley Sanitary District has calculated the amount of appropriations that are subject to the limit to be \$(767,735) for Fiscal Year 2025/26.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Ross Valley Sanitary District that the sum of \$8,264,745 is hereby established as the appropriations limit for Fiscal Year 2025/26.

**PASSED, APPROVED, AND ADOPTED** at a regular meeting by the Board of Directors of Ross Valley Sanitary District held on the 16th of July 2025 following vote:

**AYES:**

**NOES:**

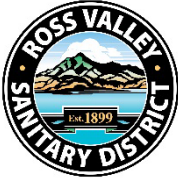
**ABSENT:**

**ABSTAIN:**

**ATTEST:**

\_\_\_\_\_  
Douglas T. Kelly  
President of the Board

\_\_\_\_\_  
Pamela Meigs  
Secretary of the Board

**ROSS VALLEY SANITARY DISTRICT**

1111 Andersen Drive  
San Rafael, CA 94901  
(415) 259-2949 ~ [rvsd.org](http://rvsd.org)

---

**STAFF REPORT**

**For the Meeting of July 16, 2025**

July 8, 2025

To: Board of Directors

From: Felicia Newhouse, Assistant General Manager  
Christina Winnicki, Board Clerk/Management Analyst

Subject: **Authorize the General Manager to Approve a Purchase Order for Annual Managed Services with IT Hub LLC for Information Technology (IT) Support in Fiscal Year 2025/26 for an Amount Not to Exceed \$91,680**

**Summary**

This staff report is presented to the Board to consider authorizing the General Manager to approve a purchase order for annual managed services with IT Hub for IT support for FY 2025/26 in an amount not to exceed \$91,680.

**Discussion**

Since 2013, IT Hub's owner, Ryan Cudia, and his staff have successfully managed and maintained the District's IT systems and provided as-needed support, including major hardware upgrades and enterprise-wide soft deployments and updates. IT Hub also consistently maintains industry-standard IT security for the RVSD network.

The District has elected to outsource its IT support services for several reasons, including it is more cost effective than hiring staff, it provides greater access to IT expertise, and it allows the organization to focus on core operations. The Managed IT Service Provider (MSP) subscription model used by IT Hub provides the District with predictable IT support costs and a proactive approach to IT management which often prevents problems from occurring and disrupting business operations.

IT Hub contract services include the support for all of the District's workstations and laptops, physical and virtual servers, network and mobile devices, and software implementation management. Dedicated technicians are assigned to manage all service ticket requests and special projects, providing workday and after-hours response as needed. Once a week IT Hub staff provide in-person technical support at the District headquarters.

### *Fiscal Impact and Sole Source Procurement*

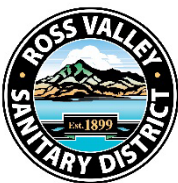
This scope was budgeted in the Fiscal Year 2025/26 Budget approved by the Board in June.

Sole source procurement is any acquisition which, by virtue of the specifications required or by the clear and specific restrictions imposed by a provider, restricts the procurement to one vendor or to one brand. The District's Financial Policies provide allowable justifications for sole source procurement (Section 12.19) including when, in the judgment of the Purchasing Agent, it is in the best interest of the District to negotiate, without engaging in competitive bidding process, an extension of an existing contract for goods or services based upon satisfactory performance, as long as such negotiated price is fair and reasonable.

Staff recommends that the knowledge and expertise of IT Hub, their over ten years of experience with the District's IT systems, and their responsiveness and proactive approach, justifies the sole source procurement.

### **Recommendation**

Authorize the General Manager to approve a purchase order for annual managed services with IT Hub LLC for Information Technology (IT) support in Fiscal Year 2025/26 in an amount not to exceed \$91,680.



**ROSS VALLEY SANITARY DISTRICT**

1111 Andersen Drive  
San Rafael, CA 94901  
(415) 259-2949 ~ [rvsd.org](http://rvsd.org)

---

**STAFF REPORT**

**For the Meeting of July 16, 2025**

July 10, 2025

To: Board of Directors

From: Christina Winnicki, Board Clerk/Management Analyst

Subject: **Approve Board Members' Attendance at Governance Training**

**Summary**

The purpose of this staff report is to seek approval for Board members to attend governance training, a requirement for the District to qualify for the Special District Leadership Foundation (SDLF) District of Distinction award.

**Discussion**

In February 2021, the District applied for and received the SDLF Transparency Certificate of Excellence for the first time. The District reapplied in November 2024 to maintain the designation and was awarded again.

The SDLF offers the District of Distinction award to organizations that demonstrate excellence in the following areas:

- Understanding and respecting the responsibilities inherent in providing essential public services.
- Having clean financial audits and operating in a fiscally responsible and transparent manner.
- Being conscious of the ever-changing operating environment by having current and relevant policies and procedures in place that conform to all statutes and regulations under state law.
- Placing an emphasis on continuing education completed by having each of the District's board members and executive staff in ethics, governance, and leadership training.
- Focusing on having sound policies in the areas of governance, board conduct, district finances, transparency, and reserves.

Only districts that have received the Transparency Certificate of Excellence are eligible to apply for the District of Distinction award.

One of the key requirements for the award is a minimum of six hours of governance training for all Board members and the General Manager. SDLF offers several training opportunities this calendar year, as outlined below. Additional details are attached.

- 1. Virtual Workshop: SDLA Module 3 – Board’s Role in Finance**  
Wednesday & Thursday, September 17–18, 2025  
9:00 a.m. – 12:00 p.m. each day
- 2. Virtual Workshop: SDLA Module 4 – Board’s Role in Human Resources**  
Wednesday & Thursday, December 3–4, 2025  
9:00 a.m. – 12:00 p.m. each day
- 3. In-Person Workshop: SDLA Module 1 – Governance Foundations**  
Monday, August 25, 2025, in Monterey, CA (pre-conference workshop)
- 4. In-Person Special District Leadership Academy Conferences (SDLA):**
  - October 5–8, 2025, in Redding, CA
  - November 16–19, 2025, in Seaside, CA

All Board members must complete governance training for the District to be eligible for the award. Members should notify the Board Clerk of their preferred training option by July 25, 2025. For those attending a conference, staff is available to assist with registration and hotel arrangements.

### **Recommendation**

Approve Board members’ attendance at one or more governance trainings required for the SDLF District of Distinction award.

Attachment(s):

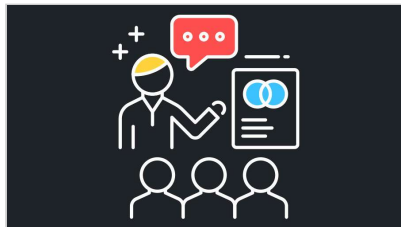
- A) SDLA Module 3: Board’s Role in Finance training information
- B) SDLA Module 4: Board’s Role in Human Resources training information
- C) In-Person Workshop: SDLA Module 1: Governance Foundations training information
- D) Special District Leadership Academy Conference (SDLA) information



**California Special  
Districts Association**

*Districts Stronger Together*

## **Virtual Workshop: SDLA Module 3 Board's Role in Finance and Fiscal Accountability**



Presenter: Justin Williams, MUN CPAs

This session will provide a review and insight of important financial concepts, reports, and policies specific to public agencies including special districts.

Attendees will learn:

- How to ask the right questions.
- How to link the finance process to the district mission and goals.
- Budget process, budget assessment, and communicating budget information to the public.
- How to develop and analyze capital improvement plans and reserve guidelines.

Wednesday and Thursday, September 17 and 18,  
2025

9:00 a.m. to 12:00 p.m. each day

\$265 CSDA Member

\$530 Non-member

Need help paying for registration? Click [here](#) to  
apply for a scholarship.

---

**Price** 265.00

**When** 9/17/2025 9:00 AM - 9/18/2025 12:00 PM  
Pacific Daylight Time







**California Special  
Districts Association**

*Districts Stronger Together*

## **Virtual Workshop: SDLA Module 4 Board's Role in Human Resources**



Presenter: Oliver Yee, Liebert Cassidy Whitmore

This session will teach participants how to determine the Human Resource (HR) health of their district and what areas to focus on as a board and individual governing official including:

- Identifying the board's role in human resources.
- Recognizing HR red flags and positive indicators.
- Developing and maintaining essential HR policies.
- Covering confidentiality and legal liabilities.
- Evaluating the general manager.

Wednesday and Thursday, December 3 and 4, 2025

9:00 a.m. - 12:00 p.m. each day

\$265 CSDA Member

\$530 Non-member

Eligible for SDRA Credit Incentive Points

Need help paying for registration? Click [here](#) to  
apply for a scholarship.

---

**Price** 265.00

**When** 12/3/2025 9:00 AM - 12/4/2025 12:00 PM  
Pacific Standard Time



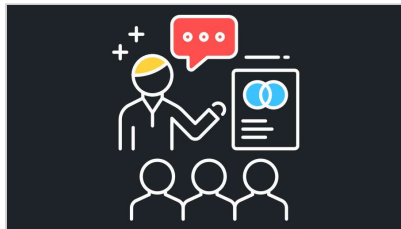
1112 "I" Street, Suite 200, Sacramento, CA 95814

877.924.2732 | 916.442.7887



**California Special  
Districts Association**  
*Districts Stronger Together*

## Pre-Annual Conference Workshop: SDLA Governance Foundations



*This is a Pre-Conference Workshop for the CSDA Annual Conference & Exhibitor Showcase. You do not need to attend the conference to register.*

Presenter: Hilary Straus, Citrus Heights Water District

In this informational session, the instructor will lay the ground work for good governance in your district.

Attendees will discover:

- Why good governance is so important to the overall well-being of the district.  
The traits of effective board members.
- What good governance means and how to effectively put it into practice.
- How to move your board from “I” to “we,” including how to become an effective team,

establish team standards, and essential conditions for team building.

Monday, August 25, 2025

9:00 a.m. - 3:30 p.m.

\$325 CSDA Member

\$650 Nono-member

Price includes continental breakfast and lunch.

Eligible for SDRMA Credit Incentive Points.

Need help paying for registration? Click [here](#) to apply for a scholarship.

**Price** 325.00

**When** 8/25/2025 9:00 AM - 3:30 PM  
Pacific Daylight Time

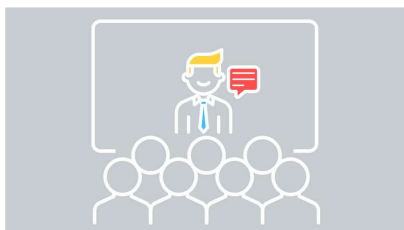
**Where** Monterey Conference Center  
1 Portola Plaza  
Monterey, CA 93940  
UNITED STATES



**California Special  
Districts Association**

*Districts Stronger Together*

## 2025 Special District Leadership Academy Redding



Local boards are the reason, and really the only reason, why local control is local. Special district boards are the voices of the community. The truth is that every elected or appointed public official needs to worry about governance because governance is what boards do. It's what they bring to the table. Governance is taking the wishes, needs, and desires of the community and transforming them into policies that govern the district. Survival of special districts depends in large part on how well-run the boards are.

CSDA's Special District Leadership Academy offers curriculum-based training built around the essential partnership between board members and general managers. Designed for both new and seasoned board members, our groundbreaking curriculum equips attendees with the knowledge and skills necessary to lead effectively and uphold

vital governance responsibilities. This conference fosters collaborative leadership and sets a strong foundation for achieving shared goals within your special district.

Attendees will learn:

- How to work as a team
- The roles of the board and staff
- Attributes and characteristics of highly effective boards
- How culture, norms, values, and operating style influence the district
- Specific jobs the board must perform
- How individual values, skills, and knowledge help to shape how effective boards operate
- The importance of moving from “I” to “we” as the governance team
- The board’s role in setting direction for the district; the board’s role in finance and fiscal accountability
- And more!

NOTE: You must complete the first-time attendee track to qualify for SDLF Certificate in [Special District Governance](#).

SDLA Graduate? Join us for our Returning Attendee Track with Two Days of Breakout Sessions with topics such as (sample from previous year):

Building a Solid Financial Foundation

Navigating Community Engagement

Legislative Relations 201

Good Governance

Financial Reporting

Public Agencies and Lawyers

Detailed schedule can be found on the [SDLA Website](#).

***First-Time Attendee Schedule of Events***

**Sunday 10/5/25**

5:30 - 7:00 p.m. Registration and Networking  
Reception

**Monday 10/6/25**

8:30 a.m. - 4:30 p.m. First-Time Attendee Sessions  
5:30 - 7:30 p.m. Sip and Savor Evening Reception

**Tuesday 10/7/25**

8:30 a.m. - 4:00 p.m. First-Time Attendee Sessions  
Open Evening

**Wednesday 10/8/25**

8:30 a.m. - 12:00 p.m. First-Time Attendee Sessions  
12:00 p.m. Graduation Certificate Distribution

Pricing:

Early Bird Registration on or before September 5,  
2025:

\$825 CSDA Member

\$1,650 Non-member

Regular Registration after September 5, 2025:

\$890 CSDA Member

\$1,780 Non-member

**Send additional attendees from the same  
district and receive discounted pricing per  
additional attendee!**

Before Early Bird (9/5/25)

CSDA Member \$565

Non-member \$1,130

After Early Bird (after 9/5/25)

CSDA Member \$625

Non-member \$1,250

**Members: discounted pricing will automatically populate at checkout. Non-members: call to obtain discounted pricing for attendees 2, 3, 4, etc.**

**Interested in Exhibiting/Sponsoring? Check out all of the opportunities and register [here](#).**

Need help paying for this conference? Scholarship funds are available from the Special District Leadership Foundation (SDLF).

Apply [here](#)

**HOTEL RESERVATIONS:** CSDA room reservations in the CSDA room block start at the rate of \$169 plus tax and fees per day. The room reservation cut-off is September 12, 2025; however, space is limited and may sell out before this date.

Information regarding hotel reservations and links to book in the CSDA room block will be emailed within 24 hours of registration.

Cancellations must be in writing and received by CSDA no later than September 5, 2025, at 5:00 p.m.

All cancellations received by this date will be refunded less a \$75 cancellation fee. There will be no refunds for cancellations made after September



5, 2025. Substitutions to another attendee are possible but only for SDLA Northern (not transferable to another conference) and must be done in writing no later than October 1, 2025, at 5:00 p.m. Please submit any cancellation notice or substitution requests to [meganh@csda.net](mailto:meganh@csda.net) or fax to 916-520-2465.

**Price** 825.00

**When** 10/5/2025 - 10/8/2025

**Where** Sheraton Redding Hotel at the Sundial Bridge  
820 Sundial Bridge Drive  
Redding, CA 96001  
UNITED STATES

## **Sunday, 05 October 2025**

### **Certificate in Special District Governance**

The Certificate in Special District Governance was designed to honor special district board members and trustees, and is comprised of two distinct parts: the completion of the Special District Leadership Academy and 10 hours of continuing education. Unsure if you already have the Certificate? Check out the SDLF website.

**Price**  
65.00



**California Special  
Districts Association**

*Districts Stronger Together*

## **2025 Special District Leadership Academy Monterey**



Local boards are the reason, and really the only reason, why local control is local. Special district boards are the voices of the community. The truth is that every elected or appointed public official needs to worry about governance because governance is what boards do. It's what they bring to the table. Governance is taking the wishes, needs, and desires of the community and transforming them into policies that govern the district. Survival of special districts depends in large part on how well-run the boards are.

CSDA's Special District Leadership Academy offers curriculum-based training built around the essential partnership between board members and general managers. Designed for both new and seasoned board members, our groundbreaking curriculum equips attendees with the knowledge and skills necessary to lead effectively and uphold

vital governance responsibilities. This conference fosters collaborative leadership and sets a strong foundation for achieving shared goals within your special district.

Attendees will learn:

- How to work as a team
- The roles of the board and staff
- Attributes and characteristics of highly effective boards
- How culture, norms, values, and operating style influence the district
- Specific jobs the board must perform
- How individual values, skills, and knowledge help to shape how effective boards operate
- The importance of moving from “I” to “we” as the governance team
- The board’s role in setting direction for the district; the board’s role in finance and fiscal accountability
- And more!

NOTE: You must complete the first-time attendee track to qualify for SDLF Certificate in [Special District Governance](#).

SDLA Graduate? Join us for our Returning Attendee Track with Two Days of Breakout Sessions with topics such as (sample from previous year):

Building a Solid Financial Foundation

Navigating Community Engagement

Legislative Relations 201

Good Governance

Financial Reporting

## Public Agencies and Lawyers

Detailed schedule can be found on the [SDLA Website](#).

### ***First-Time Attendee Schedule of Events***

#### **Sunday 11/16/25**

5:30 - 7:00 p.m. Registration and Networking  
Reception

#### **Monday 11/17/25**

8:30 a.m. - 4:30 p.m. First-Time Attendee Sessions  
5:30 - 7:30 p.m. Sip and Savor Evening Reception

#### **Tuesday 11/18/25**

8:30 a.m. - 4:00 p.m. First-Time Attendee Sessions  
Open Evening

#### **Wednesday 11/19/25**

8:30 a.m. - 12:00 p.m. First-Time Attendee Sessions  
12:00 p.m. Graduation Certificate Distribution

### ***Returning Attendee Schedule of Events***

#### **Sunday 11/16/25**

5:30 - 7:00 p.m. Registration and Networking  
Reception

#### **Monday 11/17/25**

8:30 a.m. - 4:30 p.m. Returning Attendee Sessions  
5:30 - 7:30 p.m. Sip and Savor Evening Reception

#### **Tuesday 11/18/25**

8:30 a.m. - 4:00 p.m. Returning Attendee Sessions  
4:00 p.m. Conference ends for Returning Attendees

### Pricing:

Early Bird Registration on or before October 16,

2025:

\$825 CSDA Member

\$1,650 Non-member

Regular Registration after October 16, 2025:

\$890 CSDA Member

\$1,780 Non-member

**Send additional attendees from the same district and receive discounted pricing per additional attendee!**

Before Early Bird (10/16/25)

CSDA Member \$565

Non-member \$1,130

After Early Bird (after 10/16/25)

CSDA Member \$625

Non-member \$1,250

**Members: discounted pricing will automatically populate at checkout. Non-members: call to obtain discounted pricing for attendees 2, 3, 4, etc.**

**Interested in Exhibiting/Sponsoring? Check out all of the opportunities and register [here](#).**

Need help paying for this conference? Scholarship funds are available from the Special District Leadership Foundation (SDLF).

Apply [here](#)

**HOTEL RESERVATIONS:** CSDA room reservations in the CSDA room block start at the rate of \$179 plus tax and fees per day. The room reservation

cut-off is October 16, 2025; however, space is limited and may sell out before this date.

Information regarding hotel reservations and links to book in the CSDA room block will be emailed within 24 hours of registration.

Cancellations must be in writing and received by CSDA no later than , October 16, 2025, at 5:00 p.m. All cancellations received by this date will be refunded less a \$75 cancellation fee. There will be no refunds for cancellations made after October 16, 2025. Substitutions to another attendee are possible but only for SDLA Coastal (not transferable to another conference) and must be done in writing no later than November 13, 2025 at 5:00 p.m. Please submit any cancellation notice or substitution requests to [meganh@csda.net](mailto:meganh@csda.net) or fax to 916-520-2465.

**Price** 825.00

**When** 11/16/2025 - 11/19/2025

**Where** Embassy Suites by Hilton Monterey Bay Seaside  
1441 Canyon Del Rey Boulevard  
Seaside, CA 93955  
UNITED STATES

## **Sunday, 16 November 2025**

### **Certificate in Special District Governance**

The Certificate in Special District Governance was designed to honor special district board members and trustees, and is comprised of two distinct parts: the completion of the Special District Leadership Academy and 10 hours of continuing education. Unsure if you already have the Certificate? Check out the SDLF website.

**Price**  
65.00



## ROSS VALLEY SANITARY DISTRICT

1111 Andersen Drive  
San Rafael, CA 94901  
(415) 259-2949 ~ [rvsd.org](http://rvsd.org)

### STAFF REPORT

**For the Meeting of July 16, 2025**

July 3, 2025

To: Board of Directors

From: Steve Moore, P.E., General Manager

Subject: **Consideration of Authorizing the General Manager, Upon Review and Approval of Counsel, to Execute Amendment No. 2 to the Contract for Real Estate Services with Century Urban not to exceed \$178,505, and Consider Adopting Resolution 25-1673 Authorizing Budget Amendment 2601 to the Fiscal Year 2025/26 Budget**

#### Summary

This staff report is being presented for consideration of authorizing the General Manager, upon review and approval of counsel, to execute Amendment No. 2 to the contract for real estate services with Century Urban, and to consider adopting a resolution authorizing a budget amendment in the amount of \$103,505.

#### Discussion

On August 19, 2020, the District awarded a contract with Century Urban for real estate consulting services related to the disposition of property at 2000 Larkspur Landing Circle in Larkspur, the 10.7-acre site of the District's former wastewater treatment plant. On March 15, 2023 the District approved Amendment No. 1 to this contract.

Century Urban includes a multi-disciplinary team of consultants with demonstrated experience in real estate financial analysis, valuations, appraisals, market and economic impact analysis, and other real estate consulting services. Additional experience includes public engagement processes, calling tax exempt bonds, working with municipal jurisdictions (e.g., the City of Larkspur), screening potential developers, and negotiating ground leases.

Century Urban's principals are Bryant Sparkman and Leo Ma. Mr. Sparkman and Mr. Ma lead a team of experienced firms that provide the District with specialized assistance with the various tasks associated with the land disposition process. Companies on the project team have included Urban Planning Partners, Town Hall Public Affairs, and LDP Architecture.

Century Urban work completed in the last two years includes assisting with Surplus Lands Act compliance tasks and providing critical input to the Larkspur General Plan and Housing Element Update. They performed some analytical work between October 2024 and January 2025 that reviewed how the Housing Element updates would fit on the property and if declaring the

property as Exempt Surplus Land would be feasible. This work supported the Board's February 2025 formal declaration of the property as Exempt Surplus Land. Century Urban prepared a Request for Qualifications (RFQ) document for potential developers that the Board approved in May 2025.

Amendment No. 2, included as Attachment A, would support work planned in the coming year. This scope includes continuation of the RFQ process and then management of a Request for Proposals (RFP) process from a shortlist of developers selected under the RFQ process. Century Urban will then work with the District to select a preferred developer, and subsequently negotiate and prepare transaction documents on the District's behalf. This work is planned to be completed in mid-2026, with the schedule as shown in Attachment B.

The terms of the contract amendment include compensation based on hourly billing and a closing commission. The hourly billing compensation amounts to \$178,505 for services expected through June 30, 2026. The closing commission is proposed to be one-half percent (0.50%) of the Larkspur Landing property sale price.

#### Fiscal Impact

The District budgeted \$75,000 in the adopted fiscal year 2025/26 budget for services from Century Urban. Entering into Amendment No. 2 with Century Urban would require an increase in appropriations of \$103,505 to bring the fiscal year 2025/26 budgeted amount up to the \$178,505 contract amount for hourly billings. The impact of the proposed amendment on the adopted budget would be to increase the use of District reserves from \$2,129,365 to \$2,232,870. The sale of the Larkspur Landing property has the potential to generate revenue substantially in excess of the proposed budget amendment. The closing commission cost would be borne by the sale proceeds and do not have impact on the current year's budget.

#### **Recommendation**

Authorize the General Manager, upon review and approval of counsel, to execute Amendment No. 2 to the contract for real estate services with Century Urban in an amount not to exceed \$178,505 and adopt Resolution No. 25-1673 authorizing Budget Amendment 2601 to the Fiscal Year 2025/26 Budget to increase appropriations by \$103,505.

#### Attachment(s):

- A) Amendment No. 2 to Consultant Services Agreement with Century Urban
- B) Work Plan Budget
- C) Resolution No. 25-1673



## **AMENDMENT NO. 2 TO CONSULTANT SERVICES AGREEMENT WITH CENTURY URBAN, LLC**

This Amendment No. 2 to the Consultant Services Agreement between Ross Valley Sanitary District ("District") and Century Urban, LLC, a California Limited Liability Company ("Consultant") ("Amendment No. 2") is entered into as of the 24th day of June, 2025 ("Effective Date"), by and between District and Consultant.

### **RECITALS**

- A. District and Consultant are parties to a Consultant Services Agreement for real estate consulting services for the 2000 Larkspur Landing Circle property, dated August 19, 2020 as amended by Amendment No. 1 to Consulting Services Agreement, dated March 15, 2023 (collectively the "Agreement").
- B. District and Consultant now desire to enter into this Amendment No. 2 to provide for additional services as described below.

### **AGREEMENT**

NOW, THEREFORE, in consideration of the following mutual promises, the parties hereby amend the Agreement as follows:

1. Scope of Services. In addition to the services provided under the Agreement, Consultant shall retain its affiliate, CU Advisory Corporation ("Manager"), as a licensed real estate brokerage firm to issue and manage a Request for Qualifications-Proposals ("RFQ-P") process to solicit third-party developers to purchase fee simple interest and/or to ground lease the 2000 Larkspur Landing Circle property.

Additionally, Consultant shall provide District with ongoing project management and entitlement oversight services including, but not limited to: review and evaluation of third-party developer qualifications and proposals; assistance with third-party developer selection; drafting, negotiating, and executing transaction documents; review of project documents such as proposed plans, entitlement applications, public agency correspondence, etc.; and monitoring the selected third-party developer until the sale and/or ground lease of the 2000 Larkspur Landing Circle property has closed.

2. Time of Performance. Consultant shall complete the services described in this Amendment No. 2 not later than December 31, 2026. To the extent that sale of 2000 Larkspur Landing Circle property has not closed by December 31, 2026, the date for completion of services may be extended by mutual written agreement of the parties.

3. Compensation.

- a. Hourly Billings. Consultant shall be compensated for work performed in fulfillment of the services in accordance with monthly invoices to be submitted to District based on hourly billable rates of \$385.00 for Principals, \$295.00 for Vice Presidents, and \$240.00 for Financial Analysts and reimbursable expenses consistent with the terms of the Agreement. Payment for submitted invoices will be due and payable within 30 days of submittal. Hourly billable rates will be subject to 3.0% annual escalation on the first day of each calendar year. The estimated total budget for services to be provided hereunder from June 1, 2025 through June 30, 2026 is \$178,505. This estimated budget amount does not include the closing commission to be paid as specified in Section 3.b. below.
  - b. Closing Commission. Manager shall receive a closing commission equal to one-half percent (0.50%) of the 2000 Larkspur Landing Circle property sale price for services provided to issue and manage the RFQ-P process, which shall be paid by District to Manager from escrow at the closing of the transaction. In the event that all or a portion of the 2000 Larkspur Landing Circle property is ground leased to a third-party developer, the parties will engage in discussions to determine if an imputed sale price for the ground-leased portion of the property can be agreed upon for purposes of calculating the closing commission to be paid to Manager. If the parties are unable to agree upon such sale price, the sale price will be determined by an appraisal prepared by a mutually agreed-upon third-party appraiser. The cost of such appraisal will be split evenly between District and Manager.
4. Agreement in Effect. Except as amended by this Amendment No. 2, the Agreement shall remain in full force and effect.
5. Counterpart Signatures. This Amendment No. 2 may be signed in multiple counterparts which, when signed by all parties, shall constitute a binding agreement.

IN WITNESS THEREOF, the parties have executed this Amendment No. 2 as of the Effective Date.

**ROSS VALLEY SANITARY DISTRICT:      CENTRUY URBAN, LLC:**

By: \_\_\_\_\_ /  
Name: Steve Moore  
Title: General Manager

By: \_\_\_\_\_ /  
Name: Bryant Sparkman  
Title: President & Managing Principal

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Name: Austin Cho  
Title: District Counsel

## Larkspur Landing - Preliminary Delivery Schedule

No.	Task Description	Start	End	# of Quarters	Jun-25	2025 Q3	2025 Q4	2026 Q1	2026 Q2
1.)	Develop Conceptual Program & Transaction Structure	2024 Q2	2025 Q2	5	2025 Q2				
2.)	Notify & Confirm SLA Exemption with HCD	2025 Q1	2025 Q2	1	2025 Q2				
3.)	Declare Land Surplus & Exempt	2025 Q1	2025 Q2	1	2025 Q2				
RFQ/RFP Process									
4.)	Draft & Issue Developer RFQ	2025 Q2	2025 Q3	2	2025 Q2	2025 Q3			
5.)	RFQ Response Period & Site Tour/ Presentation for Potential Respondents	2025 Q3	2025 Q3	1		2025 Q3			
6.)	Evaluate RFQ Responses/Interviews/Shortlist	2025 Q3	2025 Q3	1		2025 Q3			
7.)	Draft & Issue RFP to Shortlisted Developers	2025 Q3	2025 Q4	2		2025 Q3	2025 Q4		
8.)	RFP Response Period	2025 Q4	2026 Q1	2			2025 Q4	2026 Q1	
9.)	Evaluate Responses/Interviews. Select Preferred Developer for Board Approval.	2026 Q1	2026 Q1	1				2026 Q1	
10.)	Negotiate & Execute Transaction Documents with Preferred Developer	2026 Q2	2026 Q3	1					2026 Q2

Project Team	Hourly Rate	Total							
Principal	\$ 385.00	289	25	96	72	48	48		
Vice President	\$ 295.00	184	16	60	48	36	24		
Financial Analyst	\$ 240.00	54	10	16	16	8	4		
Quarterly Hours		527	51	172	136	92	76		
Quarterly Time & Materials		\$ 178,505	\$ 16,745	\$ 58,500	\$ 45,720	\$ 31,020	\$ 26,520		

**ROSS VALLEY SANITARY DISTRICT  
RESOLUTION NO 25-1673**

**A RESOLUTION OF THE BOARD OF DIRECTORS AUTHORIZING BUDGET  
AMENDMENT NO. 2601 TO THE FISCAL YEAR 2025/26 BUDGET  
APPROPRIATING \$103,505 OF RESERVES IN ORDER TO INCREASE THE SERVICE  
CONTRACT WITH CENTURY URBAN**

**WHEREAS**, the Ross Valley Sanitary District Board of Directors adopted a fiscal year 2025/26 budget on June 18, 2025; and

**WHEREAS**, Ross Valley Sanitary District Financial Policy 5.4 provides a procedure by which the Board of Directors may amend the adopted budget; and

**WHEREAS**, the Ross Valley Sanitary District General Manager has evaluated a proposed amendment to the service contract with Century Urban for real estate services; and

**WHEREAS**, the Ross Valley Sanitary District General Manager recommends an amendment to the adopted fiscal year 2025/26 budget for additional real estate services; and

**WHEREAS**, the General Manager's evaluation and recommendation were presented to the Ross Valley Sanitary District Board of Directors on July 16, 2025; and

**WHEREAS**, In accordance with Ross Valley Sanitary District fiscal policies, the Board of Directors wishes to amend the adopted fiscal year 2025/26 budget as recommended by the District's General Manager.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Ross Valley Sanitary District that Budget Amendment 2601 is approved, appropriating \$103,505 from District reserves to be used for additional real estate services.

**PASSED, APPROVED, AND ADOPTED** at a regular meeting by the Board of Directors of Ross Valley Sanitary District held on the 16th of July 2025 following vote:

**AYES:**

**NOES:**

**ABSENT:**

**ABSTAIN:**

**ATTEST:**

\_\_\_\_\_  
Douglas T. Kelly  
President of the Board

\_\_\_\_\_  
Pamela Meigs  
Secretary of the Board

**This Page is Intentionally Blank**

**ROSS VALLEY SANITARY DISTRICT**

1111 Andersen Dr  
San Rafael, CA 94901  
(415) 259-2949 ~ [rvsd.org](http://rvsd.org)

---

**STAFF REPORT****For the Meeting of July 16, 2025**

July 10, 2025

To: Board of Directors

From: Phil Benedetti, P.E., Senior Engineer

Subject: **Consideration of Approval of Contract Change Order No. 1 for Additional Work on the FY 2024/25 Gravity Sewer Improvements Project (#958) with Glosage Engineering, Inc., in an Amount Not to Exceed \$137,890**

**Summary**

This staff report is being presented to consider the approval of Contract Change Order No. 1 for the FY 2024/25 Gravity Sewer Improvements Project, with Glosage Engineering, Inc., in the amount not to exceed \$137,890, for additional work on easements near Bennit Ave, Suffield Ave, and Sir Francis Drake Blvd in San Anselmo.

**Discussion**

At the February 19, 2025, Board Meeting, the Board approved the construction contract for the FY 2024/25 Gravity Sewer Improvements Project (#958) with Glosage Engineering, Inc., in the amount not to exceed \$6,137,410.

This proposed change order to Project #958 is recommended based on recent field and engineering investigations which have discovered portions of the existing clay pipe on easements near Bennit Ave, Sir Francis Drake Blvd, and Suffield Ave have deteriorated to the point where replacement is necessary. These pipe segments have all shown significant root intrusions as well as structural defects that will complicate operations and maintenance activities. The proposed added work includes pipes that are directly upstream of the system that is being replaced as part of the original scope of contract work.

This change order seeks to streamline the delivery of this critical work by utilizing an existing contract with Glosage Engineering, who have demonstrated an exceptional ability to replace very difficult parts of our system using pipe bursting methods, while maintaining good relations with residents and local road departments.

### Change Order Scope of Work

The additional work contained in this change order includes the replacement of 354 lineal feet of 6-inch vitrified clay pipe with 6-inch HDPE pipe via pipe bursting methods. Three new manholes will be installed to improve maintenance access, and 11 lower laterals will be replaced. A full description of the change order scope of work is provided in Attachment A. Maps of the proposed additional work areas are in Appendix A.

### Contract Change Order

Contract Change Order No. 1 is a net increase of \$137,890, representing a **2.2 percent increase** in the original Contract amount. The Construction Manager and staff reviewed the cost adjustment from Glosage Engineering for accuracy and found it matched with our own records. Unit costs were based on the contract bid items when the added work was the same. Staff reviewed the contract change order for accuracy and found no errors.

This change order was initiated by the Owner/Construction Manager in order to take advantage of cost efficiencies in the current contract, and to expedite construction as opposed to bidding the work as separate contracts at a later date. See below for additional discussion.

Table 2. Board Approvals for Contract Change Orders

Awarded Contract Amount	\$6,137,410.00
Previous Contract Change Orders	\$0.00
Contract Change Order No. 1*	\$137,890.00
<b>Total Contract Change Orders to Date</b>	<b>\$137,890.00</b>
Revised Contract Amount	\$6,275,300.00

\*under consideration by the Board

### Justification for Approval

The work contained in this Contract Change Order is needed to prevent risks to public health from failing sanitary sewer mains. The condition of these pipes has deteriorated to the point that staff are unable to maintain these lines properly, and immediate repair is necessary. There are several major defects in this system, with evidence of Inflow & Infiltration (I&I). Additionally, the proposed scope includes 11 lower laterals, which should further reduce I&I. Utilizing an existing contract to carry out urgent work takes advantage of numerous efficiencies and allows for a higher probability of successful repairs.

The proposed added work is the same as the scope of the existing contract, as it consists of pipe bursting 6-inch vitrified clay pipe. The proposed work is adjacent existing contract work in the Town of San Anselmo and will be added to the existing Encroachment Permit. The costs for pipe bursting, manhole replacement, and lateral work in this change order are within the average of the original contract bid items for the different areas of work.



### Fiscal Impact

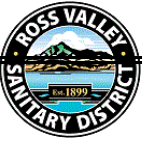
This additional work will be paid from the FY 2024/25 Gravity Sewer Improvements Project construction funds, as the low bid for this contract and other costs are well below the \$6.7 Million budgeted amount for the Project.

### **Recommendation**

Approve Contract Change Order No. 1 in the amount not to exceed \$137,890 for additional work on easements near Bennit Ave, Suffield Ave, and Sir Francis Drake Blvd in the FY 2024/25 Gravity Sewer Improvements Project (#958) with Glosage Engineering, Inc.

Attachment(s):

- A) Contract Change Order No. 1 with Appendix



# ROSS VALLEY SANITARY DISTRICT

1111 Andersen Drive San Rafael, CA 94901  
Ph: 415.259.2949

**Date:** July 8, 2025

**Contract Change Order No. 001**

**Project:** FY 2024/25 Gravity Sewer Improvements Project (GSIP)

**Owner:** Ross Valley Sanitary District

Phone: (415) 259-2949

**Contractor:** Glosage Engineering, Inc.

**Upon signing this Change Order, the contractor agrees to perform or make changes in the work as described herein. All work performed and changes made shall comply with the plans and specifications, except as necessary to comply with this change or addition required by this change order.**

The following change is hereby made to the contract:

## **Description of Change:**

This change order, in accordance with Section 700-7.01 of the Project Specifications and at the direction of the Construction Manager provides compensation to Glosage Engineering, Inc. (Glosage) to perform additional work as directed by Ross Valley Sanitary District (District).

1. East Bennit Avenue Easement - A price was requested for the Contractor to pipe burst an additional 120 linear feet of existing existing 6-inch sanitary sewer (SS) main with new 6-inch HDPE, disconnect and reconnect existing sewer laterals to the sewer main for pipe bursting, the removal and replacement of 4 sanitary sewer cleanouts, and the removal and replacement of 1 rod inlet with 1 sanitary sewer manhole. The proposed additional work is within the Town of San Anselmo in the area of East Bennit Avenue as shown in Attachment B.

2. Northern Sir Francis Drake Easement — A price was requested for the Contractor to pipe burst an additional 148 linear feet of existing 6-inch sanitary sewer (SS) main with new 6-inch HDPE, disconnect and reconnect 4 existing sewer laterals to the sewer main for pipe bursting, remove and replace 4 sanitary sewer cleanouts, and remove and replace 1 rod inlet with 1 new sanitary sewer manhole. The proposed additional work is within the Town of San Anselmo, in the area of the Northern Sir Francis Drake Easement as shown in Attachment B.

3. Suffield Avenue Easement — A price was requested for the Contractor to pipe burst an additional 86 linear feet of existing 6-inch sanitary sewer (SS) main with new 6-inch HDPE, disconnect and reconnect 3 existing sewer laterals to the sewer main for pipe bursting, perform additional lateral investigation and abandonment as needed, remove and replace 3 sanitary sewer cleanouts, remove and replace 1 rod inlet with 1 new sanitary sewer manhole, and construct 1 PCC top block at the new sanitary sewer manhole. The proposed additional work is within the Town of San Anselmo in the area of Suffield Avenue Easement as shown in Attachment B.

The Construction Manger reviewed and recommended the District accept the pricing proposed by Glosage as shown in Table 1.

## **Reason for Change:**

During weekly progress meetings for the 2024/2025 Gravity Sewer Improvements Project (Project No. 958), the District notified the Contractor and Construction Manager of multiple segments of SS main in San Anselmo that had been identified by maintenance crews as being in critical condition. The District is requesting these segments be added to the FY 2024/25 GSIP to facilitate maintenance and prevent potential future sanitary sewer spills.

**Pricing:****Table 1 - Glosage Engineering, Inc. pricing table**

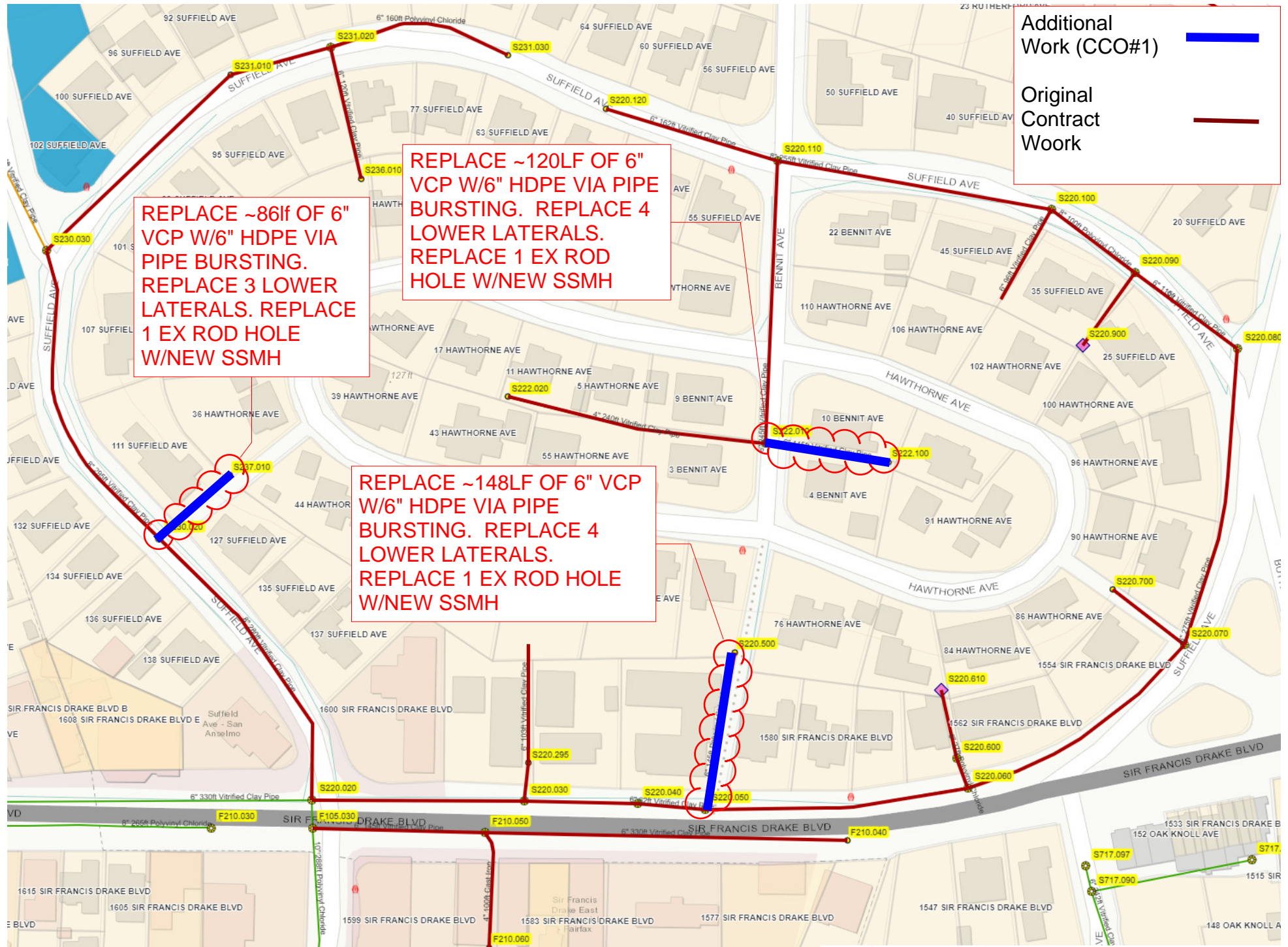
Item No.	Item Description	Unit	Estimated Quantity	Unit Cost	Total Item Cost
1	Pipe Burst Existing SS with New 6" SS	LF	354	\$210.00	\$74,340.00
2	Disconnect/Reconnect Sewer Lateral To Main for Pipe Bursting/Reaming	EA	11	\$2,800.00	\$30,800.00
3	Remove and Replace or Construct New SSCO at Property Line	EA	11	\$750.00	\$8,250.00
4	Remove/Replace RI With New SSMH	EA	3	\$8,000.00	\$24,000.00
5	PCC Top Block at SSMH	EA	1	\$500.00	\$500.00
<b>Total Price:</b>					<b>\$137,890.00</b>

**Requested By:** Owner**Contract Time:** By reason of this change order, the revised time of completion will be adjusted by:  
**0 Calendar Days.**

The Owner and the Contractor hereby agree that this change order constitutes full and mutual accord and satisfaction for all time, all cost, and all impacts related to this revision. In accepting this change order, the Contractor agrees that it represents a full and equitable adjustment to the Contract, and further agrees to waive all rights to file claim with respect to any difficulties arising from, or as a result of this change.

Original Contract:	\$	6,137,410.00	APPROVED:
Previous Additions:	\$	0.00	_____
Previous Deductions:	\$	0.00	Ross Valley Sanitary District, Owner
This Changer Order:	\$	137,890.00	_____
Contract to Date:	\$	6,275,300.00	Zoon Engineering, Construction Manager
			_____
			Glosage Engineering Inc., Contractor

**Appendix A (Additional work schematic to be attached as PDF)**



**ROSS VALLEY SANITARY DISTRICT**

1111 Andersen Drive

San Rafael, CA 94901

(415) 259-2949 ~ [rvsd.org](http://rvsd.org)

---

**STAFF REPORT****For the Meeting of July 16, 2025**

July 11, 2025

To: Board of Directors

From: Steve Moore, P.E., General Manager  
Cristina Velazquez, Management AnalystSubject: **Consideration of Authorizing the General Manager, Upon Review and Approval of Counsel, to Execute a Contract with Tyler Technologies for Permit Tracking Software in an Amount Not to Exceed \$290,532****Summary**

This staff report recommends that the Board authorize the General Manager, upon review and approval of Counsel, to execute a contract with Tyler Technologies for a permit tracking software, in an amount not to exceed \$290,532. This software will replace the District's current paper-based permitting and application systems with an integrated, user-friendly platform that streamlines intake, approval, tracking, communication, payment, and reporting.

**Discussion**

As part of the District's ongoing commitment to enhancing customer service and operational efficiency, staff evaluated digital solutions to modernize the permitting and application process. The current system is time-consuming, inefficient, and less accessible for both the public and staff.

Over the past several months, staff conducted an informal review of several permit tracking software providers, including Tyler Technologies, CentralSquare, and OpenGov. Tyler Technologies emerged as the best fit for the District's current and long-term needs due to its superior configurability, innovation, and integration capabilities. The platform integrates seamlessly with cloud services and ArcGIS—two critical components of the District's evolving operational needs.

In addition to its robust features, Tyler's system is user-friendly and adaptable, which is essential for both internal efficiency and ease of use for applicants. The scope of work includes system configuration, staff training, and ongoing support. A phased rollout is anticipated to begin in late 2025, with full implementation targeted by July 2026.

## Fiscal Impact

This expense was budgeted in the Fiscal Year 2025/26 Budget under Software Renewal Costs, as approved by the Board in June. Under the District's Procurement Policies (Section 12.19), software procurement may be awarded through sole source procurement when the product is unique in design or has features which are required for a specific application.

In order to obtain the best product and value for the District, a request for proposals (RFP) was drafted and sent to fifteen vendors. Staff received proposals from four. Of the vendor responses received, Tyler Technologies, CentralSquare, and OpenGov provided demonstrations of their software; however, only Tyler Technologies and CentralSquare provided written cost proposals. And although other vendors were considered, most lacked critical features, integration support, or scalability.

Tyler Technologies is staff's recommendation for its comprehensive functionality, advanced features, user experience, GIS and cloud integrations, and strong alignment with District needs.

The initial and extended cost for the permit tracking software is shown below in Table 1:

**Table 1. Initial and Extended Cost**

<b>Vendor</b>	<b>One-Year Cost</b>	<b>Three-Year Cost</b>
Tyler Technologies	\$154,724	\$288,412
CentralSquare	\$147,744	\$295,544
OpenGov	Not provided	Not provided

While Tyler Technologies has a higher first year cost, it includes one-time implementation and set-up costs of \$87,880, along with three years of recurring software subscription fees totaling \$200,532 (\$66,844 annually). This pricing model provides cost certainty and protects against future fee increases. CentralSquare proposed lower initial costs but higher reoccurring subscription fees. Over a three-year period, CentralSquare's total cost would exceed Tyler's, making Tyler the more cost-effective solution long term.

The contract with Tyler Technologies is currently in draft form, with a base proposal totaling \$288,412 for a three-year term. Staff recommend authorizing a contract amount not to exceed \$290,532. This includes a modest contingency to accommodate final scope decisions or minor implementation changes.

As the contract amount exceeds the General Manager's purchasing authority, Board approval is required.

## **Recommendation**

Authorize the General Manager, upon review and approval of Counsel, to execute a contract with Tyler Technologies for permit tracking software in an amount not to exceed \$290,532.

Attachment(s):

- A) DRAFT Tyler Technologies Contract





## SOFTWARE AS A SERVICE AGREEMENT

This Software as a Service Agreement is made between Tyler Technologies, Inc. and Client.

WHEREAS, Client selected Tyler to provide certain products and services set forth in the Investment Summary, including providing Client with access to Tyler's proprietary software products, and Tyler desires to provide such products and services under the terms of this Agreement;

NOW THEREFORE, in consideration of the foregoing and of the mutual covenants and promises set forth in this Agreement, Tyler and Client agree as follows:

### SECTION A – DEFINITIONS

- **"Agreement"** means this Software as a Service Agreement.
- **"Business Travel Policy"** means our business travel policy. Our current Business Travel Policy is available here: <https://www.tylertech.com/portals/0/terms/Tyler-Business-Travel-Policy.pdf>.
- **"Client"** means the party indicated on the signature block or, in the absence of a signature block, the Investment Summary.
- **"Data"** means your data necessary to use the Tyler Software.
- **"Data Storage Capacity"** means the contracted amount of storage capacity for your Data, if any, identified in the Investment Summary.
- **"Defect"** means a failure of the Tyler Software to substantially conform to the functional descriptions set forth in our written proposal to you (or the Documentation in the absence of a written proposal), or their functional equivalent. Future functionality may be updated, modified, or otherwise enhanced through our maintenance and support services, and the governing functional descriptions for such future functionality will be set forth in our then-current Documentation.
- **"Defined Users"** means the number of users, if any, that are identified in the Investment Summary. If Exhibit A contains Enterprise Permitting & Licensing labeled software, defined users mean the maximum number of named users that are authorized to use the Enterprise Permitting & Licensing labeled modules as indicated in the Investment Summary.
- **"Developer"** means a third party who owns the intellectual property rights to a Third-Party Product.
- **"Documentation"** means any online or written documentation related to the use or functionality of the Tyler Software that we provide or otherwise make available to you, including instructions, user guides, manuals and other training or self-help documentation.
- **"Effective Date"** means the date by which both your and our authorized representatives have signed the Agreement. Notwithstanding the foregoing, if these terms are linked from an Order Form, the Effective Date is the date your authorized representative signed the Order Form.
- **"Force Majeure"** means an event beyond the reasonable control of you or us, including, without limitation, governmental action, war, riot or civil commotion, fire, natural disaster, or any other cause that could not with reasonable diligence be foreseen or prevented by you or us.

- **“Investment Summary”** means the agreed upon cost proposal for the products and services attached as Exhibit A.
- **“Order Form”** means an ordering document that includes a quote or investment summary and specifies the items to be provided by Tyler to Client, including any addenda and supplements thereto.
- **“Professional Services”** means those services provided by Tyler or a third party related to the scope of this Agreement and identified in the Investment Summary.
- **“SaaS Fees”** means the fees for the SaaS Services identified in the Investment Summary.
- **“SaaS Services”** means software as a service consisting of system administration, system management, and system monitoring activities that Tyler performs for the Tyler Software and includes the right to access and use the Tyler Software, receive maintenance and support on the Tyler Software, including Downtime resolution under the terms of the SLA, and Data storage and archiving. SaaS Services do not include support of an operating system or hardware, support outside of our normal business hours, or training, consulting, or other professional services.
- **“SLA”** means the service level agreement. A copy of our current SLA is attached hereto as Exhibit C.
- **“Statement of Work”** means the industry standard implementation plan describing how our professional services will be provided to implement the Tyler Software and outlining your and our roles and responsibilities in connection with that implementation. The Statement of Work is attached as Exhibit E.
- **“Support Call Process”** means the support call process applicable to all our customers who have a right to use the Tyler Software. Our current Support Call Process is available here: <https://www.tylertech.com/portals/0/terms/Tyler-Support-Call-Process.pdf>.
- **“Third-Party Hardware”** means the third-party hardware, if any, identified in the Investment Summary.
- **“Third-Party Products”** means the Third-Party Software and Third-Party Hardware.
- **“Third-Party SaaS Services”** means software as a service provided by a third party, if any, identified in the Investment Summary.
- **“Third-Party Services”** means the third-party services, if any, identified in the Investment Summary.
- **“Third-Party Software”** means the third-party software, if any, identified in the Investment Summary or included with the Tyler Software.
- **“Third-Party Terms”** means the end user license agreement(s) or other terms, if any, for the Third-Party Products or other parties’ products or services, as applicable, and attached or indicated at Exhibit D.
- **“Tyler”** means Tyler Technologies, Inc., a Delaware corporation.
- **“Tyler Software”** means our proprietary software, including any integrations, custom modifications, and/or other related interfaces identified in the Investment Summary and licensed by us to you through this Agreement.
- **“we,” “us,” “our”** and similar terms mean Tyler.
- **“you”** and similar terms mean Client.

## SECTION B – SAAS SERVICES

1. Rights Granted. We grant to you the non-exclusive, non-assignable limited right to use the SaaS Services solely for your governmental purposes, subject to any limits for Defined Users or Data



Storage Capacity. You may add additional users or additional data storage capacity on the terms set forth in this Agreement. In the event you regularly and/or meaningfully exceed the Defined Users or Data Storage Capacity, we reserve the right to charge you additional fees commensurate with the overage(s). You acknowledge that we have no obligation to ship copies of the Tyler Software as part of the SaaS Services. Your right to use the SaaS Services applies to releases provided as part of our Maintenance and Support Services as further detailed in this Agreement.

2. Ownership.

- 2.1. We retain all ownership and intellectual property rights to the SaaS Services, the Tyler Software, and anything developed by us under this Agreement. You do not acquire under this Agreement any license to use the Tyler Software in excess of the scope and/or duration of the SaaS Services.
- 2.2. The Documentation is licensed to you and may be used and copied by your employees for internal, non-commercial reference purposes only.

3. Data.

- 3.1. You retain all ownership and intellectual property rights to the Data. You expressly recognize that except to the extent necessary to fulfill our obligations contained in this Agreement, we do not create or endorse any Data used in connection with the SaaS Services.
- 3.2. You expressly grant to us a limited, non-exclusive license to access, copy, transmit, download, display, and reproduce your Data to provide services pursuant to this Agreement. Additionally, you agree that Tyler may use deidentified Data for Client or third-party demonstrative or training purposes.
- 3.3. Our access to and use of your Data necessary to use the Tyler Software or SaaS Services will comply with applicable provisions of our Privacy Statement (available at <https://www.tylertech.com/privacy>) and applicable law.
- 3.4. Data Breach Notification. Tyler will provide notice of a breach of Client Data in accordance with applicable state and federal data breach notification laws.

4. Restrictions.

- 4.1. You may not:
  - 4.1.1. make the Tyler Software or Documentation resulting from the SaaS Services available in any manner to any third party for use in the third party's business operations;
  - 4.1.2. modify, make derivative works of, disassemble, reverse compile, or reverse engineer any part of the SaaS Services;
  - 4.1.3. access or use the SaaS Services to build or support, and/or assist a third party in building or supporting, products or services competitive to us; or
  - 4.1.4. license, sell, rent, lease, transfer, assign, distribute, display, host, outsource, disclose, permit timesharing or service bureau use, or otherwise commercially exploit or make the SaaS Services, Tyler Software, or Documentation available to any third party other than as expressly permitted by this Agreement.
  - 4.1.5. Notwithstanding anything to the contrary in this Section 4.1, you may disclose, with our written consent, not to be unreasonably withheld, the Tyler Software, SaaS Services, or Documentation to a third party you consult with regarding the implementation or use of the Tyler Software and SaaS Services. You must ensure that any such third-party's use is subject to the terms of this Agreement, and you acknowledge and agree that you are liable for any breach of the terms of this Agreement by such third party.

5. Software Warranty. We warrant that the Tyler Software will perform without Defects during the term of this Agreement. If the Tyler Software does not perform as warranted, we will use all reasonable efforts, consistent with industry standards, to cure the Defect in accordance with our then-current Support Call Process.
6. SaaS Services.
  - 6.1. *Audit & Compliance.* Our SaaS Services are audited at least yearly in accordance with the AICPA's Statement on Standards for Attestation Engagements ("SSAE") No. 21. We have attained, and will maintain, SOC 1 and SOC 2 compliance, or their equivalent, for so long as you are timely paying for SaaS Services. The foregoing notwithstanding, you acknowledge that the scope of audit coverage varies depending on the specific Tyler Software solution. We will provide you with a summary of our current compliance report(s) or its equivalent, upon your request. For the avoidance of doubt, if our SaaS Services are provided using a third-party data center, the compliance report may be for that third-party provider and be subject to confidential treatment in accordance with applicable law. If you want us to provide our compliance reports to a third-party auditor or similar entity, we reserve the right to require execution of an NDA by that third party.
  - 6.2. *Service Levels.* The Tyler Software will be made available to you according to the terms of the SLA. Tyler SaaS Services will be provided via a third-party data center. Your Data will be inaccessible to our other customers.
  - 6.3. *Business Continuity.* Data centers used to deliver SaaS Services for this Agreement have redundant telecommunications access, electrical power, and the required hardware to provide access to the SaaS Services in the event of a disaster or component failure. We test our disaster recovery plan on an annual basis. The plan is not client specific and is detailed in Tyler's System & Organization Control reports or their equivalent. In the event of a data center failure, we reserve the right to employ our disaster recovery plan for resumption of the SaaS Services. In that event, we commit to a Recovery Point Objective ("RPO") of 24 hours and a Recovery Time Objective ("RTO") of 24 hours. RPO represents the maximum duration of time between the most recent recoverable copy of your hosted Data and subsequent data center failure. RTO represents the maximum duration of time following data center failure within which your access to the Tyler Software must be restored. If we employ our disaster recovery plan, we will be responsible for restoring your Data and ensuring that the SaaS Services are online, and you will be responsible for validating your Data and confirming the functioning of the SaaS Services, including any integrations.
  - 6.4. *Security Measures.* We provide secure Data transmission paths between your devices and the data center used to provide SaaS Services to you. Data centers used to provide SaaS Services are accessible only by authorized personnel with a unique key entry or comparable security. We conduct annual penetration testing of either the production network and/or web application to be performed. We will maintain industry standard intrusion detection and prevention systems to monitor malicious activity in the network and to log and block any such activity. You may not attempt to bypass or subvert security restrictions in the SaaS Services or environments related to the Tyler Software. Unauthorized attempts to access files, passwords, or other confidential information, and vulnerability and penetration test scanning of our network and systems (hosted or otherwise) are prohibited. Where applicable with respect to our applications that take or process card payment data, we comply with applicable requirements of PCI DSS. We agree to supply the then-current status of our PCI DSS compliance

program in the form of an official Attestation of Compliance, which can be found at <https://www.tylertech.com/about-us/compliance> and, in the event of any change in our status, we will comply with applicable notice requirements.

## **SECTION C – PROFESSIONAL SERVICES**

1. Professional Services. We will provide you the various implementation-related services itemized in the Investment Summary and if applicable, described in the Statement of Work.
2. Professional Services Fees. You agree to pay us the services fees in the amounts set forth in the Investment Summary. You acknowledge that the fees stated in the Investment Summary, unless expressly stated otherwise, are good-faith estimates of the amount of time and materials required for your implementation. We will bill you the actual fees incurred based on the in-scope services provided to you. Any discrepancies in the total values set forth in the Investment Summary will be resolved by multiplying the applicable rate by the quoted units.
3. Additional Services. The Investment Summary contains, and the Statement of Work describes, the scope of services and related costs (including programming and/or interface estimates) required for the project based on our understanding of the specifications you supplied. If additional work is required, or if you use or request additional services, we will provide you with an addendum or change order, as applicable, outlining the costs for the additional work. The price quotes in the addendum or change order will be valid for thirty (30) days from the date of the quote.
4. Cancellation. If you cancel services less than four (4) weeks in advance (other than for Force Majeure or breach by us), you will be liable for all (i) daily fees associated with cancelled professional services if we are unable to reassign our personnel and (ii) any non-refundable travel expenses already incurred by us on your behalf. We will make all reasonable efforts to reassign personnel in the event you cancel within four (4) weeks of scheduled commitments.
5. Services Warranty. We will perform services in a professional, workmanlike manner, consistent with industry standards. In the event we provide services that do not conform to this warranty, we will re-perform such services at no additional cost to you.
6. Site Access and Requirements. At no cost to us, you agree to provide us with reasonable access to your personnel, facilities, and equipment as may be reasonably necessary for us to provide implementation services, subject to any reasonable security protocols or other written policies provided to us as of the Effective Date, and thereafter as mutually agreed to by you and us.
7. Background Checks. All of our employees undergo criminal background checks prior to hire. All employees sign our confidentiality agreement and security policies.
8. Client Assistance. You acknowledge that the implementation of the Tyler Software is a cooperative process requiring the time and resources of your personnel. You certify that you will use reasonable efforts to cooperate with us and make your resources available for the performance of the Agreement in accordance with its terms and the mutually agreed project schedule. Additionally, you agree to use all reasonable efforts to cooperate with and assist us as may be reasonably required to support the efficient execution of the activities required for this Agreement.

Accordingly, you will provide notice of any known inability to timely meet a project commitment so that appropriate project adjustments can be made. We will not be liable for failure to meet any project deadlines or milestones when such failure is due to Force Majeure or to the failure by you to comply with the requirements of this paragraph.

9. Maintenance and Support Services.

9.1. For the duration of this Agreement, consistent with the terms set forth in our then-current Support Call Process, we will:

- 9.1.1. perform our maintenance and support obligations in a professional and workmanlike manner, consistent with industry standards, to provide support and resolve Defects in the Tyler Software (subject to any applicable release life cycle policy);
- 9.1.2. provide telephone support during our established support hours as indicated in our then-current Support Call Process;
- 9.1.3. maintain personnel that are sufficiently trained to be familiar with the Tyler Software and Third-Party Software, if any, in order to provide maintenance and support services;
- 9.1.4. provide releases to the Tyler Software (including updates and enhancements) that we make generally available without additional charge to customers with a current SaaS Agreement.

9.2. Your use of Tyler Software or SaaS Services requires that you remain current with supported releases of Tyler Software as indicated in any applicable release lifecycle policy. Our warranty and support commitments are contingent upon you using a supported version of the Tyler Software. Tyler may require you to update to a current version of the Tyler Software to address a critical issue (for example, to address an identified security vulnerability in the Tyler Software or a third-party component). Tyler will use commercially reasonable efforts to (i) minimize the number of such instances and (ii) provide as much advance notice as possible.

9.3. We will use all reasonable efforts to perform support services remotely. We reserve the right to use secure third-party connectivity tools to deliver maintenance and support services. We also reserve the right to collect Tyler Software or SaaS Services telemetry for product evaluation, quality assurance, and security monitoring and enhancement purposes. You agree to reasonably cooperate with us in providing access to your environments and Data for the purposes of providing maintenance and support services and acknowledge that our warranty, support, and service level obligations under this Agreement are contingent upon receiving reasonable access to your Data and systems.

9.4. For the avoidance of doubt, SaaS Fees do not include the following services: (a) onsite support; (b) application design; (c) other consulting services; or (d) telephone support outside our normal business hours as listed in our then-current Support Call Process.

**SECTION D – THIRD-PARTY PRODUCTS**

- 1. Third-Party Hardware. We will sell and deliver any Third-Party Hardware set forth in the Investment Summary for the price indicated therein. Unless otherwise indicated, installation of Third-Party Hardware will be performed by Tyler or identified third party installers.
- 2. Third-Party Software. Your rights under this Agreement may include rights to certain Third-Party Software. We certify that we have acquired the right to provide the Third-Party Software to you.

Your rights to the Third-Party Software will be governed by the Third-Party Terms and, in the absence of such terms, this Agreement.

3. Third Party Products Warranties.

3.1 We are authorized by each Developer or its authorized reseller to sell or grant access, as applicable, to the Third-Party Products.

3.2 Unless otherwise expressly indicated, Third-Party Hardware will be new and unused. You will receive free and clear title to the Third-Party Hardware you purchase upon your payment in full of the purchase price.

3.3 You acknowledge that we are not the manufacturer of Third-Party Products. We do not warrant or guarantee the performance of the Third-Party Products. However, we grant and pass through to you any warranty that we may receive from the Developer or supplier of the Third-Party Products.

4. Third-Party Services. If you have purchased Third-Party Services, those services will be provided independently of Tyler by such third party at the rates set forth in the Investment Summary and in accordance with Exhibit B.

## SECTION E – TERM AND TERMINATION

1. Term. The initial term of this Agreement is equal to the number of years indicated for SaaS Services in Exhibit A or one (1) year if no duration is indicated. The initial term commences on the first day of the first month following the Effective Date. Upon expiration of the initial term, this Agreement will renew automatically for additional one (1) year renewal terms at our then-current SaaS Fees unless terminated in writing by either party at least sixty (60) days prior to the end of the then-current renewal term. Your right to access or use the Tyler Software and the SaaS Services will terminate at the end of this Agreement.

2. Termination. This Agreement may be terminated as set forth below. In the event of termination, you will pay us for all undisputed fees and expenses related to the software, products, and/or services you have received, or we have incurred or delivered, prior to the effective date of termination. Disputed fees and expenses in all terminations other than your termination for cause must have been submitted as invoice disputes in accordance with Section G(2).

2.1. *Failure to Pay Fees.* You acknowledge that continued access to the SaaS Services is contingent upon your timely payment of fees. We may terminate this Agreement if you do not cure a failure to pay within sixty (60) days of our notice to you that you have overdue payments.

2.2. *For Cause.* If you believe we have materially breached this Agreement, you will invoke the Dispute Resolution clause set forth in Section G(2). You may terminate this Agreement for cause after following the procedures set forth in Section G(2).

2.3. *Force Majeure.* Either party has the right to terminate this Agreement if a Force Majeure event suspends performance of the SaaS Services for a period of forty-five (45) days or more.

2.4. *Lack of Appropriations.* If you should not appropriate or otherwise make available funds sufficient to utilize the SaaS Services, you may unilaterally terminate this Agreement upon thirty (30) days written notice to us. You will not be entitled to a refund or offset of previously paid, but unused SaaS Fees. You agree not to use termination for lack of appropriations as a substitute for termination for convenience.

## SECTION F – INDEMNIFICATION, LIMITATION OF LIABILITY AND INSURANCE

### 1. Intellectual Property Infringement Indemnification.

- 1.1. We will defend you against any third-party claim(s) that the Tyler Software or Documentation infringes that third-party's patent, copyright, or trademark, or misappropriates its trade secrets, and will pay the amount of any resulting adverse final judgment (or settlement to which we consent). You must notify us promptly in writing of the claim and give us sole control over its defense or settlement. You agree to provide us with reasonable assistance, cooperation, and information in defending the claim at our expense.
- 1.2. Our obligations under this Section F(1) will not apply to the extent the claim or adverse final judgment is based on your use of the Tyler Software in contradiction of this Agreement, including with non-licensed third parties.
- 1.3. If an infringement or misappropriation claim is fully litigated and your use of the Tyler Software is enjoined by a court of competent jurisdiction, in addition to paying any adverse final judgment (or settlement to which we consent), we will, at our option, either:
  - 1.3.1. procure the right to continue its use;
  - 1.3.2. modify it to make it non-infringing; or
  - 1.3.3. replace it with a functional equivalent.We may elect to employ these remedies in advance of litigation if we receive information concerning an infringement or misappropriation claim.
- 1.4. This section provides your exclusive remedy for third-party copyright, patent, or trademark infringement and trade secret misappropriation claims.

### 2. General Indemnification.

- 2.1. We will indemnify and hold harmless you and your agents, officials, and employees from and against any and all third-party claims, losses, liabilities, damages, costs, and expenses (including reasonable attorney's fees and costs) for (i) personal injury, death, or damage to tangible property, all to the extent caused by our negligence or willful misconduct; or (ii) our violation of law applicable to our performance under this Agreement. You must notify us promptly in writing of the claim and give us sole control over its defense or settlement. You agree to provide us with reasonable assistance, cooperation, and information in defending the claim at our expense.
- 2.2. To the extent permitted by applicable law, you will indemnify and hold harmless us and our agents, officials, and employees from and against any and all third-party claims, losses, liabilities, damages, costs, and expenses (including reasonable attorney's fees and costs) for (i) personal injury, death, or damage to tangible property, all to the extent caused by your negligence or willful misconduct; or (ii) your violation of a law applicable to your performance under this Agreement. We will notify you promptly in writing of the claim and will give you sole control over its defense or settlement. We agree to provide you with reasonable assistance, cooperation, and information in defending the claim at your expense.

### 3. **DISCLAIMER. EXCEPT FOR THE EXPRESS WARRANTIES PROVIDED IN THIS AGREEMENT AND TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, WE HEREBY DISCLAIM ALL OTHER WARRANTIES AND CONDITIONS, WHETHER EXPRESS, IMPLIED, OR STATUTORY, INCLUDING, BUT NOT LIMITED TO, ANY IMPLIED WARRANTIES, DUTIES, OR CONDITIONS OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. CLIENT UNDERSTANDS AND AGREES THAT TYLER DISCLAIMS ANY LIABILITY FOR ERRORS THAT RELATE TO USER ERROR.**



4. **LIMITATION OF LIABILITY.** NOTWITHSTANDING ANYTHING TO THE CONTRARY SET FORTH IN THIS AGREEMENT, OUR LIABILITY FOR DAMAGES ARISING OUT OF THIS AGREEMENT, WHETHER BASED ON A THEORY OF CONTRACT OR TORT, INCLUDING NEGLIGENCE AND STRICT LIABILITY, SHALL BE LIMITED TO YOUR ACTUAL DIRECT DAMAGES, NOT TO EXCEED (i) DURING THE INITIAL TERM, AS SET FORTH IN SECTION E(1), TOTAL FEES PAID AS OF THE TIME OF THE CLAIM; OR (ii) DURING ANY RENEWAL TERM, THE THEN-CURRENT ANNUAL SAAS FEES PAYABLE IN THAT RENEWAL TERM. THE PARTIES ACKNOWLEDGE AND AGREE THAT THE PRICES SET FORTH IN THIS AGREEMENT ARE SET IN RELIANCE UPON THIS LIMITATION OF LIABILITY AND TO THE MAXIMUM EXTENT ALLOWED UNDER APPLICABLE LAW, THE EXCLUSION OF CERTAIN DAMAGES, AND EACH SHALL APPLY REGARDLESS OF THE FAILURE OF AN ESSENTIAL PURPOSE OF ANY REMEDY. THE FOREGOING LIMITATION OF LIABILITY SHALL NOT APPLY TO CLAIMS THAT ARE SUBJECT TO SECTIONS F(1) AND F(2).
5. **EXCLUSION OF CERTAIN DAMAGES.** TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT SHALL WE BE LIABLE FOR ANY SPECIAL, INCIDENTAL, PUNITIVE, INDIRECT, OR CONSEQUENTIAL DAMAGES WHATSOEVER, EVEN IF WE HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.
6. **Insurance.** During the course of performing services under this Agreement, we agree to maintain the following levels of insurance: (i) Commercial General Liability of at least \$1,000,000 per occurrence and \$2,000,000 aggregate; (ii) Automobile Liability of \$1,000,000 combined single limit; (iii) Professional Liability (inclusive of cyber protection) of \$1,000,000 per claim and in the aggregate; (iv) Workers Compensation complying with applicable statutory requirements; and (v) Excess/Umbrella Liability of \$5,000,000. We will add you as an additional insured to our Commercial General Liability and Automobile Liability policies, which will automatically add you as an additional insured to our Excess/Umbrella Liability policy as well. We will provide you with copies of certificates of insurance upon your written request.

## **SECTION G – GENERAL TERMS AND CONDITIONS**

1. **Additional Products and Services.** You may purchase additional products and services at the rates set forth in the Investment Summary for twelve (12) months from the Effective Date by executing a mutually agreed addendum. If no rate is provided in the Investment Summary, or those twelve (12) months have expired, you may purchase additional products and services at our then-current pricing, also by executing a mutually agreed addendum. The terms of this Agreement will control any such additional purchase(s), unless otherwise specifically provided in the addendum.
2. **Performance Issues and Dispute Resolution.**
  - 2.1. ***Notice.*** You agree to provide us with written notice within thirty (30) days of receipt of an invoice (for invoice disputes) or, in the case of performance, becoming aware of an issue related to our performance under this Agreement.
  - 2.2. ***Invoice Issues.***
    - 2.2.1. If the issue relates to an invoice, your notice must include the following: (i) the issue(s) with the invoice; (ii) the specific fee(s) at issue; and (iii) the corrective action(s) you are requesting of Tyler.

- 2.2.2. We will provide a response to your notice that (i) supports the validity of the invoice as issued by us; (ii) adjusts the invoice; or (iii) describes our plan to address the issues identified in your notice.
  - 2.2.3. You agree to pay all undisputed fees by the due date. You acknowledge that you forfeit your right to dispute **any** fees under this Agreement when you fail to pay undisputed fees within sixty (60) days of our notice that the fees are overdue.
  - 2.2.4. In addition to any other remedies available to us under this Agreement or law for non-payment, we reserve the right to recover from you our reasonable costs of collection associated with your failure to timely pay amounts due under this Agreement.
  - 2.2.5. WE RESERVE THE RIGHT TO SUSPEND PERFORMANCE OF ANY SERVICE, INCLUDING ACCESS TO SAAS SERVICES, FOR FAILURE TO TIMELY PAY UNDISPUTED FEES FIFTEEN (15) DAYS FOLLOWING OUR NOTICE OF INTENT TO DO SO.
- 2.3. *Dispute Resolution.* You agree to cooperate with us in trying to reasonably resolve all disputes, including, if requested by either party, appointing a senior representative to meet and engage in good faith negotiations with our appointed senior representative. Senior representatives will convene within thirty (30) days of the written dispute notice, unless otherwise agreed. All meetings and discussions between senior representatives will be deemed confidential settlement discussions not subject to disclosure under Federal Rule of Evidence 408 or any similar applicable state rule. If we fail to resolve the dispute, then the parties shall participate in mediation in an effort to resolve the dispute. If the dispute remains unresolved after mediation, then either of us may assert our respective rights and remedies in a court of competent jurisdiction. Nothing in this section shall prevent you or us from seeking necessary injunctive relief during the dispute resolution procedures.
- 3. Taxes. The fees in the Investment Summary do not include any taxes, including, without limitation, sales, use, or excise tax. If you are a tax-exempt entity, you agree to provide us with a tax-exempt certificate. Otherwise, we will pay all applicable taxes to the proper authorities, and you will reimburse us for such taxes. If you have a valid direct-pay permit, you agree to provide us with a copy. For clarity, we are responsible for paying our income taxes, both federal and state, as applicable, arising from our performance of this Agreement.
  - 4. Nondiscrimination. We will not discriminate against any employee or applicant in our employment practices or the performance of our duties, responsibilities, and obligations under this Agreement because of race, color, religion, gender, age, disability, religious beliefs, national, or ethnic origin. We will post, where appropriate, all notices related to nondiscrimination as may be required by applicable law.
  - 5. E-Verify. We use the U.S. Department of Homeland Security's E-Verify system to confirm the eligibility of all current employees and persons hired during the contract term to perform services within the United States under this Agreement.
  - 6. Subcontractors. We will not subcontract any Professional Services specifically for this Agreement without your prior written consent, not to be unreasonably withheld.
  - 7. Binding Effect; No Assignment. This Agreement shall be binding on, and shall be for the benefit of, either your or our successor(s) or permitted assign(s). Neither party may assign this Agreement without the prior written consent of the other party; provided, however, your consent is not



required for an assignment by us as a result of a corporate reorganization, merger, acquisition, or purchase of substantially all of our assets.

8. Force Majeure. Except for your payment obligations, neither party will be liable for delays in performing its obligations under this Agreement to the extent that the delay is caused by Force Majeure; provided, however, that within ten (10) business days of the Force Majeure event, the party whose performance is delayed provides the other party with written notice explaining the cause and extent thereof, as well as a request for a reasonable time extension equal to the estimated duration of the Force Majeure event.
9. No Intended Third-Party Beneficiaries. This Agreement is entered into solely for the benefit of you and us. No third party will be deemed a beneficiary of this Agreement, and no third party will have the right to make any claim or assert any right under this Agreement. This provision does not affect the rights of third parties under any Third-Party Terms.
10. Entire Agreement; Amendment. This Agreement represents the entire agreement between you and us with respect to the subject matter hereof, and supersedes any prior agreements, understandings, and representations, whether written, oral, expressed, or implied. Purchase orders submitted by you, if any, are for your internal administrative purposes only, and the terms and conditions contained in those purchase orders will have no force or effect. This Agreement may only be modified in writing, signed by an authorized representative of the party against whom enforcement is sought.
11. Severability. If any term or provision of this Agreement is held invalid or unenforceable, the remainder of this Agreement will be considered valid and enforceable to the fullest extent permitted by law.
12. No Waiver. In the event that the terms and conditions of this Agreement are not strictly enforced by either party, such non-enforcement will not act as or be deemed to act as a waiver or modification of this Agreement, nor will such non-enforcement prevent such party from enforcing each and every term of this Agreement thereafter.
13. Independent Contractor. We are an independent contractor for all purposes under this Agreement.
14. Notices. All notices or communications required or permitted as a part of this Agreement, such as notice of an alleged material breach for a termination for cause or a dispute that must be submitted to dispute resolution, must be in writing and will be deemed delivered upon the earlier of the following: (i) actual receipt by the receiving party; or (ii) five (5) days following deposit with registered or certified mail with proper postage affixed and addressed to the other party at the address set forth in this Agreement or such other address as the party may have designated by proper notice. The consequences for the failure to receive a notice due to improper notification by the intended receiving party of a change in address will be borne by the intended receiving party.
15. Client Lists. You agree that we may identify you by name in client lists, marketing presentations, and promotional materials.
16. Confidentiality. Both parties recognize that their respective employees and agents, in the course of

performance of this Agreement, may be exposed to confidential information and that disclosure of such information could violate rights to private individuals and entities, including the parties. Confidential information is nonpublic information that a reasonable person would believe to be confidential and includes, without limitation, personal identifying information (e.g., social security numbers) and trade secrets, each as defined by applicable state law. Each party agrees that it will not disclose any confidential information of the other party and further agrees to take all reasonable and appropriate action to prevent such disclosure by its employees or agents. The confidentiality covenants contained herein will survive the termination or cancellation of this Agreement. This obligation of confidentiality will not apply to information that:

- i. is in the public domain, either at the time of disclosure or afterwards, except by breach of this Agreement by a party or its employees or agents;
- ii. a party can establish by reasonable proof was in that party's possession at the time of initial disclosure;
- iii. a party receives from a third party who has a right to disclose it to the receiving party; or
- iv. is the subject of a legitimate disclosure request under the open records laws or similar applicable public disclosure laws governing this Agreement; provided, however, that in the event you receive an open records or other similar applicable request, you will give us prompt notice and otherwise perform the functions required by applicable law.

17. Business License. In the event a local business license is required for us to perform services hereunder, you will promptly notify us and provide us with the necessary paperwork and/or contact information so that we may timely obtain such license.
18. Governing Law. This Agreement will be governed by and construed in accordance with the laws of your state or commonwealth of domicile, without regard to its rules on conflicts of law.
19. Multiple Originals and Authorized Signatures. This Agreement may be executed in multiple originals, any of which will be independently treated as an original document. Any electronic, faxed, scanned, photocopied, or similarly reproduced signature on this Agreement or any amendment hereto will be deemed an original signature and will be fully enforceable as if an original signature. Each party represents to the other that the signatory set forth below is duly authorized to bind that party to this Agreement.
20. Cooperative Procurement. To the maximum extent permitted by applicable law, we agree that this Agreement may be used as a cooperative procurement vehicle by eligible jurisdictions. In such cases, we reserve the right to negotiate and customize the terms and conditions set forth herein, including but not limited to pricing, to the scope and circumstances of that cooperative procurement.
21. Data & Insights Solution Terms. Your use of certain Tyler solutions includes Tyler's Data & Insights data platform. Your rights, and the rights of any of your end users, to use Tyler's Data & Insights data platform is subject to the Data & Insights SaaS Services Terms of Service, available at: <https://www.tylertech.com/terms/data-insights-saas-services-terms-of-service>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using any of the Tyler solutions listed at the linked terms, you certify that you have reviewed, understand, and agree to said terms.

22. Contract Documents. This Agreement includes the following exhibits:

<b>Exhibit A</b>	Investment Summary
<b>Exhibit B</b>	Invoicing and Payment Terms
<b>Exhibit C</b>	Service Level Agreement
<b>Exhibit D</b>	Third-Party Terms
<b>Exhibit E</b>	Statement of Work

IN WITNESS WHEREOF, a duly authorized representative of each party has executed this Agreement as of the date(s) set forth below.

Tyler Technologies, Inc.

Ross Valley Sanitary District

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Address for Notices:

Tyler Technologies, Inc.  
7701 College Boulevard  
Overland Park, KS 66210  
Attention: Chief Legal Officer

Address for Notices:

Ross Valley Sanitary District  
1111 Andersen Dr.  
San Rafael, CA 94901  
Attention: \_\_\_\_\_



## **Exhibit A**

### **Investment Summary**

The Investment Summary details the products and services to be delivered by us, or a third party, as applicable, to you under the Agreement. This Investment Summary is effective as of the Effective Date regardless of any expiration date in the Investment Summary. Capitalized terms not otherwise defined will have the meaning assigned to such terms in the Agreement.

*[Sales quotation to be inserted prior to Agreement execution.]*

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK



Quoted By: Chuck Newberry  
Quote Expiration: 12/31/25  
Quote Name: Ross Valley Sanitary District-  
EPL  
Quote Description: Tyler EPL SaaS Option  
SaaS Term 3.00

**Sales Quotation For:**

**Shipping Address:**

Ross Valley Sanitary District  
2960 Kerner Blvd  
San Rafael CA 94901

**Tyler SaaS and Related Services**

Description	Qty	Imp. Hours	Annual Fee
Civic Services			
Community Development Suite	1	216	\$ 6,000.00
Decision Engine	1	8	\$ 5,000.00
Enterprise Permitting & Licensing Foundation	1	72	\$ 8,000.00
Enterprise Permitting & Licensing User	10	24	\$ 23,000.00
eReviews	1	72	\$ 8,000.00
eReviews External Reviewers	1	0	\$ 4,000.00
SSRS Reporting Access - Per User	1	0	\$ 1,500.00
Data Insights			
Enterprise Analytics and Reporting w Executive Insights	1	80	\$ 5,904.00
Additional			
Enterprise Forms Processing Software (including Common Form Set)	1	0	\$ 5,440.00
TOTAL		472	\$ 66,844.00

**Professional Services**

Description	Quantity	Unit Price	Ext Discount	Extended Price	Maintenance
Amazon Web Services Configuration Fee	1	\$ 1,863.00	\$ 1,863.00	\$ 0.00	\$ 0.00
Executive Insights Implementation	1	\$ 4,800.00	\$ 0.00	\$ 4,800.00	\$ 0.00
Project Management	64	\$ 155.00	\$ 0.00	\$ 9,920.00	\$ 0.00
Onsite Implementation	128	\$ 155.00	\$ 0.00	\$ 19,840.00	\$ 0.00
Remote Implementation	344	\$ 155.00	\$ 0.00	\$ 53,320.00	\$ 0.00
<b>TOTAL</b>				<b>\$ 87,880.00</b>	<b>\$ 0.00</b>

**Summary****One Time Fees****Recurring Fees**

Total Tyler License Fees	\$ 0.00	\$ 0.00
Total SaaS	\$ 0.00	\$ 66,844.00
Total Tyler Services	\$ 87,880.00	\$ 0.00
Total Third-Party Hardware, Software, Services	\$ 0.00	\$ 0.00
<b>Summary Total</b>	<b>\$ 87,880.00</b>	<b>\$ 66,844.00</b>
<b>Contract Total</b>	<b>\$ 288,412.00</b>	
<b>Estimated Travel Expenses excl in Contract Total</b>	<b>\$ 6,850.00</b>	

## Comments

Tyler's quote contains estimates of the amount of services needed, based on our preliminary understanding of the scope, level of engagement, and timeline as defined in the Statement of Work (SOW) for your project. The actual amount of services required may vary, based on these factors.

Tyler's pricing is based on the scope of proposed products and services contracted from Tyler. Should portions of the scope of products or services be altered by the Client, Tyler reserves the right to adjust prices for the remaining scope accordingly.

Unless otherwise noted, prices submitted in the quote do not include travel expenses incurred in accordance with Tyler's then-current Business Travel Policy.


Tyler's prices do not include applicable local, city or federal sales, use excise, personal property or other similar taxes or duties, which you are responsible for determining and remitting. Installations are completed remotely but can be done onsite upon request at an additional cost.

In the event Client cancels services less than four (4) weeks in advance, Client is liable to Tyler for (i) all non-refundable expenses incurred by Tyler on Client's behalf; and (ii) daily fees associated with the cancelled services if Tyler is unable to re-assign its personnel.

The Implementation Hours included in this quote assume a work split effort of 70% Client and 30% Tyler.

Implementation Hours are scheduled and delivered in four (4) or eight (8) hour increments.

Tyler provides onsite training for a maximum of 12 people per class. In the event that more than 12 users wish to participate in a training class or more than one occurrence of a class is needed, Tyler will either provide additional days at then-current rates for training or Tyler will utilize a Train-the-Trainer approach whereby the client designated attendees of the initial training can thereafter train the remaining users.

As a new Tyler client, you are entitled to a 14-day or a 30-day trial of the Managed Detection and Response cybersecurity service. Please reference <https://www.tylertech.com/services/tyler-detect> for more information on the service and contact [CybersecuritySales@tylertech.com](mailto:CybersecuritySales@tylertech.com)  to initiate the trial.

Tyler currently supports the following identity providers (IdP's) for use with Tyler back-office solutions: Microsoft Active Directory through Azure AD, ADFS or Okta AD agent, Google Cloud Identity, Okta, and Identity Automation Rapid Identity. Any requirement by you to use an IdP not supported by Tyler will require additional costs, available upon request.

Community Development: Tyler leads and owns the "Assess and Define" and "Configuration" 2 unique business transactions, 2 template business transactions, 1 geo-rules and 1 automation events. Configuration elements beyond this will be owned by the client.

Amazon Web Services (AWS) has provided a credit in the amount of \$1,863 in sponsorship of your project.

Community Development Suite includes Civic Access for Community Development and Community Development Executive Insights

Enterprise Permitting & Licensing Foundation includes GIS for EPL Users, Core Foundation Bundle, Advanced Automation Bundle, Data & Reporting Access, Report Toolkit, EPL API Toolkit and 1 TB of Storage

Enterprise Permitting & Licensing User includes back-office and EP&L Mobile access

Standard Project Management responsibilities include project plan creation, initial stakeholder presentation, bi-weekly status calls, updating of project plan task statuses, and go-live planning activities.

Client agrees that items in this sales quotation are, upon Client's signature or approval of same, hereby added to the existing agreement ("Agreement") between the parties and subject to its terms. Additionally, payment for said items, as applicable but subject to any listed assumptions herein, shall





## Exhibit B Invoicing and Payment Terms

We will provide you with the software and services set forth in the Investment Summary of the Agreement. Capitalized terms not otherwise defined will have the meaning assigned to such terms in the Agreement.

**Invoicing:** We will invoice you for the applicable software and services in the Investment Summary as set forth below. Your rights to dispute any invoice are set forth in the Agreement.

### 1. Tyler Annual Services.

- 1.1. *SaaS Services.* SaaS Fees are invoiced on an annual basis, beginning on the commencement of the initial term as set forth in Section E(1) of this Agreement. Your annual SaaS fees for the initial term are set forth in the Investment Summary. Upon expiration of the initial term, your annual SaaS fees will be at our then-current rates.
- 1.2. *Other Annual Services.* Fees for annual services other than SaaS Services are invoiced on an annual basis, beginning with the availability of the service. Your annual fees for the initial term are set forth in the Investment Summary. Upon expiration of the initial term, your annual fees will be at our then-current rates.

### 2. Tyler Services.

- 2.1. *Professional Services Generally:* Unless otherwise indicated below, fees for Tyler services are invoiced as delivered.
- 2.2. *Consulting Services:* Fixed fee Consulting Services will be invoiced 50% upon your acceptance of the Best Practice Recommendations, by module, and 50% upon your acceptance of custom desktop procedures, by module.
- 2.3. *Conversions:* Fixed-fee conversions are invoiced 50% upon initial delivery of the converted Data, by conversion option, and 50% upon Client acceptance to load the converted Data into Live/Production environment, by conversion option. Where conversions are quoted as estimated, we will bill you the actual services delivered on a time and materials basis.
- 2.4. *Requested Modifications to the Tyler Software:* Requested modifications to the Tyler Software are invoiced (i) 50% upon delivery of specifications and (ii) 50% upon delivery of the applicable modification. You must report any failure of the modification to conform to the specifications within thirty (30) days of delivery; otherwise, the modification will be deemed to be in compliance with the specifications after the 30-day window has passed. You may still report Defects to us as set forth in this Agreement.
- 2.5. *Other Fixed Price Services:* Other fixed price services are invoiced as delivered. For the avoidance of doubt, where "Project Planning Services" are provided, payment will be due upon delivery of the Implementation Planning document. Dedicated Project Management services, if any, will be billed monthly in arrears, beginning on the first day of the month immediately following initiation of project planning. Strategic Program Management Services, if any, will be billed monthly in arrears, beginning on the first day of the month immediately following initiation of program planning.

3. Hardware & Third-Party Products.
  - 3.1. *Hardware*: Hardware costs, if any, are invoiced upon delivery.
  - 3.2. *Hardware Maintenance*: The first year maintenance fee for hardware is invoiced upon delivery of the hardware. Subsequent annual maintenance fees for hardware are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.
  - 3.3. *Third-Party Services*: Fees for Third-Party Services, if any, are invoiced as delivered, along with applicable expenses, at the rates set forth in the Investment Summary.
  - 3.4. *Third Party Software*. License Fees for Third Party Software, in any, are invoiced when the applicable Third Party Software is made available to you for download.
  - 3.5. *Third Party Software Maintenance*: The first year maintenance fee for the Third Party Software is invoiced when it is made available to you for downloading. Subsequent annual maintenance fees for Third Party Software are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.
  - 3.6. *Third-Party SaaS Services*. Third-Party SaaS Services fees, if any, are invoiced on an annual basis, commencing with availability of the respective Third-Party SaaS Services. Pricing for the first year of Third-Party SaaS Services is indicated in the Investment Summary. Unless express stated otherwise, pricing for subsequent years will be at then-current rates.
4. Transaction Fees. Unless paid directly by an end user at the time of transaction, per transaction (call, message, etc.) fees are invoiced on a monthly basis. Fees are indicated in the Investment Summary and may be increased by Tyler upon notice of no less than thirty (30) days.
5. Expenses. The service rates in the Investment Summary do not include travel expenses. Expenses for Tyler delivered services will be billed as incurred and only in accordance with our then-current Business Travel Policy.

**Payment.** Payment for undisputed invoices is due within forty-five (45) days of the invoice date. We prefer to receive payments electronically. Our electronic payment information is available by contacting [AR@tylertech.com](mailto:AR@tylertech.com).



## Exhibit C

# SERVICE LEVEL AGREEMENT

### I. Agreement Overview

This SLA operates in conjunction with, and does not supersede or replace any part of, the Agreement. It outlines the information technology service levels related to the availability of the Tyler SaaS Services that you have requested us to provide. All other support services are documented in the Support Call Process. This SLA does not apply to any Third-Party SaaS Services.

**II. Definitions.** Except as defined below, all defined terms have the meaning set forth in the Agreement.

*Actual Attainment:* The percentage of time the Tyler Software is available during a calendar month, calculated as follows:  $(\text{Service Availability} - \text{Downtime}) \div \text{Service Availability}$ .

*Client Error Incident:* Any service unavailability resulting from your applications, content or equipment, or the acts or omissions of any of your service users or third-party providers over whom we exercise no control.

*Downtime:* Those minutes during Service Availability, as defined below, when all users cannot launch, login, search or save primary data in the Tyler Software. Downtime does not include those instances in which only a Defect is present.

*Emergency Maintenance Window:* (1) maintenance that is required to patch a critical security vulnerability; (2) maintenance that is required to prevent an imminent outage of Service Availability; or (3) maintenance that is mutually agreed upon in writing by Tyler and the Client.

*Planned Downtime:* Downtime that occurs during a Standard or Emergency Maintenance window.

*Service Availability:* The total number of minutes in a calendar month that the Tyler Software is capable of receiving, processing, and responding to requests, excluding Planned Downtime, Client Error Incidents, denial of service attacks and Force Majeure. Service Availability only applies to Tyler Software being used in the production environment.

*Standard Maintenance:* Routine maintenance to the Tyler Software and infrastructure. Standard Maintenance is limited to five (5) hours per week.

### III. **Service Availability**

#### a. Your Responsibilities

Whenever you experience Downtime, you must make a support call according to the procedures outlined in the Support Call Process. You will receive a support case number.

#### b. Our Responsibilities

When our support team receives a call from you that Downtime has occurred or is occurring, we will work

with you to identify the cause of the Downtime (including whether it may be the result of Planned Downtime, a Client Error Incident, denial of service attack or Force Majeure). We will also work with you to resume normal operations.

c. Client Relief

Our targeted Attainment Goal is 100%. You may be entitled to credits as indicated in the Client Relief Schedule found below. Your relief credit is calculated as a percentage of the SaaS Fees paid for the calendar month.

In order to receive relief credits, you must submit a request through one of the channels listed in our Support Call Process within fifteen (15) days of the end of the applicable month. We will respond to your relief request within thirty (30) days of receipt.

The total credits confirmed by us will be applied to the SaaS Fee for the next billing cycle. Issuing of such credit does not relieve us of our obligations under the Agreement to correct the problem which created the service interruption.

Credits are only payable when Actual Attainment results in eligibility for credits in consecutive months and only for such consecutive months.

Client Relief Schedule	
Actual Attainment	Client Relief
99.99% - 99.70%	Remedial action will be taken
99.69% - 98.50%	2% of SaaS Fees paid for applicable month
98.49% - 97.50%	4% of SaaS Fees paid for applicable month
97.49% - 96.50%	6% of SaaS Fees paid for applicable month
96.49% - 95.50%	8% of SaaS Fees paid for applicable month
Below 95.50%	10% of SaaS Fees paid for applicable month

\* Notwithstanding language in the Agreement to the contrary, Recovery Point Objective is one (1) hour.

**IV. Maintenance Notifications**

We perform Standard Maintenance during limited windows that are historically known to be reliably low-traffic times. If and when maintenance is predicted to occur during periods of higher traffic, we will provide advance notice of those windows and will coordinate to the greatest extent possible with you.

Not all maintenance activities will cause application unavailability. However, if Tyler anticipates that activities during a Standard or Emergency Maintenance window may make the Tyler Software unavailable, we will provide advance notice, as reasonably practicable, that the Tyler Software will be unavailable during the maintenance window.



## **Exhibit D**

### **Third-Party Terms**

Cornerstone OnDemand Terms. Your use of Cornerstone OnDemand software and services is subject to terms found here: <https://s3.us-east-1.amazonaws.com/sumtotalsystems.com/prod/images/cornerstone-terms-of-use.pdf>. By signing a Tyler Agreement or Order Form including Cornerstone software or services, or accessing, installing, or using Cornerstone software or services, you agree that you have read, understood, and agree to such terms. In addition, implementation of Cornerstone software and services may require inclusion of a Cornerstone Statement of Work

DebtBook. Your use of DebtBook software and services is subject to the terms found here: [DebtBook End User License Agreement | Tyler Technologies](#). By signing a Tyler Agreement or Order Form, or accessing, installing, or using DebtBook software or services, you agree that you have read, understood, and agree to such terms.

DigEplan Pro. Your use of DigEplan Pro is subject to the LCT Software LLC Subscription Terms & Conditions found here: <https://www.tylertech.com/client-terms/lct-software-llc-an-avolve-company-subscription-terms-conditions>. By signing a Tyler Agreement or Order Form including DigEplan Pro, or accessing, installing, or using DigEplan Pro, you agree that you have read, understood, and agree to such terms.

DocOrigin Terms. Your use of Tyler Forms software and forms is subject to the DocOrigin End User License Agreement available for download here: <https://eclipsecorp.us/eula/>. By signing a Tyler Agreement or Order Form including Tyler forms software or forms, or accessing, installing, or using Tyler Forms software or forms, you agree that you have read, understood, and agree to such terms.

Emphasys Terms. Your use of SymPro software and services is governed by terms available here: <https://tylertech.com/portals/0/terms/Emphasys-Software-Agreement/Emphasys-Software-Agreement.pdf>. By signing a Tyler Agreement or Order Form containing such software or services, or accessing, installing, or using SymPro software or services, you agree that you have read, understood, and agree to such terms.

Envisio Terms. Your use of Envisio software and services is subject to the terms found here: <https://www.tylertech.com/client-terms/envisio-solutions-inc-end-user-license-agreement>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using Envisio software or services, you agree that you have read, understood, and agree to such terms.

Fire Prevention Mobile Terms. Your use of Tyler's Fire Prevention Mobile solutions is subject to the terms found here: <https://www.tylertech.com/terms/fire-prevention-mobile-third-party-terms>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using the Fire Prevention Mobile solution, you agree that you have read, understood, and agree to such terms.

Koa Hills Terms. Your use of Koa Hills SaaS is governed by terms available here: <https://www.tylertech.com/Portals/0/Terms/Koa-Hills-Software-as-a-Service-Agreement.pdf>. By signing a Tyler Agreement or Order Form containing Koa Hills SaaS, or accessing, installing, or using Koa Hills SaaS, you agree that you have read, understood, and agree to such terms.

Pattern Stream Terms. Your use of Pattern Stream software and services is subject to the terms found here: <https://www.tylertech.com/terms/finite-matters-ltd-consolidated-terms>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using Pattern Stream software or services, you agree that you have read, understood, and agree to such terms.

Polco Terms. Your use of Polco software and services is subject to the terms found here: <https://www.tylertech.com/client-terms/polco-end-user-license-agreement>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using Polco software or services, you agree that you have read, understood, and agree to such terms.

ThinPrint Terms. Your use of Tyler Forms software and forms is subject to the End User License Agreement terms for ThinPrint Engine, ThinPrint License Server, and Connected Gateway found here: <https://www.thinprint.com/en/legal-notes/eula/>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using Tyler Forms software or forms, you agree that you have read, understood, and agree to such terms.

TrueRoll Terms. Your use of TrueRoll software and services is subject to terms found here: <https://tylertech.com/portals/0/terms/TrueRoll-Software-Services-Agreement.pdf>. By signing a Tyler Agreement or Order Form including TrueRoll software or services, or accessing, installing, or using TrueRoll software or services, you agree that you have read, understood, and agree to such terms.

Twilio Acceptable Use Policy. Your use of the Tyler solutions listed below includes functionality provided by a Third-Party Developer, Twilio. Your rights, and the rights of any of your end users, to use said functionality are subject to the terms of the Twilio Acceptable Use Policy, available at <http://www.twilio.com/legal/aup>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using any such Tyler solution, you certify that you have reviewed, understand, and agree to said terms. Tyler hereby disclaims any and all liability related to your or your end user's failure to abide by the terms of the Twilio Acceptable Use Policy. Any liability for failure to abide by said terms shall rest solely with the person or entity whose conduct violated said terms.

- Electronic Warrants
- Online Dispute Resolution
- Enterprise Justice Notifications Add On (text notifications)
- Absence & Substitute
- Notify
- Enterprise Jury Manager
- Enterprise Supervision
- Virtual Court



**Exhibit E**  
**Statement of Work**

*[Statement of Work to be inserted prior to Agreement execution.]*

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

# Ross Valley Sanitary District

SOW from Tyler Technologies, Inc.

6/10/2025

Presented to:  
Cristina Velazquez  
1111 Andersen Drive  
San Rafael, CA 94901

Contact:  
Chuck Newberry  
Email: [Chuck.Newberry@TylerTech.com](mailto:Chuck.Newberry@TylerTech.com)  
2530 Sever Road NW, Lawrenceville, GA 30043



# Table of Contents

<b>PART 1: EXECUTIVE SUMMARY .....</b>	<b>1</b>
<b>1. Project Overview.....</b>	<b>1</b>
1.1 Introduction .....	1
1.2 Project Goals .....	1
1.3 Methodology.....	1
<b>PART 2: PROJECT FOUNDATION .....</b>	<b>3</b>
<b>2. Project Governance .....</b>	<b>3</b>
<b>3. Project Scope Control .....</b>	<b>4</b>
3.1 Managing Scope and Project Change .....	4
3.2 Change Control .....	4
3.3 Change Request Management.....	4
<b>4. Acceptance Process .....</b>	<b>6</b>
<b>5. Roles and Responsibilities .....</b>	<b>6</b>
5.1 Tyler Roles & Responsibilities .....	6
5.1.1 Tyler Executive Manager.....	7
5.1.2 Tyler Implementation Manager .....	7
5.1.3 Tyler Project Manager.....	7
5.1.4 Tyler Implementation Consultant .....	8
5.1.5 Tyler Sales .....	8
5.1.6 Tyler Technical Services .....	8
5.2 Ross Valley Sanitary District Roles & Responsibilities.....	9
5.2.1 Ross Valley Sanitary District Executive Sponsor .....	9
5.2.2 Ross Valley Sanitary District Steering Committee.....	9
5.2.3 Ross Valley Sanitary District Project Manager .....	10
5.2.4 Ross Valley Sanitary District Functional Leads.....	11
5.2.5 Ross Valley Sanitary District Power Users.....	11
5.2.6 Ross Valley Sanitary District End Users.....	12
5.2.7 Ross Valley Sanitary District Technical Lead .....	12
5.2.8 Ross Valley Sanitary District Change Management Lead.....	13
<b>PART 3: PROJECT PLAN.....</b>	<b>14</b>
<b>6. Project Stages.....</b>	<b>14</b>
6.1 Initiate and Plan .....	15
6.1.1 Initial Coordination .....	15
6.1.2 Project/Phase Planning .....	16
6.1.3 Infrastructure Planning .....	17



6.1.4	Stakeholder Meeting.....	18
6.1.5	GIS Planning .....	19
6.1.6	Control Point 1: Initiate & Plan Stage Acceptance.....	20
6.2	Assess & Define.....	20
6.2.1	Solution Orientation.....	20
6.2.2	Current & Future State Analysis.....	21
6.2.3	This work package is not applicable.....	22
6.2.4	This work package is not applicable.....	22
6.2.5	Control Point 2: Assess & Define Stage Acceptance .....	22
6.3	Prepare Solution .....	23
6.3.1	Initial System Deployment .....	23
6.3.2	Configuration .....	24
6.3.3	Process Refinement .....	25
6.3.4	This work package is not applicable.....	27
6.3.5	This work package is not applicable.....	27
6.3.6	Control Point 3: Prepare Solution Stage Acceptance.....	27
6.4	Production Readiness .....	27
6.4.1	Solution Validation .....	27
6.4.2	Go-Live Readiness .....	28
6.4.3	End User Training .....	29
6.4.4	Control Point 4: Production Readiness Stage Acceptance.....	30
6.5	Production.....	31
6.5.1	Go-Live .....	31
6.5.2	Transition to Client Services.....	32
6.5.3	Post Go-Live Activities.....	33
6.5.4	Control Point 5: Production Stage Acceptance.....	34
6.6	Close.....	34
6.6.1	Phase Closeout.....	35
6.6.2	Project Closeout.....	36
6.6.3	Control Point 6: Close Stage Acceptance .....	37
<b>7.</b>	<b>General Assumptions .....</b>	<b>37</b>
7.1	Project.....	37
7.2	Organizational Change Management .....	37
7.3	Resources and Scheduling.....	38
7.4	This work package is not applicable.....	38
7.5	Facilities.....	38
<b>8.</b>	<b>Glossary .....</b>	<b>39</b>
<b>PART 4:</b>	<b>APPENDICES .....</b>	<b>42</b>
<b>9.</b>	<b>No Conversion - This work package is not applicable. ....</b>	<b>42</b>
<b>10.</b>	<b>Additional Appendices.....</b>	<b>43</b>
10.1	This work package is not applicable.....	43



11. Project Timeline ..... 44

11.1 Enterprise Permitting & Licensing 7-9 Month Timeline..... 44



# Part 1: Executive Summary

## 1. Project Overview

### 1.1 Introduction

Tyler Technologies (“Tyler”) is the largest and most established provider of integrated software and technology services focused solely on the public sector. Tyler’s end-to-end solutions empower public sector entities including local, state, provincial and federal government, to operate more efficiently and connect more transparently with their constituents and with each other. By connecting data and processes across disparate systems, Tyler’s solutions transform how clients gain actionable insights that solve problems in their communities.

### 1.2 Project Goals

This Statement of Work (“SOW”) documents the methodology, implementation stages, activities, and roles and responsibilities, and project scope listed in the Investment Summary of the Agreement between Tyler and the Ross Valley Sanitary District (collectively the “Project”).

The overall goals of the project are to:

- Successfully implement the contracted scope on time and on budget
- Increase operational efficiencies and empower users to be more productive
- Improve accessibility and responsiveness to external and internal customer needs
- Overcome current challenges and meet future goals
- Providing a single, comprehensive, and integrated solution to manage business functions
- Streamline business processes through automation, integration, and workflows
- Provide a user-friendly user interface to promote system use and productivity
- Eliminate redundant data entry

### 1.3 Methodology

This is accomplished by the Ross Valley Sanitary District and Tyler working as a partnership and Tyler utilizing its depth of implementation experience. While each Project is unique, all will follow Tyler’s six-stage methodology. Each of the six stages is comprised of multiple work packages, and each work package includes a narrative description, objectives, tasks, inputs, outputs/deliverables, assumptions, and a responsibility matrix.

Tailored specifically for Tyler’s public sector clients, the project methodology contains Stage Acceptance Control Points throughout each Phase to ensure adherence to scope, budget, timeline controls, effective communications, and quality standards. Clearly defined, the project methodology repeats consistently across Phases, and is scaled to meet the Ross Valley Sanitary District’s complexity and organizational needs.



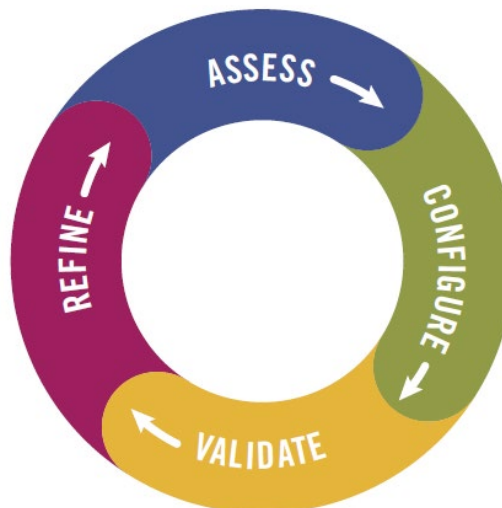
## Tyler's Six Stage Project Methodology



The methodology adapts to both single-phase and multiple-phase projects.

To achieve Project success, it is imperative that both the Ross Valley Sanitary District and Tyler commit to including the necessary leadership and governance. During each stage of the Project, it is expected that the Ross Valley Sanitary District and Tyler Project teams work collaboratively to complete tasks. An underlying principle of Tyler's Implementation process is to employ an iterative model where the Ross Valley Sanitary District's business processes are assessed, configured, validated, and refined cyclically in line with the project budget. This approach is used in multiple stages and work packages as illustrated in the graphic below.

## Iterative Project Model



The delivery approach is systematic, which reduces variability and mitigates risks to ensure Project success. As illustrated, some stages, along with work packages and tasks, are intended to be overlapping by nature to complete the Project efficiently and effectively.



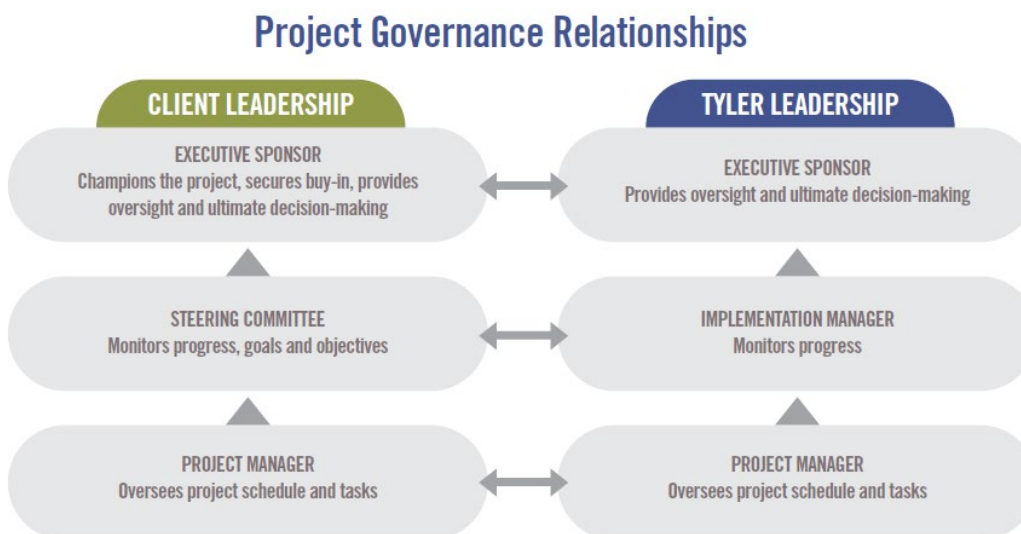
# Part 2: Project Foundation

## 2. Project Governance

Project governance is the management framework within which Project decisions are made. The role of Project governance is to provide a decision-making approach that is logical, robust, and repeatable. This allows organizations to have a structured approach for conducting its daily business in addition to project related activities.

This section outlines the resources required to meet the business needs, objectives, and priorities for the Project, communicate the goals to other Project participants, and provide support and guidance to accomplish these goals. Project governance defines the structure for escalation of issues and risks, Change Control review and authority, and Organizational Change Management activities. Throughout the Statement of Work Tyler has provided RACI Matrices for activities to be completed throughout the implementation which will further outline responsibilities of different roles in each stage. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiate & Plan Stage.

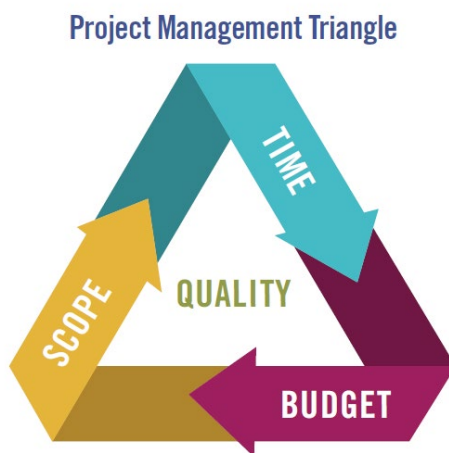
The chart below illustrates an overall team perspective where Tyler and the Ross Valley Sanitary District collaborate to resolve Project challenges according to defined escalation paths. If project managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, Tyler implementation management and the Ross Valley Sanitary District Steering Committee become the escalation points to triage responses prior to escalation to the Ross Valley Sanitary District and Tyler executive sponsors. As part of the escalation process, each Project governance tier presents recommendations and supporting information to facilitate knowledge transfer and issue resolution. The Ross Valley Sanitary District and Tyler executive sponsors serve as the final escalation point.



### 3. Project Scope Control

#### 3.1 Managing Scope and Project Change

Project Management governance principles contend that there are three connected constraints on a Project: budget, timeline, and scope. These constraints, known as the “triple constraints” or project management triangle, define budget in terms of financial cost, labor costs, and other resource costs. Scope is defined as the work performed to deliver a product, service or result with the specified features and functions, while time is simply defined as the schedule. The Triple Constraint theory states that if you change one side of the triangle, the other two sides must be correspondingly adjusted. For example, if the scope of the Project is increased, cost and time to complete will also need to increase. The Project and executive teams will need to remain cognizant of these constraints when making impactful decisions to the Project. A simple illustration of this triangle is included here, showing the connection of each item and their relational impact to the overall Scope.



A pillar of any successful project is the ability to properly manage scope while allowing the appropriate level of flexibility to incorporate approved changes. Scope and changes within the project will be managed using the change control process outlined in the following section.

#### 3.2 Change Control

It may become necessary to change the scope of this Project due to unforeseeable circumstances (e.g., new constraints or opportunities are discovered). This Project is being undertaken with the understanding that Project scope, schedule, and/or cost may need to change to produce optimal results for stakeholders. Changes to contractual requirements will follow the change control process specified in the final contract, and as described below.

#### 3.3 Change Request Management

Should the need for a change to Project scope, schedule, and/or cost be identified during the Project, the change will be brought to the attention of the Steering Committee and an assessment of the change will occur. While such changes may result in additional costs and delays relative to the schedule, some changes may result in less cost to the Ross Valley Sanitary District; for example, the Ross Valley Sanitary District may

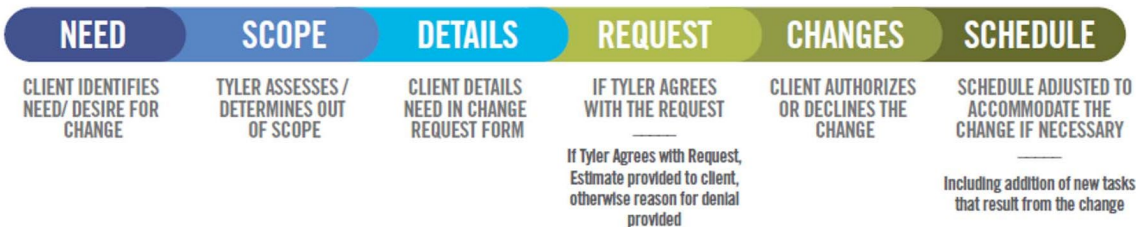


decide it no longer needs a deliverable originally defined in the Project. The Change Request will include the following information:

- The nature of the change.
- A good faith estimate of the additional cost or associated savings to the Ross Valley Sanitary District, if any.
- The timetable for implementing the change.
- The effect on and/or risk to the schedule, resource needs or resource responsibilities.

The Ross Valley Sanitary District will use its good faith efforts to either approve or disapprove any Change Request within ten (10) Business Days (or other period as mutually agreeable between Tyler and the Ross Valley Sanitary District). Any changes to the Project scope, budget, or timeline must be documented and approved in writing using a Change Request form. These changes constitute a formal amendment to the Statement of Work and will supersede any conflicting term in the Statement of Work.

### Change Request Process





## 4. Acceptance Process

The implementation of a Project involves many decisions to be made throughout its lifecycle. Decisions will vary from higher level strategy decisions to smaller, detailed Project level decisions. It is critical to the success of the Project that each Ross Valley Sanitary District office or department designates specific individuals for making decisions on behalf of their offices or departments.

Both Tyler and the Ross Valley Sanitary District will identify representative project managers. These individuals will represent the interests of all stakeholders and serve as the primary contacts between the two organizations.

The coordination of gaining Ross Valley Sanitary District feedback and approval on Project deliverables will be critical to the success of the Project. The Ross Valley Sanitary District project manager will strive to gain deliverable and decision approvals from all authorized Ross Valley Sanitary District representatives. Given that the designated decision-maker for each department may not always be available, there must be a designated proxy for each decision point in the Project. Assignment of each proxy will be the responsibility of the leadership from each Ross Valley Sanitary District department. The proxies will be named individuals that have the authorization to make decisions on behalf of their department.

The following process will be used for accepting Deliverables and Control Points:

- The Ross Valley Sanitary District shall have five (5) business days from the date of delivery, or as otherwise mutually agreed upon by the parties in writing, to accept each Deliverable or Control Point. If the Ross Valley Sanitary District does not provide acceptance or acknowledgement within five (5) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.
- If the Ross Valley Sanitary District does not agree the Deliverable or Control Point meets requirements, the Ross Valley Sanitary District shall notify Tyler project manager(s), in writing, with reasoning within five (5) business days, or the otherwise agreed-upon timeframe, not to be unreasonably withheld, of receipt of the Deliverable.
- Tyler shall address any deficiencies and redeliver the Deliverable or Control Point. The Ross Valley Sanitary District shall then have two (2) business days from receipt of the redelivered Deliverable or Control Point to accept or again submit written notification of reasons for rejecting the milestone. If the Ross Valley Sanitary District does not provide acceptance within two (2) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

## 5. Roles and Responsibilities

The following defines the roles and responsibilities of each Project resource for the Ross Valley Sanitary District and Tyler. Roles and responsibilities may not follow the organizational chart or position descriptions at the Ross Valley Sanitary District, but are roles defined within the Project. It is common for individual resources on both the Tyler and Ross Valley Sanitary District project teams to fill multiple roles. Similarly, it is common for some roles to be filled by multiple people.

### 5.1 Tyler Roles & Responsibilities

Tyler assigns a project manager prior to the start of each Phase of the Project (some Projects may only be one Phase in duration). Additional Tyler resources are assigned as the schedule develops and as needs arise.



### 5.1.1 Tyler Executive Manager

Tyler executive management has indirect involvement with the Project and is part of the Tyler escalation process. This team member offers additional support to the Project team and collaborates with other Tyler department managers as needed to escalate and facilitate implementation Project tasks and decisions.

- Provides clear direction for Tyler staff on executing on the Project Deliverables to align with satisfying the Ross Valley Sanitary District 's overall organizational strategy.
- Authorizes required Project resources.
- Resolves all decisions and/or issues not resolved at the implementation management level as part of the escalation process.
- Acts as the counterpart to the Ross Valley Sanitary District 's executive sponsor.

### 5.1.2 Tyler Implementation Manager

- Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. The Tyler project managers consult implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler Project Manager or with Ross Valley Sanitary District management as appropriate. Tyler executive management is the escalation point for any issues not resolved at this level.
- Assigns Tyler Project personnel.
- Provides support for the Project team.
- Provides management support for the Project to ensure it is staffed appropriately and staff have necessary resources.
- Monitors Project progress including progress towards agreed upon goals and objectives.

### 5.1.3 Tyler Project Manager

- The Tyler project manager(s) provides oversight of the Project, coordination of Tyler resources between departments, management of the Project budget and schedule, effective risk, and issue management, and is the primary point of contact for all Project related items. As requested by the Ross Valley Sanitary District, the Tyler Project Manager provides regular updates to the Ross Valley Sanitary District Steering Committee and other Tyler governance members. Tyler Project Manager's role includes responsibilities in the following areas:

#### 5.1.3.1 Contract Management

- Validates contract compliance throughout the Project.
- Ensures Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions.
- Prepares and presents contract milestone sign-offs for acceptance by the Ross Valley Sanitary District project manager(s).
- Coordinates Change Requests, if needed, to ensure proper Scope and budgetary compliance.

#### 5.1.3.2 Planning

- Delivers project planning documents.
- Defines Project tasks and resource requirements.
- Develops initial Project schedule and Project Management Plan.



- Collaborates with the Ross Valley Sanitary District project manager(s) to plan and schedule Project timelines to achieve on-time implementation.

#### 5.1.3.3 Implementation Management

- Tightly manages Scope and budget of Project to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently.
- Establishes and manages a schedule and Tyler resources that properly support the Project Schedule and are also in balance with Scope/budget.
- Establishes risk/issue tracking/reporting process between the Ross Valley Sanitary District and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to the Ross Valley Sanitary District any items that may impact the outcomes of the Project.
- Collaborates with the Ross Valley Sanitary District 's project manager(s) to establish key business drivers and success indicators that will help to govern Project activities and key decisions to ensure a quality outcome of the project.
- Collaborates with the Ross Valley Sanitary District 's project manager(s) to set a routine communication plan that will aide all Project team members, of both the Ross Valley Sanitary District and Tyler, in understanding the goals, objectives, status, and health of the Project.

#### 5.1.3.4 Resource Management

- Acts as liaison between Project team and Tyler manager(s).
- Identifies and coordinates all Tyler resources across all applications, Phases, and activities including development, forms, installation, reports, implementation, and billing.
- Provides direction and support to Project team.
- Manages the appropriate assignment and timely completion of tasks as defined in the Project Schedule, task list, and Go-Live Checklist.
- Assesses team performance and adjusts as necessary.
- Consulted on in Scope 3rd party providers to align activities with ongoing Project tasks.

#### 5.1.4 Tyler Implementation Consultant

- Completes tasks as assigned by the Tyler project manager(s).
- Documents activities for services performed by Tyler.
- Guides the Ross Valley Sanitary District through software validation process following configuration.
- Assists during Go-Live process and provides support until the Ross Valley Sanitary District transitions to Client Services.
- Facilitates training sessions and discussions with the Ross Valley Sanitary District and Tyler staff to ensure adequate discussion of the appropriate agenda topics during the allotted time.

#### 5.1.5 Tyler Sales

- Supports Sales to Implementation knowledge transfer during Initiate & Plan.
- Provides historical information, as needed, throughout implementation.
- Participates in pricing activities if additional licensing and/or services are needed.

#### 5.1.6 Tyler Technical Services

- Maintains Tyler infrastructure requirements and design document(s).
- Involved in system infrastructure planning/review(s).
- Provides first installation of licensed software with initial database on servers.



- Supports and assists the project team with technical/environmental issues/needs.
- Deploys Tyler products.
- Provides technical training.
- Conducts GIS Planning.
- Reviews GIS data and provides feedback to the Ross Valley Sanitary District.
- Loads Ross Valley Sanitary District provided GIS data into the system.

## 5.2 Ross Valley Sanitary District Roles & Responsibilities

Ross Valley Sanitary District resources will be assigned prior to the start of each Phase of the Project. One person may be assigned to multiple Project roles.

### 5.2.1 Ross Valley Sanitary District Executive Sponsor

The Ross Valley Sanitary District executive sponsor provides support to the Project by providing strategic direction and communicating key issues about the Project and its overall importance to the organization. When called upon, the executive sponsor also acts as the final authority on all escalated Project issues. The executive sponsor engages in the Project, as needed, to provide necessary support, oversight, guidance, and escalation, but does not participate in day-to-day Project activities. The executive sponsor empowers the Ross Valley Sanitary District steering committee, project manager(s), and functional leads to make critical business decisions for the Ross Valley Sanitary District.

- Champions the project at the executive level to secure buy-in.
- Authorizes required project resources.
- Actively participates in organizational change communications.

### 5.2.2 Ross Valley Sanitary District Steering Committee

The Ross Valley Sanitary District steering committee understands and supports the cultural change necessary for the Project and fosters an appreciation for the Project's value throughout the organization. The steering committee oversees the Ross Valley Sanitary District project manager and Project through participation in regular internal meetings. The Ross Valley Sanitary District steering committee remains updated on all Project progress, Project decisions, and achievement of Project milestones. The Ross Valley Sanitary District steering committee also serves as primary level of issue resolution for the Project.

- Works to resolve all decisions and/or issues not resolved at the project manager level as part of the escalation process.
- Attends all scheduled steering committee meetings.
- Provides support for the project team.
- Assists with communicating key project messages throughout the organization.
- Prioritizes the project within the organization.
- Ensures the project staffed appropriately and that staff have necessary resources.
- Monitors project progress including progress towards agreed upon goals and objectives.
- Has the authority to approve or deny changes impacting the following areas:
  - Cost
  - Scope
  - Schedule
  - Project Goals
  - Ross Valley Sanitary District Policies
  - Needs of other client projects



### 5.2.3 Ross Valley Sanitary District Project Manager

The Ross Valley Sanitary District shall assign project manager(s) prior to the start of this project with overall responsibility and authority to make decisions related to Project Scope, scheduling, and task assignment. The Ross Valley Sanitary District Project Manager should communicate decisions and commitments to the Tyler project manager(s) in a timely and efficient manner. When the Ross Valley Sanitary District project manager(s) do not have the knowledge or authority to make decisions, he or she engages the necessary resources to participate in discussions and make decisions in a timely fashion to avoid Project delays. The Ross Valley Sanitary District project manager(s) are responsible for reporting to the Ross Valley Sanitary District steering committee and determining appropriate escalation points.

#### 5.2.3.1 Contract Management

- Validates contract compliance throughout the project.
- Ensures that invoicing and Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions. Collaborates on and approves Change Requests, if needed, to ensure proper scope and budgetary compliance.

#### 5.2.3.2 Planning

- Reviews and accepts project planning documents.
- Defines project tasks and resource requirements for the Ross Valley Sanitary District project team.
- Collaborates in the development and approval of the project schedule.
- Collaborates with Tyler project manager(s) to plan and schedule project timelines to achieve on-time implementation.

#### 5.2.3.3 Implementation Management

- Tightly manages project budget and scope.
- Collaborates with Tyler project manager(s) to establish a process and approval matrix to ensure that scope changes and budget (planned versus actual) are transparent and handled effectively and efficiently.
- Collaborates with Tyler project manager to establish and manage a schedule and resource plan that properly supports the project schedule as a whole and is also in balance with scope and budget.
- Collaborates with Tyler project manager(s) to establish risk and issue tracking and reporting process between the Ross Valley Sanitary District and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to Tyler any items that may impact the outcomes of the project.
- Collaborates with Tyler project manager(s) to establish key business drivers and success indicators that will help to govern project activities and key decisions to ensure a quality outcome of the project.
- Routinely communicates with both the Ross Valley Sanitary District staff and Tyler, aiding in the understanding of goals, objectives, current status, and health of the project by all team members.
- Manages the requirements gathering process and ensure timely and quality business requirements are being provided to Tyler.

#### 5.2.3.4 Resource Management

- Acts as liaison between project team and stakeholders.
- Identifies and coordinates all Ross Valley Sanitary District resources across all modules, phases, and activities including data conversions, forms design, hardware and software installation, reports building, and satisfying invoices.



- Provides direction and support to project team.
- Builds partnerships among the various stakeholders, negotiating authority to move the project forward.
- Manages the appropriate assignment and timely completion of tasks as defined.
- Assesses team performance and takes corrective action, if needed.
- Provides guidance to Ross Valley Sanitary District technical teams to ensure appropriate response and collaboration with Tyler Technical Support Teams to ensure timely response and appropriate resolution.
- Owns the relationship with in-Scope 3rd party providers and aligns activities with ongoing project tasks.
- Ensures that users have appropriate access to Tyler project toolsets as required.
- Conducts training on proper use of toolsets.
- Validates completion of required assignments using toolsets.

#### 5.2.4 Ross Valley Sanitary District Functional Leads

- Makes business process change decisions under time sensitive conditions.
- Communicates existing business processes and procedures to Tyler consultants.
- Assists in identifying business process changes that may require escalation.
- Contributes business process expertise for Current & Future State Analysis.
- Identifies and includes additional subject matter experts to participate in Current & Future State Analysis.
- Validates that necessary skills have been retained by end users.
- Provides End Users with dedicated time to complete required homework tasks.
- Acts as an ambassador/champion of change for the new process and provide business process change support.
- Identifies and communicates any additional training needs or scheduling conflicts to the Ross Valley Sanitary District project manager.
- Actively participates in all aspects of the implementation, including, but not limited to, the following key activities:
  - Task completion
  - Stakeholder Meeting
  - Project Management Plan development
  - Schedule development
  - Maintenance and monitoring of risk register
  - Escalation of issues
  - Communication with Tyler project team
  - Coordination of Ross Valley Sanitary District resources
  - Attendance at scheduled sessions
  - Change management activities
  - Modification specification, demonstrations, testing and approval assistance
  - Data analysis assistance
  - Decentralized end user training
  - Process testing
  - Solution Validation

#### 5.2.5 Ross Valley Sanitary District Power Users

- Participate in project activities as required by the project team and project manager(s).



- Provide subject matter expertise on the Ross Valley Sanitary District business processes and requirements.
- Act as subject matter experts and attend Current & Future State Analysis sessions as needed.
- Attend all scheduled training sessions.
- Participate in all required post-training processes as needed throughout project.
- Test all application configuration to ensure it satisfies business process requirements.
- Become application experts.
- Participate in Solution Validation.
- Adopt and support changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Demonstrate competency with Tyler products processing prior to Go-live.
- Provide knowledge transfer to the Ross Valley Sanitary District staff during and after implementation.

### 5.2.6 Ross Valley Sanitary District End Users

- Attend all scheduled training sessions.
- Become proficient in application functions related to job duties.
- Adopt and utilize changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Utilize software to perform job functions at and beyond Go-live.

### 5.2.7 Ross Valley Sanitary District Technical Lead

- Coordinates updates and releases with Tyler as needed.
- Coordinates the copying of source databases to training/testing databases as needed for training days.
- Coordinates and adds new users, printers and other peripherals as needed.
- Validates that all users understand log-on process and have necessary permission for all training sessions.
- Coordinates interface development for Ross Valley Sanitary District third party interfaces.
- Develops or assists in creating reports as needed.
- Ensures on-site system meets specifications provided by Tyler.
- Assists with software installation as needed.

#### 5.2.7.1 Ross Valley Sanitary District GIS

- Participates in GIS planning activities.
- Responsible for management and maintenance of Ross Valley Sanitary District GIS infrastructure and data.
- Ensures GIS data/service endpoints are in alignment with Tyler software requirements.
- Provides Tyler implementation team with GIS data/service access information.

#### 5.2.7.2 Ross Valley Sanitary District Upgrade Coordination

- Becomes familiar with the software upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Utilizes Tyler resources to stay abreast of the latest Tyler releases and updates, as well as the latest helpful tools to manage the Ross Valley Sanitary District's software upgrade process.
- Assists with the software upgrade process during implementation.
- Manages software upgrade activities post-implementation.



- Manages software upgrade plan activities.
- Coordinates software upgrade plan activities with Ross Valley Sanitary District and Tyler resources.
- Communicates changes affecting users and department stakeholders.
- Obtains department stakeholder acceptance to upgrade production environment.

### 5.2.8 Ross Valley Sanitary District Change Management Lead

- Validates that users receive timely and thorough communication regarding process changes.
- Provides coaching to supervisors to prepare them to support users through the project changes.
- Identifies the impact areas resulting from project activities and develops a plan to address them proactively.
- Identifies areas of resistance and develops a plan to reinforce the change.
- Monitors post-production performance and new process adherence.





# Part 3: Project Plan

## 6. Project Stages

### Work Breakdown Structure

The Work Breakdown Structure (WBS) is a hierarchical representation of a Project or Phase broken down into smaller, more manageable components. The top-level components are called “Stages” and the second level components are called “Work Packages”. The work packages, shown below each stage, contain the high-level work to be done. The detailed Project Schedule, developed during Project/Phase Planning and finalized during subsequent stages, lists the tasks to be completed within each work package. Each stage ends with a “Control Point”, confirming the work performed during that stage of the Project has been accepted by the Ross Valley Sanitary District.

### Work Breakdown Structure (WBS)

1. Initiate & Plan	2. Assess & Define	3. Prepare Solution	4. Production Readiness	5. Production	6. Close
1.1 Initial Coordination	2.1 Solution Orientation	3.1 Initial System Deployment	4.1 Solution Validation	5.1 Go Live	6.1 Phase Close Out
1.2 Project/Phase Planning	2.2 Current & Future State Analysis	3.2 Configuration	4.2 Go Live Readiness	5.2 Transition to Client Services	6.2 Project Close Out
1.3 Infrastructure Planning	2.3 Modification Analysis	3.3 Process Refinement	4.3 End User Training	5.3 Post Go Live Activities	
1.4 Stakeholder Meeting	2.4 Conversion Assessment	3.4 Conversion Delivery			
1.5 GIS Planning*	2.5 Data Assessment	3.5 Data Delivery			
		3.6 Modifications*			

*\*Items noted with an asterisk in the graphic above relate to specific products and services. If those products and services are not included in the scope of the contract, these specific work packages will be noted as “This work package is not applicable” in Section 6 of the Statement of Work.*



## 6.1 Initiate and Plan

The Initiate and Plan stage involves Project initiation, infrastructure, and planning. This stage creates a foundation for the Project by identifying and establishing sequence and timing for each Phase as well as verifying scope for the Project. This stage will be conducted at the onset of the Project, with a few unique items being repeated for the additional Phases as needed.

### 6.1.1 Initial Coordination

Prior to Project commencement, Tyler management assigns project manager(s). Additional Project resources will be assigned later in the Project as a Project schedule is developed. Tyler provides the Ross Valley Sanitary District with initial Project documents used to gather names of key personnel, their functional role as it pertains to the Project, as well as any blackout dates to consider for future planning. the Ross Valley Sanitary District gathers the information requested by the provided deadline ensuring preliminary planning and scheduling can be conducted moving the Project forward in a timely fashion. Internally, the Tyler Project Manager(s) coordinate with sales to ensure transfer of vital information from the sales process prior to scheduling a Project Planning Meeting with the Ross Valley Sanitary District's team. During this step, Tyler will work with the Ross Valley Sanitary District to establish the date(s) for the Project and Phase Planning session.

#### Objectives:

- Formally launch the project.
- Establish project governance.
- Define and communicate governance for Tyler.
- Identify Ross Valley Sanitary District project team.

STAGE 1	Initial Coordination																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Tyler project team is assigned	A	R	C	I	I	I	I		I		I						
Ross Valley Sanitary District project team is assigned									A	I	R	I	I	I			
Provide initial project documents to the Ross Valley Sanitary District		A	R	C			C		I		I						
Gather preliminary information requested			I						A		R	C		C		C	C
Sales to implementation knowledge transfer		A	R	I	I	I	I				I						





RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
Schedule and conduct planning session(s)		A	R						I		C	C	I				
Develop Project Management Plan		A	R						I		C	C	I				
Develop initial project schedule		A	R	I	I	I	I		I	I	C	C	I	I	C		I

Inputs	Contract documents
	Statement of Work
	Guide to Starting Your Project

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Project Management Plan	Delivery of document
	Project Operational Plan	Delivery of document
	Initial Project Schedule	Ross Valley Sanitary District provides acceptance of schedule based on resource availability, project budget, and goals.

#### Work package assumptions:

- Ross Valley Sanitary District has reviewed and completed the Guide to Starting Your Project document.

### 6.1.3 Infrastructure Planning

Procuring required hardware and setting it up properly is a critical part of a successful implementation. Tyler will be responsible for building the environments for a hosted/SaaS deployment, unless otherwise identified in the Agreement. The Ross Valley Sanitary District is responsible for the installation, setup and maintenance of all peripheral devices.

#### Objectives:

- Ensure the Ross Valley Sanitary District's infrastructure meets Tyler's application requirements.
- Ensure the Ross Valley Sanitary District's infrastructure is scheduled to be in place and available for use on time.

STAGE 1	Infrastructure Planning
---------	-------------------------



	Tyler							Ross Valley Sanitary District									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts	Department Heads	End Users	Technical Leads
Initial Infrastructure Communication		A	R		C		C				C						C
Schedule Environment Availability		A	R				C				I						

Inputs	Initial Infrastructure Requirements
--------	-------------------------------------

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Completed Infrastructure Requirements	Delivery of Requirements

#### 6.1.4 Stakeholder Meeting

Communication of the Project planning outcomes to the Ross Valley Sanitary District Project team, executives and other key stakeholders is vital to Project success. The Stakeholder meeting is a strategic activity to inform, engage, gain commitment, and instill confidence in the Ross Valley Sanitary District team. During the meeting, the goals and objectives of the Project will be reviewed along with detail on Project scope, implementation methodology, roles and responsibilities, Project timeline and schedule, and keys to Project success.

##### Objectives:

- Formally present and communicate the project activities and timeline.
- Communicate project expectations.

STAGE 1	Stakeholder Meeting																
	Tyler							Ross Valley Sanitary District									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Create Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C		I				



Review Stakeholder Meeting Presentation		I	C						A		R		C				
Perform Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C	I	I	I	I	I	I

Inputs	Agreement
	SOW
	Project Management Plan

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Stakeholder Meeting Presentation	

#### Work package assumptions:

- None

### 6.1.5 GIS Planning

GIS data is a core part of many Tyler applications. Other Ross Valley Sanitary District offices/products may also use this data and have different GIS requirements. A key focus of this preparation will be the process for developing the GIS data for use with Tyler applications. This can be an iterative process, so it is important to begin preparation early.

#### Objectives:

- Identify all Ross Valley Sanitary District GIS data sources and formats.
- Tyler to understand the Ross Valley Sanitary District's GIS needs and practices.
- Ensure the Ross Valley Sanitary District's GIS data meets Tyler product requirements.

STAGE 1	GIS Preparation																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Initial GIS Planning Meeting		A	R				C				C						C
Determine all GIS Data Sources			I				I		A		R						C
Provide Source GIS Data			I				I		A		R						C
Review GIS Data and Provide Feedback		A	R				C				I						C



Inputs	GIS Requirements Document	
Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Production Ready Map Data	Meets Tyler GIS Requirements.

**Work package assumptions:**

- GIS data provided to Tyler is accurate and complete.
- GIS data provided to Tyler is current.
- Ross Valley Sanitary District is responsible for maintaining the GIS data.

### 6.1.6 Control Point 1: Initiate & Plan Stage Acceptance

Acceptance criteria for this stage includes completion of all criteria listed below.

Note: Advancement to the Assess & Define stage is not dependent upon Tyler's receipt of this stage acceptance.

**Initiate & Plan Stage Deliverables:**

- Project Management Plan
- Initial Project Schedule

**Initiate & Plan stage acceptance criteria:**

- All stage deliverables accepted based on acceptance criteria previously defined
- Project governance defined
- Project portal made available to the Ross Valley Sanitary District
- Stakeholder meeting complete
- GIS Data Production Ready
- Completed Infrastructure Requirements and Design Document
- System Passes Infrastructure Audit (as applicable)

## 6.2 Assess & Define

The Assess & Define stage will provide an opportunity to gather information related to current Ross Valley Sanitary District business processes. This information will be used to identify and define business processes utilized with Tyler software. The Ross Valley Sanitary District collaborates with Tyler providing complete and accurate information to Tyler staff and assisting in analysis, understanding current workflows and business processes.

### 6.2.1 Solution Orientation

The Solution Orientation provides the Project stakeholders a high-level understanding of the solution functionality prior to beginning the current and future state analysis. The primary goal is to establish a foundation for upcoming conversations regarding the design and configuration of the solution.



Tyler utilizes a variety of tools for the Solution Orientation, focusing on Ross Valley Sanitary District team knowledge transfer such as: eLearning, documentation, or walkthroughs. The Ross Valley Sanitary District team will gain a better understanding of the major processes and focus on data flow, the connection between configuration options and outcome, integration, and terminology that may be unique to Tyler's solution.

Objectives:

- Provide a basic understanding of system functionality.
- Prepare the Ross Valley Sanitary District for current and future state analysis.

STAGE 2	Solution Orientation																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
			A	R							I	I		I	I		I
											A	R		C			C
			A	R							I	I		I	I		I
Provide pre-requisites			A	R							I	I		I	I		I
Complete pre-requisites											A	R		C			C
Conduct orientation			A	R							I	I		I	I		I

Inputs	Solution orientation materials
	Training Plan

## 6.2.2 Current & Future State Analysis

The Current & Future State Analysis provides the Project stakeholders and Tyler an understanding of process changes that will be achieved with the new system.

The Ross Valley Sanitary District and Tyler will evaluate current state processes, options within the new software, pros and cons of each based on current or desired state and make decisions about the future state configuration and processing. This may occur before or within the same timeframe as the configuration work package. The options within the new software will be limited to the scope of this implementation and will make use of standard Tyler functionality.

The Ross Valley Sanitary District will adopt the existing Tyler solution wherever possible to avoid project schedule and quality risk from over customization of Tyler products. It is the Ross Valley Sanitary District's responsibility to verify that in-scope requirements are being met throughout the implementation if functional requirements are defined as part of the contract. The following guidelines will be followed when evaluating if a modification to the product is required:

- A reasonable business process change is available.
- Functionality exists which satisfies the requirement.
- Configuration of the application satisfies the requirement.
- An in-scope modification satisfies the requirement.





Requirements that are not met will follow the agreed upon change control process and can have impacts on the project schedule, scope, budget, and resource availability.

STAGE 2	Current & Future State Analysis																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Current State process review			A	R	I	I	I				C	C	C	C			C
Discuss future-state options			A	R	C	C	C				C	C	C	C			C
Make future-state decisions (non-COTS)			C	C	C	C	C				A	R	I	C			C
Document anticipated configuration options required to support future state			A	R	C	C	C				I	I	I	I			I

Inputs	Ross Valley Sanitary District current state documentation
	Solution Orientation completion

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Documentation that describes future-state decisions and configuration options to support future-state decisions.	Delivery of document

#### Work package assumptions:

- Ross Valley Sanitary District attendees possess sufficient knowledge and authority to make future state decisions.
- The Ross Valley Sanitary District is responsible for any documentation of current state business processes.
- The Ross Valley Sanitary District can effectively communicate current state processes.

#### 6.2.3 This work package is not applicable.

#### 6.2.4 This work package is not applicable.

#### 6.2.5 Control Point 2: Assess & Define Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.



Note: Advancement to the Prepare Solution Stage is dependent upon Tyler's receipt of the Stage Acceptance.

#### Assess & Define Stage Deliverables:

- Documentation of future state decisions and configuration options to support future state decisions.
- Modification specification document.
- Assess & Define Stage Acceptance Criteria:
- All stage deliverables accepted based on criteria previously defined.
- Solution Orientation is delivered.

## 6.3 Prepare Solution

During the Prepare Solution stage, information gathered during the Initiate & Plan and Assess & Define stages will be used to install and configure the Tyler software solution. Software configuration will be validated by the Ross Valley Sanitary District against future state decisions defined in previous stages and processes refined as needed to ensure business requirements are met.

### 6.3.1 Initial System Deployment

The timely availability of the Tyler Solution is important to a successful Project implementation. The success and timeliness of subsequent work packages are contingent upon the initial system deployment of Tyler Licensed Software on an approved network and infrastructure. Delays in executing this work package can affect the project schedule.

#### Objectives:

- All licensed software is installed and operational.
- The Ross Valley Sanitary District can access the software.

STAGE 3	Initial System Deployment (Hosted/SaaS)*																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
Prepare hosted environment			A				R				I						C
Install Licensed Software for Included Environments			A				R				I						C
Install Licensed Software on Ross Valley Sanitary			I				C				A						R



District Devices (if applicable)																	
Tyler System Administration Training (if applicable)			A				R				I						C

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Licensed Software is Installed on the Server(s)	Software is accessible
	Licensed Software is Installed on Ross Valley Sanitary District Devices (if applicable)	Software is accessible
	Installation Checklist/System Document	

#### Work package assumptions:

- The most current available version of the Tyler Licensed Software will be installed.
- The Ross Valley Sanitary District will provide network access for Tyler modules, printers, and Internet access to all applicable Ross Valley Sanitary District and Tyler Project staff.

### 6.3.2 Configuration

The purpose of Configuration is to prepare the software product for validation.

Tyler staff collaborates with the Ross Valley Sanitary District to complete software configuration based on the outputs of the future state analysis performed during the Assess and Define Stage. The Ross Valley Sanitary District collaborates with Tyler staff iteratively to validate software configuration.

#### Objectives:

- Software is ready for validation.
- Educate the Ross Valley Sanitary District Power User how to configure and maintain software.
- Prepare standard interfaces for process validation (if applicable).

STAGE 3	Configuration																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Conduct configuration training			A	R							I	C		C			



Complete Tyler configuration tasks (where applicable)			A	R							I	I		I			
Complete Ross Valley Sanitary District configuration tasks (where applicable)			I	C							A	R		C			
Standard interfaces configuration and training (if applicable)			A	R				C			I	C		C			C
Updates to Solution Validation testing plan			C	C							A	R		C			C

Inputs	Documentation that describes future state decisions and configuration options to support future state decisions.
--------	--

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Configured System	

#### Work package assumptions:

- Tyler provides guidance for configuration options available within the Tyler software. The Ross Valley Sanitary District is responsible for making decisions when multiple options are available.

### 6.3.3 Process Refinement

Tyler will educate the Ross Valley Sanitary District users on how to execute processes in the system to prepare them for the validation of the software. The Ross Valley Sanitary District collaborates with Tyler staff iteratively to validate software configuration options to support future state.

#### Objectives:

- Ensure that the Ross Valley Sanitary District understands future state processes and how to execute the processes in the software.
- Refine each process to meet the business requirements.
- Validate standard interfaces, where applicable.
- Validate forms and reports, where applicable.

STAGE 3	Process Refinement	
	Tyler	Ross Valley Sanitary District



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
Conduct process training			A	R							I	C	I	C			
Confirm process decisions			I	C						A	R	C	I	C			
Test configuration			I	C							A	R		C			
Refine configuration (Ross Valley Sanitary District Responsible)			I	C							A	R		C			
Refine configuration (Tyler Responsible)			A	R							I	I		I			
Validate interface process and results			I	C			C				A	R		C			C
Update Ross Valley Sanitary District-specific process documentation (if applicable)			I	C							A	R		C			
Updates to Solution Validation testing plan			C	C							A	R		C			C

Inputs	Initial Configuration
	Documentation that describes future state decisions and configuration options to support future state decisions.
	Solution validation test plan

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated solution validation test plan	
	Completed Ross Valley Sanitary District-specific process documentation (completed by Ross Valley Sanitary District)	

**Work package assumptions:**

- None



6.3.4 This work package is not applicable.

6.3.5 This work package is not applicable.

### 6.3.6 Control Point 3: Prepare Solution Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below in each Work Package.

Note: Advancement to the Production Readiness Stage is dependent upon Tyler's receipt of the Stage Acceptance.

#### Prepare Solution Stage Deliverables:

- Licensed software is installed.
- Installation checklist/system document.

#### Prepare Solution Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Software is configured.
- Solution validation test plan has been reviewed and updated if needed.

## 6.4 Production Readiness

Activities in the Production Readiness stage will prepare the Ross Valley Sanitary District team for go-live through solution validation, the development of a detailed go-live plan and end user training. A readiness assessment will be conducted with the Ross Valley Sanitary District to review the status of the project and the organizations readiness for go-live.

### 6.4.1 Solution Validation

Solution Validation is the end-to-end software testing activity to ensure that the Ross Valley Sanitary District verifies all aspects of the Project (hardware, configuration, business processes, etc.) are functioning properly, and validates that all features and functions per the contract have been deployed for system use.

#### Objectives:

- Validate that the solution performs as indicated in the solution validation plan.
- Ensure the Ross Valley Sanitary District organization is ready to move forward with go-live and training (if applicable).

STAGE 4	Solution Validation	
	Tyler	Ross Valley Sanitary District



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Update Solution Validation plan			A	R	C						C	C		C			
Update test scripts (as applicable)			C	C	C						A	R		C			
Perform testing			C	C	C						A	R		C			
Document issues from testing			C	C	C						A	R		C			
Perform required follow-up on issues			A	R	C						C	C		C			

Inputs	Solution Validation plan
	Completed work product from prior stages (configuration, business process, etc.)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Solution Validation Report	Ross Valley Sanitary District updates report with testing results

#### Work package assumptions:

- Designated testing environment has been established.
- Testing includes current phase activities or deliverables only.

### 6.4.2 Go-Live Readiness

Tyler and the Ross Valley Sanitary District will ensure that all requirements defined in Project planning have been completed and the Go-Live event can occur, as planned. A go-live readiness assessment will be completed identifying risks or actions items to be addressed to ensure the Ross Valley Sanitary District has considered its ability to successfully Go-Live. Issues and concerns will be discussed, and mitigation options documented. Tyler and the Ross Valley Sanitary District will jointly agree to move forward with transition to production. Expectations for final preparation and critical dates for the weeks leading into and during the Go-Live week will be planned in detail and communicated to Project teams.

#### Objectives:

- Action plan for go-live established.
- Assess go-live readiness.
- Stakeholders informed of go-live activities.

STAGE 4	Go-Live Readiness
---------	-------------------



	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Perform Readiness Assessment	I	A	R	C	C	I	C	I	I	I	I		I				I
Conduct Go-Live planning session		A	R	C							C	C	C	C	C		C
Order peripheral hardware (if applicable)			I							A	R						C
Confirm procedures for Go-Live issue reporting & resolution		A	R	I	I	I	I				C	C	I	I	I	I	I
Develop Go-Live checklist		A	R	C	C						C	C	I	C			C
Final system infrastructure review (where applicable)			A				R				C						C

Inputs	Future state decisions
	Go-live checklist

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated go-live checklist	Updated Action plan and Checklist for go-live delivered to the Ross Valley Sanitary District

#### Work package assumptions:

- None

### 6.4.3 End User Training

End User Training is a critical part of any successful software implementation. Using a training plan previously reviewed and approved, the Project team will organize and initiate the training activities.

Train the Trainer: Tyler provides one occurrence of each scheduled training or implementation topic. Ross Valley Sanitary District users who attended the Tyler sessions may train additional users. Additional Tyler led sessions may be contracted at the applicable rates for training.

Tyler will provide standard application documentation for the general use of the software. It is not Tyler's responsibility to develop Ross Valley Sanitary District specific business process documentation. Ross Valley Sanitary District-led training labs using Ross Valley Sanitary District specific business process documentation if created by the Ross Valley Sanitary District can be added to the regular training curriculum, enhancing the training experiences of the end users.

#### Objectives:





- End users are trained on how to use the software prior to go-live.
- The Ross Valley Sanitary District is prepared for on-going training and support of the application.

STAGE 4	End User Training																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Update training plan		A	R	C							C		I		C		
End User training (Tyler-led)		A	R	C							C	C	I	C	C	C	
Train-the-trainer		A	R	C							C	C	I	C			
End User training (Ross Valley Sanitary District-led)			C	C							A	R	I	C	C	C	

Inputs	Training Plan
	List of End Users and their Roles / Job Duties
	Configured Tyler System

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	End User Training	Ross Valley Sanitary District signoff that training was delivered

#### Work package assumptions:

- The Ross Valley Sanitary District project team will work with Tyler to jointly develop a training curriculum that identifies the size, makeup, and subject-area of each of the training classes.
- Tyler will work with the Ross Valley Sanitary District as much as possible to provide end-user training in a manner that minimizes the impact to the daily operations of Ross Valley Sanitary District departments.
- The Ross Valley Sanitary District will be responsible for training new users after go-live (exception—previously planned or regular training offerings by Tyler).

#### 6.4.4 Control Point 4: Production Readiness Stage Acceptance

Acceptance criteria for this stage includes all criteria listed below. Advancement to the Production stage is dependent upon Tyler's receipt of the stage acceptance.

#### Production Readiness stage deliverables:

- Solution Validation Report.



- Update go-live action plan and/or checklist.
- End user training.

#### Production Readiness stage acceptance criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live planning session conducted.

## 6.5 Production

Following end user training the production system will be fully enabled and made ready for daily operational use as of the scheduled date. Tyler and the Ross Valley Sanitary District will follow the comprehensive action plan laid out during Go-Live Readiness to support go-live activities and minimize risk to the Project during go-live. Following go-live, Tyler will work with the Ross Valley Sanitary District to verify that implementation work is concluded, post go-live activities are scheduled, and the transition to Client Services is complete for long-term operations and maintenance of the Tyler software.

### 6.5.1 Go-Live

Following the action plan for Go-Live, defined in the Production Readiness stage, the Ross Valley Sanitary District and Tyler will complete work assigned to prepare for Go-Live.

Tyler staff collaborates with the Ross Valley Sanitary District during Go-Live activities. The Ross Valley Sanitary District transitions to Tyler software for day-to day business processing.

Some training topics are better addressed following Go-Live when additional data is available in the system or based on timing of applicable business processes and will be scheduled following Go-Live per the Project Schedule.

#### Objectives:

- Execute day to day processing in Tyler software.
- Ross Valley Sanitary District data available in Production environment.

STAGE 5	Go-Live																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Provide final source data extract, if applicable			C		C						A						R
Final source data pushed into production			A	C	R						I	C		C			C



environment, if applicable																	
Proof final converted data, if applicable			C	C	C						A	R		C			
Complete Go-Live activities as defined in the Go-Live action plan			C	C	C					A	R	C	I	C			
Provide Go-Live assistance			A	R	C	C		I			C	C	I	C		I	C

Inputs	Comprehensive Action Plan for Go-Live
	Final source data (if applicable)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data is available in production environment	Ross Valley Sanitary District confirms data is available in production environment

#### Work package assumptions:

- The Ross Valley Sanitary District will complete activities documented in the action plan for Go-Live as scheduled.
- External stakeholders will be available to assist in supporting the interfaces associated with the Go-Live live process.
- The Ross Valley Sanitary District business processes required for Go-Live are fully documented and tested.
- The Ross Valley Sanitary District Project team and subject matter experts are the primary point of contact for the end users when reporting issues during Go-Live.
- The Ross Valley Sanitary District Project Team and Power User's provide business process context to the end users during Go-Live.

### 6.5.2 Transition to Client Services

This work package signals the conclusion of implementation activities for the Phase or Project with the exception of agreed-upon post Go-Live activities. The Tyler project manager(s) schedules a formal transition of the Ross Valley Sanitary District onto the Tyler Client Services team, who provides the Ross Valley Sanitary District with assistance following Go-Live, officially transitioning the Ross Valley Sanitary District to operations and maintenance.

#### Objectives:

- Ensure no critical issues remain for the project teams to resolve.
- Confirm proper knowledge transfer to the Ross Valley Sanitary District teams for key processes and subject areas.

STAGE 5	Transition to Client Services	
	Tyler	Ross Valley Sanitary District



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Transfer Ross Valley Sanitary District to Client Services and review issue reporting and resolution processes	I	I	A	I	I			R	I	I	C	C		C			
Review long term maintenance and continuous improvement			A					R			C	C		C			

Inputs	Open item/issues List
--------	-----------------------

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Client Services Support Document	

#### Work package assumptions:

- No material project issues remain without assignment and plan.

### 6.5.3 Post Go-Live Activities

Some implementation activities are provided post-production due to the timing of business processes, the requirement of actual production data to complete the activities, or the requirement of the system being used in a live production state.

#### Objectives:

- Schedule activities that are planned for after Go-Live.
- Ensure issues have been resolved or are planned for resolution before phase or project close.

STAGE 5	Post Go-Live Activities	
	Tyler	Ross Valley Sanitary District



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Schedule contracted activities that are planned for delivery after go-live		A	R	C	C	C	C	I			C	C	I	C			C
Determine resolution plan in preparation for phase or project close out		A	R	C	C	C		I			C	C	I	C			

Inputs	List of post Go-Live activities
--------	---------------------------------

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated issues log	

#### Work package assumptions:

- System is being used in a live production state.

### 6.5.4 Control Point 5: Production Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below:

- Advancement to the Close stage is not dependent upon Tyler's receipt of this Stage Acceptance.
- Converted data is available in production environment.

Production Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live activities defined in the Go-Live action plan completed.
- Client services support document is provided.

## 6.6 Close

The Close stage signifies full implementation of all products purchased and encompassed in the Phase or Project. The Ross Valley Sanitary District transitions to the next cycle of their relationship with Tyler (next Phase of implementation or long-term relationship with Tyler Client Services).



## 6.6.1 Phase Closeout

This work package represents Phase completion and signals the conclusion of implementation activities for the Phase. The Tyler Client Services team will assume ongoing support of the Ross Valley Sanitary District for systems implemented in the Phase.

### Objectives:

- Agreement from Tyler and the Ross Valley Sanitary District teams that activities within this phase are complete.

STAGE 6	Phase Close Out																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Reconcile project budget and status of contract Deliverables	I	A	R						I	I	C						
Hold post phase review meeting		A	R	C	C	C	C				C	C	C	C			C
Release phase-dependent Tyler project resources	A	R	I								I						

Participants	Tyler	Ross Valley Sanitary District
	Project Leadership	Project Manager
	Project Manager	Project Sponsor(s)
	Implementation Consultants	Functional Leads, Power Users, Technical Leads
	Technical Consultants (Conversion, Deployment, Development)	
	Client Services	

Inputs	Contract
	Statement of Work
	Project artifacts

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Final action plan (for outstanding items)	
	Reconciliation Report	
	Post Phase Review	



## Work package assumptions:

- Tyler deliverables for the phase have been completed.

## 6.6.2 Project Closeout

Completion of this work package signifies final acceptance and formal closing of the Project.

At this time the Ross Valley Sanitary District may choose to begin working with Client Services to look at continuous improvement Projects, building on the completed solution.

## Objectives:

- Confirm no critical issues remain for the project teams to resolve.
- Determine proper knowledge transfer to the Ross Valley Sanitary District teams for key processes and subject areas has occurred.
- Verify all deliverables included in the Agreement are delivered.

STAGE 6	Project Close Out																
	Tyler								Ross Valley Sanitary District								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Conduct post project review		A	R	C	C	C	C				C	C	C	C			C
Deliver post project report to Ross Valley Sanitary District and Tyler leadership	I	A	R						I	I	C						
Release Tyler project resources	A	R	I								I						

Inputs	Contract
	Statement of Work

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Post Project Report	Ross Valley Sanitary District acceptance; Completed report indicating all project Deliverables and milestones have been completed

## Work package assumptions:



- All project implementation activities have been completed and approved.
- No critical project issues remain that have not been documented and assigned.
- Final project budget has been reconciled and invoiced.
- All Tyler deliverables have been completed.

### 6.6.3 Control Point 6: Close Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

#### Close Stage Deliverables:

- Post Project Report.

#### Close Stage Acceptance Criteria:

- Completed report indicating all Project deliverables and milestones have been completed.

## 7. General Assumptions

Tyler and the Ross Valley Sanitary District will use this SOW as a guide for managing the implementation of the Tyler Project as provided and described in the Agreement. There are a few assumptions which, when acknowledged and adhered to, will support a successful implementation. Assumptions related to specific work packages are documented throughout the SOW. Included here are general assumptions which should be considered throughout the overall implementation process.

### 7.1 Project

- Project activities will begin after the Agreement has been fully executed.
- The Ross Valley Sanitary District Project Team will complete their necessary assignments in a mutually agreed upon timeframe to meet the scheduled go-live date, as outlined in the Project Schedule.
- Sessions will be scheduled and conducted at a mutually agreeable time.
- Additional services, software modules and modifications not described in the SOW or Agreement will be considered a change to this Project and will require a Change Request Form as previously referenced in the definition of the Change Control Process.
- Tyler will provide a written agenda and notice of any prerequisites to the Ross Valley Sanitary District project manager(s) ten (10) business days or as otherwise mutually agreed upon time frame prior to any scheduled on-site or remote sessions, as applicable.
- Tyler will provide guidance for configuration and processing options available within the Tyler software. If multiple options are presented by Tyler, the Ross Valley Sanitary District is responsible for making decisions based on the options available.
- Implementation of new software may require changes to existing processes, both business and technical, requiring the Ross Valley Sanitary District to make process changes.
- The Ross Valley Sanitary District is responsible for defining, documenting, and implementing their policies that result from any business process changes.

### 7.2 Organizational Change Management

Unless otherwise contracted by Tyler, Ross Valley Sanitary District is responsible for managing Organizational Change. Impacted Ross Valley Sanitary District resources will need consistent coaching and reassurance from their leadership team to embrace and accept the changes being imposed by the move to new software. An





important part of change is ensuring that impacted Ross Valley Sanitary District resources understand the value of the change, and why they are being asked to change.

### 7.3 Resources and Scheduling

- Ross Valley Sanitary District resources will participate in scheduled activities as assigned in the Project Schedule.
- The Ross Valley Sanitary District team will complete prerequisites prior to applicable scheduled activities. Failure to do so may affect the schedule.
- Tyler and the Ross Valley Sanitary District will provide resources to support the efforts to complete the Project as scheduled and within the constraints of the Project budget.
- Abbreviated timelines and overlapped Phases require sufficient resources to complete all required work as scheduled.
- Changes to the Project Schedule, availability of resources or changes in Scope will be requested through a Change Request. Impacts to the triple constraints (scope, budget, and schedule) will be assessed and documented as part of the change control process.
- The Ross Valley Sanitary District will ensure assigned resources will follow the change control process and possess the required business knowledge to complete their assigned tasks successfully. Should there be a change in resources, the replacement resource should have a comparable level of availability, change control process buy-in, and knowledge.
- The Ross Valley Sanitary District makes timely Project related decisions to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Failure to do so may affect the schedule, as each analysis and implementation session is dependent on the decisions made in prior sessions.
- The Ross Valley Sanitary District will respond to information requests in a comprehensive and timely manner, in accordance with the Project Schedule.
- The Ross Valley Sanitary District will provide adequate meeting space or facilities, including appropriate system connectivity, to the project teams including Tyler team members.
- For on-site visits, Tyler will identify a travel schedule that balances the needs of the project and the employee.

### 7.4 This work package is not applicable.

### 7.5 Facilities

- The Ross Valley Sanitary District will provide dedicated space for Tyler staff to work with Ross Valley Sanitary District resources for both on-site and remote sessions. If Phases overlap, Ross Valley Sanitary District will provide multiple training facilities to allow for independent sessions scheduling without conflict.
- The Ross Valley Sanitary District will provide staff with a location to practice what they have learned without distraction.



## 8. Glossary

Word or Term	Definition
<b>Acceptance</b>	Confirming that the output or deliverable is suitable and conforms to the agreed upon criteria.
<b>Accountable</b>	The one who ultimately ensures a task or deliverable is completed; the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. [Also see RACI]
<b>Application</b>	A computer program designed to perform a group of coordinated functions, tasks, or activities for the benefit of the user.
<b>Application Programming Interface (API)</b>	A defined set of tools/methods to pass data to and received data from Tyler software products
<b>Agreement</b>	This executed legal contract that defines the products and services to be implemented or performed.
<b>Business Process</b>	The practices, policy, procedure, guidelines, or functionality that the client uses to complete a specific job function.
<b>Business Requirements Document</b>	A specification document used to describe Client requirements for contracted software modifications.
<b>Change Request</b>	A form used as part of the Change Control process whereby changes in the scope of work, timeline, resources, and/or budget are documented and agreed upon by participating parties.
<b>Change Management</b>	Guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success & outcomes
<b>Code Mapping [where applicable]</b>	An activity that occurs during the data conversion process whereby users equate data (field level) values from the old system to the values available in the new system. These may be one to one or many to one. Example: Old System [Field = eye color] [values = BL, Blu, Blue] maps to New Tyler System [Field = Eye Color] [value = Blue].
<b>Consulted</b>	Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication. [Also see RACI]
<b>Control Point</b>	This activity occurs at the end of each stage and serves as a formal and intentional opportunity to review stage deliverables and required acceptance criteria for the stage have been met.
<b>Data Mapping [where applicable]</b>	The activity determining and documenting where data from the legacy system will be placed in the new system; this typically involves prior data analysis to understand how the data is currently used in the legacy system and how it will be used in the new system.
<b>Deliverable</b>	A verifiable document or service produced as part of the Project, as defined in the work packages.
<b>Go-Live</b>	The point in time when the Client is using the Tyler software to conduct daily operations in Production.
<b>Informed</b>	Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication. [Also see RACI]



<b>Infrastructure</b>	The composite hardware, network resources and services required for the existence, operation, and management of the Tyler software.
<b>Interface</b>	A connection to and potential exchange of data with an external system or application. Interfaces may be one way, with data leaving the Tyler system to another system or data entering Tyler from another system, or they may be bi-directional with data both leaving and entering Tyler and another system.
<b>Integration</b>	A standard exchange or sharing of common data within the Tyler system or between Tyler applications
<b>Legacy System</b>	The software from which a client is converting.
<b>Modification</b>	Custom enhancement of Tyler's existing software to provide features or functions to meet individual client requirements documented within the scope of the Agreement.
<b>On-site</b>	Indicates the work location is at one or more of the client's physical office or work environments.
<b>Organizational Change</b>	The process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization.
<b>Output</b>	A product, result or service generated by a process.
<b>Peripheral devices</b>	An auxiliary device that connects to and works with the computer in some way. Some examples: scanner, digital camera, printer.
<b>Phase</b>	A portion of the Project in which specific set of related applications are typically implemented. Phases each have an independent start, Go-Live and closure dates but use the same Implementation Plans as other Phases of the Project. Phases may overlap or be sequential and may have different Tyler resources assigned.
<b>Project</b>	The delivery of the software and services per the agreement and the Statement of Work. A Project may be broken down into multiple Phases.
<b>RACI</b>	A matrix describing the level of participation by various roles in completing tasks or Deliverables for a Project or process. Individuals or groups are assigned one and only one of the following roles for a given task: Responsible (R), Accountable (A), Consulted (C), or Informed (I).
<b>Remote</b>	Indicates the work location is at one or more of Tyler's physical offices or work environments.
<b>Responsible</b>	Those who ensure a task is completed, either by themselves or delegating to another resource. [Also see RACI]
<b>Scope</b>	Products and services that are included in the Agreement.



<b>Solution</b>	The implementation of the contracted software product(s) resulting in the connected system allowing users to meet Project goals and gain anticipated efficiencies.
<b>Stage</b>	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Project.
<b>Standard</b>	Software functionality that is included in the base software (off-the-shelf) package; is not customized or modified.
<b>Statement of Work (SOW)</b>	Document which will provide supporting detail to the Agreement defining Project-specific activities, services, and Deliverables.
<b>System</b>	The collective group of software and hardware that is used by the organization to conduct business.
<b>Test Scripts</b>	The steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or Use Case Scenario.
<b>Training Plan</b>	Document(s) that indicate how and when users of the system will be trained relevant to their role in the implementation or use of the system.
<b>Validation (or to validate)</b>	The process of testing and approving that a specific Deliverable, process, program, or product is working as expected.
<b>Work Breakdown Structure (WBS)</b>	A hierarchical representation of a Project or Phase broken down into smaller, more manageable components.
<b>Work Package</b>	A group of related tasks within a project.



## Part 4: Appendices

9. No Conversion - This work package is not applicable.



## 10. Additional Appendices

10.1 This work package is not applicable.

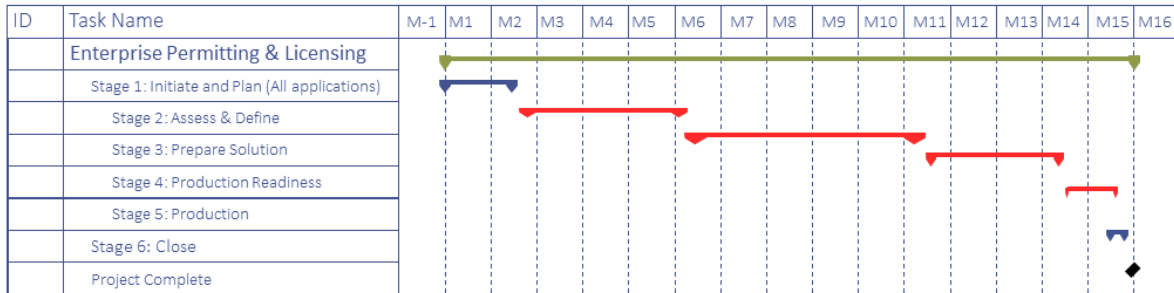


## 11. Project Timeline

### 11.1 Enterprise Permitting & Licensing 7-9 Month Timeline



#### Implementation Schedule: Enterprise Permitting & Licensing



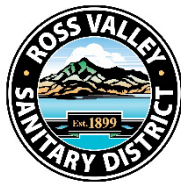
example

This timeline is an example. Please use it as a general guide...ONLY. Its purpose is to demonstrate the order in which various products are typically implemented and the potential overlap of stages for each phase. The exact timing of each deliverable depends on many factors including, but not limited to, the client's ability to commit resources to the project, client blackout dates, and the alignment of client business practices with Tyler implementation methodology. Tyler makes no guarantees that implementation schedules will align with this example.



**This Page is Intentionally Blank**



**ROSS VALLEY SANITARY DISTRICT**

1111 Andersen Drive

San Rafael, CA 94901

(415) 259-2949 ~ [rvsd.org](http://rvsd.org)

---

**STAFF REPORT****For the Meeting of July 16, 2025**

July 9, 2025

To: Board of Directors

From: Steve Moore, P.E., General Manager

Subject: **Discussion and Direction on CMSA Treatment Cost Allocation Policy and Procedures****Summary**

This staff report presents information and history on the CMSA treatment cost allocation policy and procedures, an analysis of how treatment costs have been disproportionately allocated to RVSD to the benefit of other JPA Members and San Quentin Rehabilitation Center, recommended modifications of policy and procedures for accuracy, transparency and fairness, and action items for Board consideration.

**Background**

From 2018 to 2021, RVSD's treatment costs were trending downward, demonstrating RVSD's commitment to successful wastewater management programs, initially driven by the Regional Water Board's Cease and Desist Order. These programs include award-winning O&M activities, a multi-million dollar capital program and implementation of lateral programs that reduce infiltration and inflow (I&I).

However, from 2022 to 2025, RVSD treatment costs have climbed upward, despite an ongoing reduction in total flow volumes. Board members asked RVSD staff to investigate this trend and convey the factors that contribute to higher calculated treatment cost allocations. RVSD inquiries into quality assurance procedures at CMSA began on February 20, 2025, with actual strength loading data from 2018 to 2025 being furnished by CMSA on June 16, 2025.

Unfortunately, unreported errors in CMSA's practices for treatment cost allocation have contributed to cost increases to RVSD and warrant the Board's consideration on how these overcharges should be addressed on behalf of the RVSD ratepayers. Errors occurred in both sampling for strength ("TSS" and "BOD") and in averaging snapshots of loading estimates. These errors started in 2012, when CMSA first introduced a flow/strength method to calculate treatment cost allocations, and have continued to accumulate over that period of time. Review of JPA manager meeting agendas and correspondence indicate that there was no written evidence that CMSA's practices of sampling for

strength indicators and averaging load estimates were ever peer reviewed by the JPA members whose costs and budgets depend on the veracity of these measurements and calculations.

## **Discussion**

The attached Technical Memo (Attachment A) provides a detailed review of CMSA policy, procedures and practices that have contributed to higher treatment cost allocations to RVSD and recommendations for modifications to CMSA policy and procedures, as well as additional actions for Board consideration.

The Technical Memo describes the options available to allocate treatment costs in CMSA's Policy 520. In 2013, CMSA phased in a method of using 36 months of flow and strength (Table 2, Attachment A). Strength is measured by biochemical oxygen demand (BOD) and total suspended solids (TSS) concentrations in the influent to the treatment plant, multiplied by flow to calculate loading. Strength is not measured continuously like flow. Therefore, the details of how, where, and when strength is measured, including the sampling methods, have a large impact on the reported values which in turn affect the proportion of treatment costs borne by JPA Members and San Quentin Rehabilitation Center (SQRC) under the current system managed by CMSA.

### Sampling Error Led to Overcharging RVSD for Treatment Since 2013

While investigating CMSA's standard operating procedures and practices, RVSD learned that in June 2023, CMSA changed their sampling orientation at the RVSD interceptor and the SRSD interceptor. These recent sampling changes significantly affected measured concentrations, which in turn significantly affected the strength values calculated by CMSA to allocate treatment costs. The sampling changes were so significant that the strength values used by CMSA before June 2023 are arguably not representative of the quality of the wastewater from RVSD that requires treatment, but an over-estimation of RVSD wastewater strength. This over-estimation of strength translated into an overcharging for treatment costs over a long period of time (2013 to present). The overcharging continues this year because the treatment costs are based on the last 36 months of data. The Technical Memo provides an analysis that substitutes representative values for faulty values which suggests millions of dollars of over payment by RVSD for treatment costs during this period.

### Statistical Outliers Not Screened By CMSA

A statistical outlier is a data point that significantly deviates from other values in a dataset. CMSA's standard operating procedure SOP-017 describes procedures for determining Member Agency Flow and Strength, and Sections 4a and 4b describe that data and calculations are reviewed and validated for alignment with historic trends. Because the loading data of the last few years showed a lot of variability, on March 31, 2025, RVSD staff asked if any statistical methods were used to implement Section 4a and 4b. On April 11, 2025, CMSA staff unilaterally amended SOP-017 with a questionable statistical method for industrial pretreatment that would accept all the past faulty data. The Technical Memo explains how a standard screening method should replace this proposed method

and includes a figure that shows how outliers in the last five years should have been screened out if Section 4b of SOP-017 had been implemented correctly.

#### CMSA's Method of Averaging Load Data Results in Increased Cost to RVSD

CMSA's policy and procedures indicate that strength is calculated according to an equation, but not how an annual TSS or BOD load is derived for allocating costs. RVSD learned that CMSA estimates an annual daily load for the year by averaging the loads from days that concentrations are measured, which number about 50 per year, or less than 14% of the days. An average daily load value is calculated for each calendar month, and then the 12 calendar month averages are averaged to calculate an annual daily load that is then multiplied by 365 (days). This method omits flow data from 86% of the time, and since flow strongly influences loading, it is a snapshot method based on averages of averages, which introduce magnitudes of error.

The Technical Memo contains a sensitivity analysis comparing CMSA's averaging method to an aggregating method that calculates a load for each day based on the flow for that day and the latest available concentration. The data used for this analysis was for 2023-24 (July to March) and 2024-25 (April to March), excluding the faulty strength data prior to July 2023. This comparison revealed that the averaging method, by leaving out so much relevant information for determining treatment cost (86% of the time), penalizes RVSD in excess of \$1 Million over the last two years alone. If San Quentin Rehabilitation Center (SQRC) is included in this calculation, in the last year (2024-25) RVSD has subsidized \$577,143, including \$148,385 to SQRC, and in the previous year (2023-24) the subsidy from RVSD was \$666,273, with \$215,630 going to SQRC (see Table 6 in the Technical Memo).

#### Recommendations for Modifications to Policy and Procedures

The disparities, practices, and lack of communication from CMSA documented in the Technical Memo warrant significant changes in how CMSA bills the entities that pay for treatment at its facilities, the documentation that CMSA provides as part of these bills, and the standard operating procedures and policy of CMSA that address member agency flow and strength determinations. Recommendations include:

1. Tables showing flow and loading data that accompany quarterly bills need to include San Quentin Rehabilitation Center (SQRC) alongside the JPA Members and the percent allocations included. The flow and loading from San Quentin Rehabilitation Center needs to be transparently tracked alongside JPA Members so that CMSA can "true up" actual treatment costs with SQRC contract costs in full transparency to all its JPA members. Going forward, to avoid the appearance of or actual subsidies, SQRC data needs to be incorporated into the overall treatment costs and budgeting, i.e., part of the 100% flow volume (see CMSA invoice document, Attachment B).
2. Strength loading determinations for JPA Members and SQRC need to be changed to a more representative method that accounts for daily fluctuations in flow and not just a few snapshots per month. A daily aggregate mass loading calculation of loading for every

calendar day should be calculated based on the most recent strength concentrations multiplied by the daily flow, with two sampling events per week.

3. At a minimum, raw data and flow and strength calculations, including evaluation and removal of statistically significant outliers, need to accompany the annual billing statement that adjusts allocations for the coming year (each April).
4. Recommended Changes to SOP-017 (see page 17 of Attachment A)
5. Recommended Changes to Policy 520 (see page 18 of Attachment A)

#### Action Items for Board Consideration

In addition to changes to CMSA policy and procedures to ensure accuracy, fairness and transparency, staff requests Board discussion and direction for how to address past overcharges for treatment, and how to address inflated treatment charges for this year (2025-26), Attachment B. Alternatives are presented in the Technical Memo on pages 19-20.

#### **Recommendation**

Accept the Technical Memo and provide direction on next steps in addressing issues raised by the analysis of financial impacts to RVSD of CMSA policy and procedures on treatment cost allocation.

#### Attachment(s):

- A) Technical Memorandum: Analysis of Financial Impacts to RVSD of CMSA Policy and Procedures on Treatment Cost Allocation, Recommendations for Modifications, and Action Items for Board Consideration
- B) July 8, 2025 Quarterly Invoice for Treatment Costs ("Regional Service Charges")



## ROSS VALLEY SANITARY DISTRICT

1111 Andersen Drive, San Rafael, CA 94901  
Tel. 415-259-2949 | Fax 415-460-2149 | [www.rvsd.org](http://www.rvsd.org)

### MEMORANDUM

To: Board of Directors

From: Steve Moore, P.E., General Manager

Date: July 9, 2025

Subject: Analysis of Financial Impacts to RVSD of CMSA Policy and Procedures on Treatment Cost Allocation, Recommendations for Modifications, and Action Items for Board Consideration ("Technical Memorandum")

---

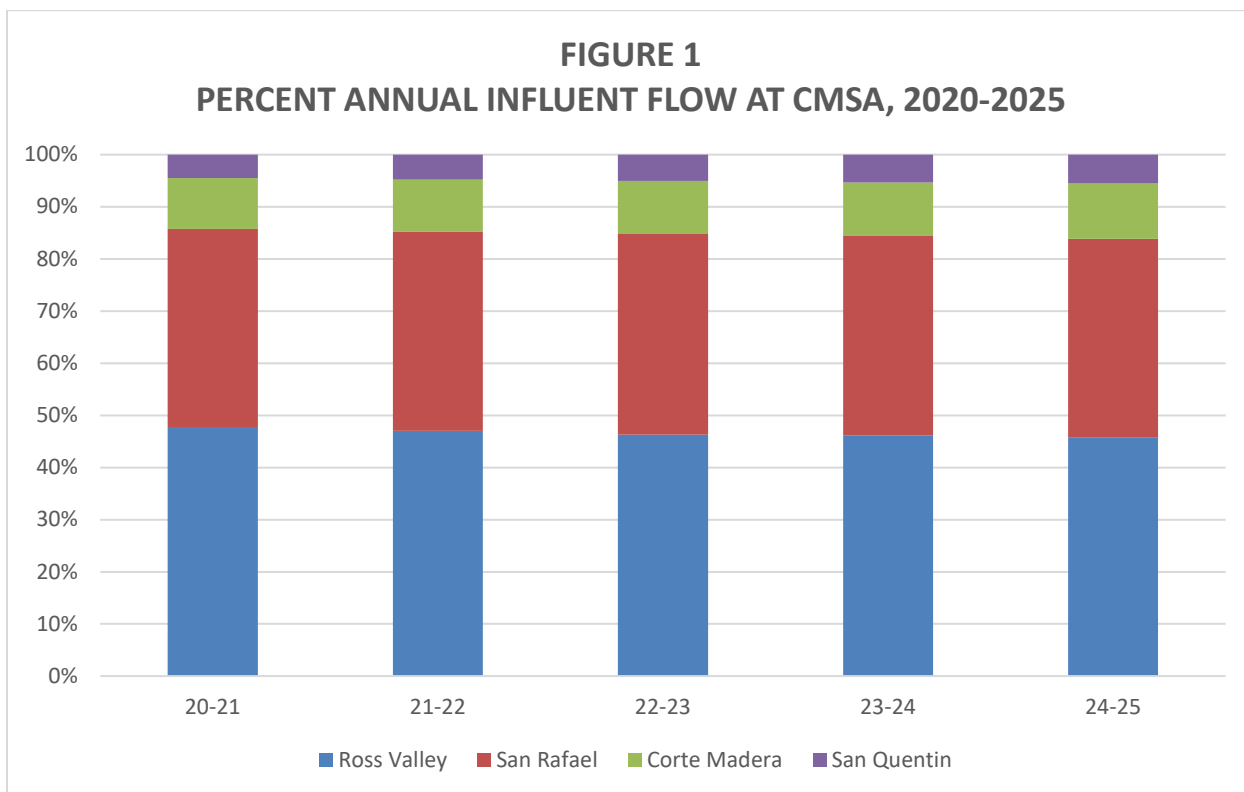
### Contents

1. Options for Allocating Treatment Costs and CMSA's Current Selected Method.....	3
2. Change of Sampling Location at Interceptors, June 20, 2023.....	5
3. Statistical Outliers Not Screened .....	7
4. Subsidy of Sanitary District No. 2 of Marin County (SD2, Town of Corte Madera).....	10
5. CMSA "Annual Daily Load" Methodology Compared to Standard Method of Aggregating Mass Loading.....	12
Annual Daily Load Methodology.....	12
Alternative – Aggregate Mass Loading Methodology.....	12
Comparing Treatment Costs Using the Two Methods.....	13
6. Subsidy of San Quentin Rehabilitation Center .....	14
7. Conclusion and Recommendations.....	16
Recommendations .....	16
Action Items for Board Consideration .....	19

The past four years RVSD’s allocated cost of treatment at CMSA has gone up proportionally compared to JPA members and San Quentin Rehabilitation Center (SQRC), rising from \$6,016,619 in 2020-2021 to \$7,210,356 in 2024-2025. This trend concerned the RVSD Board because it occurred despite (1) significant investment in capital projects targeting areas of high infiltration and inflow (I&I) of groundwater and stormwater, (2) RVSD’s replacement of over 1/3 of the private laterals in its system since 2008, and (3) steady reductions of percent influent flow at CMSA year after year (see Table 1 and Figure 1). RVSD staff inquired about quality assurance procedures in February 2025 for strength determinations, and subsequently analyzed flow and strength data from JPA members and SQRC to determine what factors could explain its treatment costs increasing relative to other JPA members and SQRC (Exhibit D).

**TABLE 1 – PERCENT ANNUAL FLOW VOLUME AT CMSA, 2020-2025**

Year (Apr-Mar)	Ross Valley	San Rafael	Corte Madera	San Quentin
2020-2021	47.80%	37.98%	9.73%	4.48%
2021-2022	47.02%	38.25%	9.92%	4.82%
2022-2023	46.28%	38.61%	10.08%	5.03%
2023-2024	46.12%	38.26%	10.30%	5.33%
2024-2025	45.82%	38.01%	10.64%	5.54%
<b>TREND</b>	Down Each Year	Up Then Down	Up Each Year	Up Each Year



## 1. Options for Allocating Treatment Costs and CMSA's Current Selected Method

CMSA Policy 520 provides that treatment costs may be allocated by either EDU (equivalent dwelling units, flow volume, or a combination of flow and strength. The flow volume method was used to allocate costs in 2012-2013 (see Table 2 below). If current treatment costs were allocated according to flow only, RVSD's treatment costs would have declined each year over the last five years, and Sanitary District No. 2 (SD2, Corte Madera) and San Quentin Rehabilitation Center (SQRC) would have increased each year over the last five years. San Rafael Sanitation District (SRSD) allocation would have stayed about the same, increasing then decreasing.

**TABLE 2 – CMSA REGIONAL ALLOCATION METHODS, 2011-PRESENT**

<b>Fiscal Year</b>	<b>Regional Allocation Method</b>
2011-2012	EDU (equivalent dwelling units)
2012-2013	12 Month Flow Volume
2013-2014	Flow + 12 Month Strength
2014-2015	Flow + 24 Month Strength
2015-2016 and following	36 Month Flow and Strength

Treatment costs were allocated according to influent flow in 2012-2013 as the flow/strength method was phased-in, because CMSA began sampling various locations for strength from 2012-2014. The details of sampling and analysis for strength were not shared with JPA members in writing. The only written correspondence shared by CMSA with RVSD was a two-page memo authored by the CMSA General Manager in March 2013 that compared the resultant percent allocations between JPA Members, excluding SQRC, between different options that were presented (Exhibit A). Exhibit B is a summary review of timelines of the Regional Allocation Method Changes at the CMSA JPA, including all email correspondence between CMSA and RVSD from 2012-2017.

CMSA measures strength by Biochemical Oxygen Demand (BOD) and Total Suspended Solids (TSS) concentrations, taken from composite samplers that integrate concentrations over a 24-hour period. These concentrations are multiplied by flow to calculate loading in pounds, which is how strength is factored into cost allocations. BOD loading comprises 24.7% of the cost allocation and TSS loading comprises 24.7% of the cost allocation when determining the treatment cost allocation to JPA Members. Flow volume determines the remaining 50.6% of treatment cost allocation. See Exhibit C.

CMSA's standard operating procedure SOP-017 describes procedures for determining a JPA Member's strength allocation. The following excerpt from SOP-017 Section 3e describes the procedure:

I        Every year in April, Technical Services staff provides Administration staff with the flow, TSS loading and BOD loading data from the previous year (April 1 - March 31) in PDF and excel format.

II       Allocation of Regional Service Charges for each member are determined using a three-year, or 36-month rolling average that is weighted between flow at 50.6%, BOD at 24.7%, and TSS at 24.7% following the 2013 Bartle Wells Updated Allocations for Regional Charge Report. The calculation is described below per Financial Policy #520.

III      Each member allocation rate is applied toward the Agency's total Regional Service Charge revenue budget as approved by the Board of Commissioners.

While SOP-017 indicates the equation to calculate a daily load value, SOP-017 does not explain how the annual strength mass loading in pounds (lbs.) is derived from the daily composite concentrations in milligrams per liter (mg/L). Inquiries by RVSD in February 2025 resulted in a meeting with CMSA staff on June 9, 2025 when the process was revealed. CMSA calculates a daily load value for each day that a concentration is measured, by multiplying the concentration by that day's total flow. CMSA schedules sampling on every Tuesday of the year, resulting in about 50 samples per year per JPA Member and SQRC (less than 14% of the total annual flow data). Two to five daily loads calculated in a calendar month are averaged, and the twelve calendar months are then averaged to derive an "Annual Daily Load" that is multiplied by 365 to generate an annual load value. This method relies on snapshot daily load information and leaves out a lot of flow information that influences strength determinations. Flow and strength on six days per week are not factored into the strength loading calculations that CMSA uses to allocate treatment costs. The loading indices that are generated by CMSA to allocate treatment costs are averages of averages, introducing potential sources of error.

A sensitivity analysis has been conducted on this procedure, below under Section 5, and reveals that this approach is too thin to be representative of strength loading to the treatment plant, leaving out too much information, and should be modified for representativeness and fairness.



## 2. Change of Sampling Location at Interceptors, June 20, 2023

The most significant factor affecting allocated cost of treatment was physically where CMSA collected samples. CMSA recently discovered that sampling locations for the RVSD and San Rafael Sanitation District (SRSD) Interceptors were at the bottom of the pipe, where solids can settle, and this was adjusted to the midpoint of the pipe around June 20, 2023. This change in procedure was communicated to JPA member managers in a meeting on March 27, 2025, almost two years after-the-fact and only as a result of RVSD's inquiries.

Sampling at the bottom of the pipes skewed measured concentrations higher than what would be representative concentrations for determining relative treatment costs. This is because the settleable solids component of the wastewater (and associated organic matter) flows along the bottom and sampling this portion of the pipe cross section overestimates the typical water column BOD and TSS concentration compared to the other midpoint sampling sites for Sanitary District No. 2 (SD2) and SQRC. CMSA changed the sampling locations on or around June 20, 2023, and the measured concentrations at these locations changed dramatically from that point onward, significantly reducing calculated strength values for both SRSD and RVSD (see Table 3, below).

SOP-017 was modified by CMSA on April 11, 2025 in response to RVSD's February-March 2025 inquiries, but prior to that time it did not specify that influent monitoring locations would be at the "midpoint". This change was made by CMSA in recognition that sampling locations have a significant effect on whether the sampling is representative of the strength of the JPA members' influent samples, and whether the sampling results at the different locations are comparable.

CMSA Policy 520 indicates that RVSD's flow and loading values are determined by subtraction of SD2 and SQRC values from the RVSD Interceptor value. Such a policy requires a careful sampling and analysis procedure to assure an "apples to apples" comparison between strength measurements and calculations at different locations. Since the RVSD Interceptor strength values were significantly higher before June 20, 2023 due to the bottom sampling location, after that time the annual loading percentages have shifted toward lower RVSD allocations and higher SD2 and SQRC allocations. The effect on cost allocation was not immediate because the cost allocations are based on the prior 36 months, and June 20, 2023 was only about 24 months ago.

Table 3 illustrates these differences using CMSA's TSS data. Note the differences in TSS loading for SRSD and RVSD between the top three rows and the bottom two rows. Also, since the 2023-24 data includes April to June before the sampling location was changed by CMSA, which

incorporates 3 of 12 months (25%) with higher measured concentrations (and loading), there is a significant difference for TSS loading for SRSD and RVSD between the last two rows as well.

**TABLE 3 - TSS LOAD (lbs./yr., % of 36 month total)**

	<b>Ross Valley</b>	<b>San Rafael</b>	<b>Corte Madera</b>	<b>San Quentin</b>
April 1, 2020 to March 31, 2021	5,581,641 <b>42.00%</b>	7,138,092* <b>48.95%</b>	585,643 <b>5.33%</b>	442,682 <b>3.72%</b>
April 1, 2021 to March 31, 2022	4,592,978 <b>43.39%</b>	4,544,402 <b>47.57%</b>	726,137 <b>5.28%</b>	446,343 <b>3.76%</b>
April 1, 2022 to March 31, 2023	7,166,745* <b>46.57%</b>	4,798,016 <b>44.26%</b>	858,085 <b>5.83%</b>	377,078 <b>3.35%</b>
April 1, 2023 to March 31, 2024	2,666,112 <b>47.75%</b>	2,458,975 <b>39.06%</b>	1,020,479 <b>8.62%</b>	557,189 <b>4.57%</b>
April 1, 2024 to March 31, 2025	1,794,675 <b>46.91%</b>	1,857,698 <b>36.77%</b>	777,937 <b>10.72%</b>	453,106 <b>5.60%</b>

\*Statistical Outlier, see discussion below

The shift for SRSD and RVSD from about 4.5 Million pounds of TSS per year to less than two million pounds TSS per year, during a period of average rainfall, can only be explained by sampling error. Such a change in loading could only accompany a halving of service area population or the exit of an industry with particularly high organic or solids content, such as a cannery. No such dramatic service area changes have occurred during this time period.

RVSD is puzzled by CMSA's decision this year to continue to bill JPA Members based on the 36 month flow/strength method when the earliest 15 months of the period clearly have faulty strength data based on sampling irregularities known to CMSA and communicated to JPA managers on March 27, 2025. Substituting representative (average of recent data) values into the data to replace the irregular data shows that RVSD bears the brunt of the cost of the sampling error (one estimate is \$515,978 overpayment in 2024-2025, and an additional \$573,490 in previous 2023-2024). SD2 and SQRC benefit because RVSD's load is the elevated interceptor value minus their loads. In April 2025 when allocations were adjusted, the strength data prior to July 2023 should have been excluded by CMSA from the calculation based on the procedure of CMSA's SOP-017 Section 4b.

### 3. Statistical Outliers Not Screened

Before it was changed in April 2025, CMSA SOP-017 Section 4b stated that “CMSAL staff shall conduct an annual review of all flow, TSS, BOD, and loading calculations every April to validate results alignment with historical data trends” (the “L” is for Laboratory). No statistical methodology was included in SOP-017 and based on RVSD staff review of data that have been used for treatment cost allocations, it appears that CMSA staff did not perform this validation step because they allowed statistically significant outliers to be included in determinations of Member Agency Strength. A statistical outlier is a data point that significantly deviates from other values in a dataset. This past April 2025, CMSA continued to include faulty data as described above. A sensitivity analysis conducted by RVSD staff shows that these outliers had a significant effect on treatment costs, adversely affecting RVSD and SRSD.

Sampling interceptors at the bottom of the pipe is probably more susceptible to variability associated with heterogeneous solids characteristics of wastewater, where the settleable solids move along intermittently and can contaminate a sample. The BOD and TSS measurements associated with the bottom sampling at SRSD and RVSD interceptors appear to have increased the probability of generating concentrations that were statistical outliers in the long-term data set of weekly strength sampling. Table 3 contains starred (\*) values for SRSD’s and RVSD’s TSS loadings that appear to be too high compared to the other values recorded. There was also an RVSD BOD value in 2022-23 that was a statistically significant outlier.

Assuming a normal distribution (which is reasonable for domestic wastewater), the RVSD TSS data from 2017 to 2022 had a median of 5,581,641 pounds per year, and a standard deviation of 454,852 pounds. About 95% of all data in a normal distribution is within two standard deviations of the mean (or median), and therefore this threshold is commonly used to screen for statistical outliers. For RVSD TSS data from 2017 to 2022, this threshold would be 6,491,345 pounds per year, and the value of 7,166,745 recorded by CMSA far exceeds this threshold, indicating a statistical outlier. Two other statistical outliers have been used by CMSA to calculate treatment cost allocations in the last five years: 7,132,092 pounds for SRSD in 2020-21, and 5,481,327 pounds of BOD for RVSD in 2022-23. In the TSS data in Table 3, due to the 36-month rolling total convention, one can see how these statistical outliers increased the relative percentages of TSS strength for SRSD (April 2020-March 2023) and RVSD (April 2022-March 2025). As the numerical impact of these statistical outliers and the sampling error corrected in June 2023 fade away, the relative percentages of SD2 and SQRC have gone up dramatically.

What was the cost impact to JPA members of not excluding these outliers consistent with SOP-017 Section 4b? As an exercise to estimate the cost impacts of not excluding the outliers, RVSD substituted the median annual loading values from 2017-2022 (no 2020-21) for the RVSD TSS

and BOD outliers of 2022-23, and substituted the median annual loading values from 2017-2022 (no 2020-21) for the SRSD TSS outlier of 2020-21. This exercise suggests that from 2020-2025 RVSD was over-billed \$366,909 because CMSA did not “validate results alignment with historical data trends”, with cost benefits to SRSD (\$226,135) and SD2 (\$140,774).

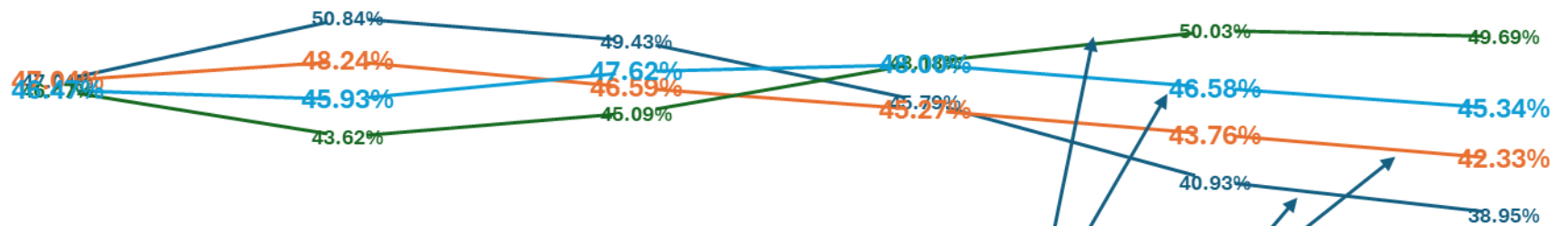
On April 11, 2025 in response to RVSD questions about how outliers are screened, CMSA proposed a statistical method to screen outliers and incorporated it within SOP-017 without offering JPA members an opportunity to review and approve. At the June 9, 2025 meeting it was disclosed that the origin of the proposed outlier method (the “interquartile range (IQR) statistical method”) is in the industrial pretreatment program, where toxic pollutant data can exceed three times the median when slugs of pollutants enter the effluent. This method is not applicable to domestic wastewater which does not have such statistical excursions in TSS and BOD.

A more proper method is suggested to be two standard deviations above the median, described above, and SOP-017 should be modified accordingly. In a normal distribution of data, two standard deviations above the median encompasses about 95% of the data points. This means that 97.5% of the data points will be below this point, which is the confidence level that a data point above that level would be an erratic outlier and should be discarded so that it does not lead to inaccurate conclusions.

There is no logical reason for CMSA to continue using erratic data in calculating treatment cost shares to JPA members. A proper implementation of SOP-017 Sections 4.a and 4.b would have CMSA proposing to exclude the erratic data, recalculating the treatment cost allocations, and sharing the information with JPA members. An internal review by CMSA of the BOD and TSS concentration data at the SRSD and RVSD interceptors since June 20, 2023 would have triggered this QA/QC step. Subsequently CMSA could have provided the professional courtesy of communicating this issue to JPA members upon discovery and not waited until a JPA Member inquired about questionable data, 15 months after-the-fact.

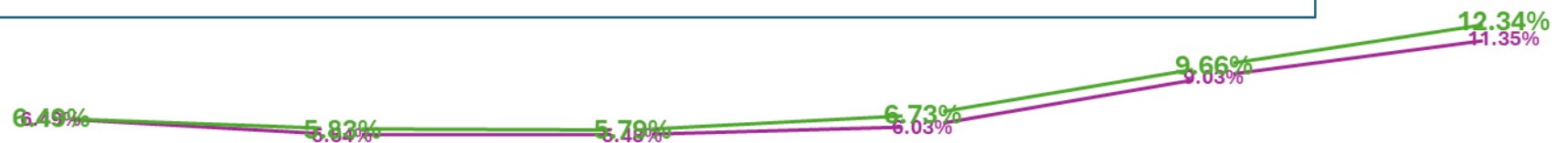
Figure 2 below shows the impact on TSS allocation percentages between the JPA Members when statistically significant outliers are replaced with representative data. The large swings in SRSD and RVSD percentages, shown in the dark blue and green lines, are replaced by the orange and light blue lines which more closely resemble a believable pattern of loading variability.

FIGURE 2 - TSS LOAD ALLOCATIONS 2020-2025, ACTUAL AND CORRECTED FOR OUTLIERS (MEDIAN PLUS 2 STD DEVIATIONS)



Corrected TSS Load Allocations RVSD (Green to Lt. Blue, 49.69% to 45.34%) and SRSD (Dk. Blue to Orange, 38.95% to 42.33%). More aligned with historic records

SD2 TSS % has been under-estimated because their mid-water-column TSS samples have been subtracted from RVSD's bottom-of-pipe sampling results until July 2023



#### 4. Subsidy of Sanitary District No. 2 of Marin County (SD2, Town of Corte Madera)

Upon discovery of the sampling bias toward higher strength measured in the RVSD and SRSD Interceptors since the beginning of the flow/strength allocation program in 2013, an analysis was performed as to the magnitude of the difference of what SD2 paid versus what it should have paid for treatment costs over this period. Since SD2 and SQRC strength values are subtracted from RVSD Interceptor strength values to determine RVSD's allocation for BOD and TSS, and SD2 and SQRC samples do not come from the bottom of their respective sampling location, there is a high potential that RVSD over-compensated CMSA for treatment and SD2 under-compensated CMSA for treatment through no fault of their own.

On June 16, 2025, CMSA provided concentration and loading data from 2018-2025, enabling a detailed review of treatment costs from the last five years. To estimate SD2's allocation, RVSD substituted recent strength data, taken from the midpoint of the RVSD and SRSD interceptors, to replace the faulty RVSD and SRSD data that preceded July 2023. RVSD staff tabulated and analyzed loading data from April 1, 2017 to March 31, 2025. The median of the BOD and TSS data from SRSD and RVSD from July 2023 to March 2024 (2023-24) and April 2024 to March 2025 (2024-25) was substituted as BOD and TSS loads from 2017-18 through 2022-23. The result of this substitution indicates that RVSD over-paid treatment costs by \$1,800,917 and SRSD over-paid by \$371,545 over the recent five-year period. SD2 under paid over this five-year period by \$2,172,462. If this pattern is extrapolated to the whole period that 36-month flow and strength was used to allocate treatment costs, with an average of \$447,000 per year (standard deviation of only \$27,328), the 10-year subsidy to SD2 is \$3,997,462.13 (\$4 Million). If the first two years of flow/strength phase-in (Table 2) are added at \$150,000 and \$300,000 respectively, the subsidy rises to \$4,447,462.13 (\$4.5 Million).

This subsidy persisted until the RVSD Interceptor sampling error was corrected in June 2023, over ten years later, but continues as the faulty data is still within the previous 36 months. In the last three years, SD2 treatment costs have risen from 8.57% to 11.18% (\$1.13 Million to \$1.66 Million) as the 36-month period for determining flow and strength overlaps the recent, more representative data set. If substituted values are used, this year's SD2 percentage would be higher at 13.78%.

**TABLE 4 – ESTIMATE OF FIVE-YEAR SUBSIDY TO SD2 FROM INTERCEPTOR BOTTOM SAMPLING BY CMSA\***

Substituting Median SRSD and RVSD Strength Data from Jul 2023-Mar 2025 for the 2017-22 Strength Data:								
Difference (SRSD and RVSD overpayment, SD2 and SRSD -underpayment)								
	SRSD	RVSD	SD2	TOTAL		SRSD	RVSD	SD2
2020-2021	2.52%	0.93%	-3.45%	0.00%	2020-2021	\$317,692.99	\$117,537.36	-\$435,230.34
2021-2022	1.75%	1.51%	-3.26%	0.00%	2021-2022	\$218,948.75	\$188,915.07	-\$407,863.82
2022-2023	0.63%	3.00%	-3.64%	0.00%	2022-2023	\$83,435.56	\$395,667.05	-\$479,102.61
2023-2024	-0.64%	3.97%	-3.33%	0.00%	2023-2024	-\$89,232.33	\$553,187.08	-\$463,954.75
2024-2025	-1.07%	3.68%	-2.61%	0.00%	2024-2025	-\$159,299.82	\$545,610.42	-\$386,310.60
						<b>\$371,545.15</b>	<b>\$1,800,916.98</b>	<b>-\$2,172,462.13</b>

\*Table excerpt from Data Spreadsheet Models used in analysis

## 5. CMSA “Annual Daily Load” Methodology Compared to Standard Method of Aggregating Mass Loading

While not described in SOP-017, CMSA communicated in a meeting on June 9, 2025 that CMSA uses a method that could be described as an “Annual Daily Load” method to calculate strength indicators that form the basis of treatment cost allocations to JPA Members and SQRC.

It is not cost-effective to sample and measure TSS and BOD concentration values every calendar day (or workday). The Annual Daily Load method based on weekly sampling was established by CMSA as a convention to create consistency in the data set, to minimize variability, and for the efficiency of sample processing. A weekly sample was selected but it is not clear if a sensitivity analysis was conducted by CMSA to determine that representative loading data would be generated from this sampling frequency.

### Annual Daily Load Methodology

CMSA calculates a daily load value for each day that a concentration is measured, by multiplying the concentration by that day’s total flow. CMSA schedules sampling on every Tuesday of the year, resulting in about 50 samples per year per JPA Member and SQRC (less than 14% of the total annual flow data). Two to five daily loads calculated in a calendar month are averaged, and the twelve calendar months are then averaged to derive an “Annual Daily Load” that is multiplied by 365 to generate an annual load value. This method relies on snapshot daily load information and leaves out a lot of flow information that influences strength determinations. Flow and strength on six days per week are not factored into the strength loading calculations that CMSA uses to allocate treatment costs. The loading indices that are generated by CMSA to allocate treatment costs are averages of averages, introducing potential sources of error.

Calculation of TSS and BOD loading can be complicated by wet weather. As flows increase with I&I, concentrations of TSS and BOD naturally decrease through dilution by storm water and ground water volumes. A benefit of the Annual Daily Load method is that it reduces the risk of multiplying higher dry weather concentrations by wet weather flow levels that would overestimate the TSS or BOD mass (strength) of the influent treated on a given day. One day’s 24-hour composite concentration is multiplied only by that same day’s flow volume to generate a daily load value.

### Alternative – Aggregate Mass Loading Methodology

A conventional method for estimating mass loading, especially when daily flow values are available, is to multiply the latest available concentration by the daily flow to generate a load



value for each calendar day. As described above, this approach is vulnerable to over- or under-estimating loading if dry weather concentrations are multiplied by wet weather flows, or wet weather concentrations are measured by dry weather flows, respectively. Based on review of the daily flow information, upon cessation of rainfall, wet weather flow levels tend to recede in about 3 or 4 days to dry weather background flow levels, so as long as concentration values are generated every week, no significant excursions should occur. To ensure against inaccurate mass loading calculations, measuring concentrations twice per week (every 3 or 4 days) would better ensure that mass loading is more accurate over time.

### Comparing Treatment Costs Using the Two Methods

Concentration and flow data from July 2023 to present (excluding the faulty data pre-July 2023) were used from JPA Members and SQRC to generate Aggregate Mass Loading information for every calendar day from July 1, 2023 to March 31, 2025. Annual strength values for BOD and TSS loading were generated and compared to the Annual Daily Load values used by CMSA for treatment cost allocations over the same time period.

This comparison showed that the Annual Daily Load’s exclusion of 86% of flow data from strength calculations has a significant effect on the load values, and this disparity disproportionately impacts RVSD.

Because the data before July 2023 is faulty, comparing the two methods had to phase-in valid strength data, much like CMSA did in 2012-14 when it began the flow/strength program, because 36 months of valid strength data is not available. To compare the two methods, the 2023-24 year was flow plus one year strength (excluding April to June 2023) and the 2024-25 year was flow plus two-years strength (excluding April to June 2023).

An analysis conducted of the three JPA Members (excluding SQRC) indicated that due to CMSA’s Annual Daily Load approach to calculating strength, RVSD has been overcharged for treatment over the past two years by \$1,090,468, and SD2 has been under-charged by \$817,292 and SRSD under-charged by \$273,176 (Table 5).

**TABLE 5 – OVERCHARGING OF RVSD DUE TO CMSA’S ANNUAL DAILY LOAD STRENGTH CALCULATION METHODOLOGY**

	<b>Ross Valley</b>	<b>San Rafael</b>	<b>Corte Madera</b>
2023-2024	\$573,489.71	-\$76,268.70	-\$497,221.01
2024-2025	\$516,978.34	-\$196,907.35	-\$320,070.99
<b>TOTAL, LAST TWO YEARS</b>	<b>\$1,090,468.05</b>	<b>-\$273,176.05</b>	<b>-\$817,292.00</b>

## 6. Subsidy of San Quentin Rehabilitation Center

The contract between CMSA and California Department of Corrections and Rehabilitation (CDCR) for providing treatment services to San Quentin Rehabilitation Center (SQRC) was initiated in 2012, right around the time that CMSA promoted and then adopted the flow/strength methodology for treatment cost allocations. These events both occurred during a time period that overlapped when the RVSD General Manager position was vacant (June 2012-March 2013). The CDCR contract's treatment costs were based on flow and strength measurements at SQRC in comparison with those of JPA members, and each five-year contract since that time has been adjusted based on the latest available flow and strength information from static five-year increments (e.g., \$815,000 per year for 2020-2024). This convention does not allow for annual balancing and adjusting along with the three JPA members to ensure and demonstrate fairness.

Since faulty strength information informed the balance of treatment cost estimates from 2013 to 2023, described above, the contract amounts for SQRC treatment have probably been biased lower than the proper representative amounts. This is due to two factors: RVSD's strength values are based on subtracting SD2 and SQRC values from the RVSD Interceptor values (faulty and over-estimated from 2012-2023), and SQRC strength concentrations are taken from a wet well and not a pipe, which is a settling basin that will likely underestimate both BOD and TSS concentrations compared to a well-mixed force main pipe.

CMSA has excluded flow and strength calculations for SQRC from billing statements and cost allocations since 2012. This practice has created some confusion as to how the total treatment costs are fairly allocated among the four entities that pay CMSA for treatment. Table 1 and Figure 1 above show how the SQRC contributions are significant, about half the size of SD2.

Because of how treatment costs to SQRC are determined and billed separately by CMSA, it is not as straightforward to estimate the subsidy as was done above for SD2, which may have been \$4.5 Million since 2013.

The analysis above in Section 5 showed how besides the \$4.5 Million SD2 subsidy from faulty interceptor sampling, CMSA's Annual Daily Load method subsidized SD2 an additional \$1 Million over the last two years.

A similar sensitivity analysis to Section 5 was conducted that included SQRC in comparing the Annual Daily Load method to the more representative Aggregate Mass Loading method of estimating TSS and BOD Loading to CMSA. This method assumed \$815,000 per year in

additional treatment costs beyond the total billed to the JPA members to estimate the financial impact of the Annual Daily Load method.

In this scenario, as above, because the data before July 2023 is faulty, comparing the two methods had to phase-in valid strength data, much like CMSA did in 2012-14 when it began the flow/strength program, because 36 months of valid strength data is not available. To compare the two methods, the approach that CMSA used to start the flow/strength program in 2012-2015 was used. The 2022-23 year was flow-only, the 2023-24 year was flow plus one year strength (excluding April to June 2023) and the 2024-25 year was flow plus two-years strength (excluding April to June 2023).

**TABLE 6 – OVERCHARGING OF RVSD AND SRSD AND UNDER-CHARGING OF SD2 AND SQRC DUE TO CMSA’S ANNUAL DAILY LOAD STRENGTH CALCULATION METHODOLOGY**

	<b>Ross Valley</b>	<b>San Rafael</b>	<b>Corte Madera</b>	<b>San Quentin</b>
2022-2023	\$44,786.66	\$322,393.86	-\$264,243.62	-\$102,936.91
2023-2024	\$666,273.47	\$13,389.34	-\$464,033.09	-\$215,629.72
2024-2025	\$577,142.81	-\$134,107.77	-\$294,650.33	-\$148,384.70
<b>TOTAL, LAST THREE YEARS</b>	<b>\$1,288,202.94</b>	<b>\$201,675.43</b>	<b>-\$817,292.00</b>	<b>-\$466,951.33</b>

Incorporating SQRC into the calculation reduces the subsidy to SD2 of CMSA’s strength loading method from over \$1 Million in two years (Table 5) to about \$817,292 in three years (Table 6), with SQRC receiving a subsidy of almost a half million dollars in three years. Also interesting is that SRSD ends up providing some subsidy in addition to RVSD’s over \$1 Million, and this is due to SRSD’s lower flow percentage that influences the treatment cost allocation in the first year of this simulation (flow-only).

This exercise demonstrates the importance of including San Quentin in the annual flow and strength calculations and allocations. To avoid the appearance of subsidies, or likely subsidies, shown in Table 6, these costs should no longer be tracked and billed separately by CMSA.

SQRC subsidies are probably proportional to SD2 subsidies because SQRC strength is based on wet well sampling (probably under-counted) and is subtracted from the RVSD interceptor values to derive RVSD’s treatment allocations. These values are all intertwined. Using the flow values in Table 1 above, with SQRC being 50% of SD2 on average, the SQRC proportional subsidy from 2012 to 2025 is probably about \$2.25 Million, on top of subsidies from the Annual Daily Load calculation method.

## 7. Conclusion and Recommendations

Since 2012, RVSD and its ratepayers have incurred significant financial impacts from CMSA's implementation of its policy and procedures on treatment cost allocation. While the monetary quantities described in this memorandum are not directly additive, the total cost of over-charging appears to be in the millions of dollars. When more representative data are substituted for questionable data, the analyses show that RVSD is significantly financially impacted by every one of these evaluated factors for which CMSA is responsible.

CMSA's conventions for determining treatment cost allocations since 2012 have been providing substantial subsidies to ratepayers of Sanitary District No. 2 of Marin County (Town of Corte Madera) and the San Quentin Rehabilitation Center, funded mostly by RVSD ratepayers and partly by SRSD ratepayers. These subsidies are mostly due to faulty sampling methodology on the interceptors conducted from 2012 to 2023. In addition, CMSA did not screen statistical outliers from the data set which created more subsidy for SD2 and SQRC at RVSD's expense since 2022. Additional subsidies to SD2 and SQRC are found in how CMSA samples and calculates strength loading indicators, and the location and configuration of sampling at San Quentin Rehabilitation Center.

The disparities, practices, and lack of communication from CMSA documented in this memorandum warrant significant changes in how CMSA bills the entities that pay for treatment at its facilities, the documentation that CMSA provides as part of these bills, and the standard operating procedures and policy of CMSA that address member agency flow and strength determinations.

### Recommendations

1. Tables showing flow and loading data that accompany quarterly bills need to include SQRC alongside the JPA Members and the percent allocations included. The flow and loading from SQRC needs to be transparently tracked alongside JPA Members so that CMSA can "true up" actual treatment costs with contract costs in full transparency to all its JPA members. Going forward, to avoid the appearance of or actual subsidies, SQRC data needs to be incorporated into the overall treatment costs and budgeting, part of the 100% total flow volume.
2. Strength loading determinations for JPA Members and SQRC need to be changed to a more representative method that accounts for daily fluctuations in flow and not a few snapshots per month. A daily aggregate mass loading calculation of loading for every calendar day should be calculated based on the most recent validated strength concentrations multiplied by the daily flow, with two sampling events per week.

3. At a minimum, raw data and flow and strength calculations, including evaluation and removal of statistically significant outliers, need to accompany the annual billing statement that adjusts allocations for the coming year (each April).
4. RECOMMENDED CHANGES TO SOP-017
  - A. SOP-017 should include an updated map of sampling sites for flow and strength.
  - B. SOP-017 should include diagrams of each sampling configuration and each sampling location showing a cross section of the sampling location and dimensions and locations of sampling equipment.
  - C. SOP-017 should include a new sampling site for SQRC located in the San Quentin force main, in order to be equitable to JPA member agencies whose strength indicators are sampled in interceptors. The wet well sampling location, where settling occurs, biases these samples to lower TSS and BOD values, which result in lower treatment charges compared to JPA member agencies.
  - D. Delete the following subjective language from Section 2.b.II: “This process accurately identifies the respective flow, TSS loading and BOD loading for each contributing agency.”
  - E. Sensitivity analysis has revealed that the “Annual Daily Load” averaging method is not as accurate as an aggregated daily load method. To guard against variability with wet weather events when strength indicators decrease with increased flow, the aggregated daily load method should be based on at least two samples per week. In Section 3.a.I, replace “Tuesday” with “Monday and Thursday”. The WIMS system should be reprogrammed to calculate daily loads based on multiplying the daily flow by the most recent concentration recorded.
  - F. RVSD has not been able to identify any written documentation or basis for the issue of collection system flushing and strength sample collection, and believes they are technically unrelated, as flushing occurs every workday in the gravity systems and should not impact force main water column concentrations. In Section 2.b.III, delete “Sample collection is performed on Tuesdays to reduce the potential for by member agency collection system flushing.” Replace with “Sample collection is performed on Mondays and Thursdays as a convention to create consistency in the data set, to minimize variability, and for the efficiency of sample processing.”
  - G. Replace the language in Section 3.a.I “monitoring week” with “monitoring event”. Delete the following language from Section 3.a.I: “and recollected the following week.” CMSA does not “recollect” any samples, they just perform regular sampling as scheduled.
  - H. Sections 4.a and 4.b – delete all reference to the annual interquartile range (IQR) method limits and replace with two standard deviations above the median. This IQR

statistical method used for pretreatment program for industrial wastewater is not applicable to domestic wastewater and was inserted into the SOP-017 on April 11, 2025 without input or review by JPA members.

5. RECOMMENDED CHANGES TO POLICY 520

- A. Under Procedures, I. Service Charges, add language to the B. Flow Volumes and C. Volume/Quality (Flow/Strength) to mirror the language in A. Equivalent Dwelling Units (EDUs) to avoid confusion. Each method should indicate that the CMSA commission “may” use these methods to allocation service charges.

Add as first sentence under I.B:

Member agency service charge payments to CMSA may be based on each member’s prior flow volumes.

Add as a first sentence under I.C:

Member agency service charge payments to CMSA may be based on each member’s prior flow volumes and quality of the wastewater generated. The board will establish the measurement period for using flow volumes and wastewater quality to determine the service charge allocation. The minimum measurement period will be 12 months and longer periods will be in 12-month increments.

Under 1.C.1), last sentence, replace “periodically” with “frequently”.

- B. Under Procedures, I.C.3), add the following sentence at the end, after “...fourth quarter.”:

Data from each Member Agency and San Quentin Rehabilitation Center (if billed according to a separate contract by CMSA) will accompany the invoice of the fourth quarter. The flow volume and loading from each Member Agency and San Quentin Rehabilitation Center (SQRC), if applicable, will be reported in a table with allocation values totaling 100%. If billed under a separate contract the difference between the flow/strength of SQRC and the contract amount will be reported and tracked for eventual reconciliation. A table of annual raw strength concentration data, calculated loading values, and any excluded statistical outliers will accompany the invoice of the fourth quarter in a format acceptable to each Member Agency.

- C. Unrelated to the issue of treatment charges, if Policy 520 is going to be updated as requested, CMSA should consider updating the Debt Service MOU (Section II) which is from 2016, and should change the remission days of capacity charges to be consistent with the latest ordinance (Section III).

## Action Items for Board Consideration

Besides the above recommendations for changes to ensure transparency and fairness in the allocation of treatment costs going forward, RVSD staff request discussion and direction from the Board on how to respond to the above findings that CMSA has significantly overcharged RVSD for treatment costs for twelve consecutive years, since 2013, due to faulty sampling of interceptors and a loading calculation method that excludes too much flow and strength information.

Alternatives for response to past overcharges include:

1. No Action, but work with CMSA to institute the above list of recommendations.
2. Pursue restitution of overcharges since 2013 and conduct third-party study to determine a fair amount.
3. Pursue restitution of overcharges for last five years (2020-2025) based on the CMSA data analyzed in this memorandum.
4. Pursue restitution of overcharges for a different time period (i.e., one to four years).

Restitution could be achieved through direct payments from JPA member agencies and San Quentin Rehabilitation Center founded on reallocations based on mutually agreed-to analyses, or by withholding treatment payments from CMSA and holding CMSA responsible for collecting the under-payments from JPA member agencies and San Quentin Rehabilitation Center.

Alternatives for paying for treatment charges in 2025-2026 include:

- A. No Action, pay the charges that include the 15 out of 36 months of erroneously elevated strength data and work with CMSA to institute the above list of recommendations.
- B. Adjust RVSD treatment payments in 2025-2026 to implement a four-year phased-in flow and flow/strength approach to treatment cost allocations, the same as was done when CMSA began the flow/strength approach in 2013 (Table 2), but using an aggregate method of calculating loading in place of the Annual Daily Load method.
- C. Adjust RVSD treatment payments in 2025-2026 to implement a one-year flow/strength approach to treatment cost allocations, based on the previous 12 months when interceptors were properly sampled at the midpoint, and using an aggregate method of calculating loading in place of the Annual Daily Load method.
- D. Adjust RVSD treatment payments in 2025-2026 to implement a two-year flow/strength approach to treatment cost allocations, based on the previous 21 months (not 24 months) when interceptors were properly sampled at the midpoint, and using an aggregate method of calculating loading in place of the Annual Daily Load method.

Alternative B is included because it mirrors the process CMSA used to initiate the flow/strength approach, which if implemented correctly with representative data and calculations, probably best reflects the relative costs of treatment to JPA Members and SQRC. The circumstances are about the same as in 2013, with less than three years of valid strength data available to calculate treatment charges. In 2013 CMSA had no strength data before 2012. In 2025, CMSA has indefensible strength data before July 2023.

Because the Annual Daily Load calculation method used by CMSA skews treatment costs even higher for RVSD than the erroneous sampling data that subsidized SD2 and SQRC over the years, the Board could justifiably recommend pursuing restitution amounts based on aggregated mass loading calculations, which would increase the restitution amounts but be better representative of actual treatment costs associated with RVSD flows and strength.

RVSD staff recommends that the Board not pay any treatment charges that include the faulty data that preceded July 2023. There is no logical reason for CMSA to continue using erratic data in calculating treatment cost shares to JPA members.



EXHIBITS (available upon request):

- Exhibit A: March 18, 2013 Memo from CMSA General Manager Jason Dow to CMSA Finance Committee
- Exhibit B: Timeline of Regional Allocation Method Changes at CMSA
- Exhibit C: CMSA Invoice dated 7/8/2025 for RVSD Regional Service Charges (aka Allocated Treatment Costs)
- Exhibit D: Analytical Spreadsheets with CMSA Treatment Cost Allocations, Statistics, and Comparisons with Alternative Allocations Based on Various Scenarios



Central Marin Sanitation Agency  
 1301 Andersen Drive  
 San Rafael, CA 94901  
 Phone: 415-459-1455

## INVOICE

Billed To:  
 Ross Valley Sanitary District  
 Accounts Payable  
 1111 Andersen Drive  
 San Rafael, CA 94901

DATE: 7/8/2025

INVOICE #: INV02177

DUE DATE: Upon receipt

CUSTOMER ACCOUNT # : 0073

ITEM DESCRIPTION	UNITS	PRICE	AMOUNT
Regional Service Charge-RVSD	1.00	1,683,381.76	1,683,381.76
Capital Fee-RVSD	1.00	231,465.60	231,465.60
<b>TOTAL THIS INVOICE</b>			<b>1,914,847.36</b>

The FY26 initial allocation for the first, second and third quarters is based on the FY25 final monthly flows April 1, 2022 through March 31, 2025. An adjustment will be made during the FY26 fourth quarter to update the FY26 regional service charge allocation to each JPA member by using the wastewater flows and strength from April 1, 2023 through March 31, 2026.

*For questions, call Corey Spray, Administrative Services Manager, at (415) 459-1455 ext 129.*

**REMIT TO:**  
**CENTRAL MARIN SANITATION AGENCY**  
**1301 Andersen Drive, San Rafael, CA 94901**  
**415-459-1455**

**CENTRAL MARIN SANITATION AGENCY**  
**FY26 Adopted Budget**  
**Initial Allocation of Service Charges and Capital Fee using Flow and Strength (without SQRC)**  
**(to be updated when actual FY26 flow and strength data becomes available)**

**I. Allocation of treatment costs by Flow and Strength**

A. Flow volume	50.6%
B. Biological Oxygen Demand mass (BOD, Strength)	24.7%
C. Total Suspended Solids mass (TSS, Strength)	24.7%
<b>Total Distribution</b>	<b>100.0%</b>

**A. Annual (April to March) Flows volume into CMSA in million gallons**

	<b>SRSD</b>	<b>RVSD</b>	<b>SD #2</b>	<b>Total CMSA Plant Influent Flow</b>
April 1, 2022 to March 31, 2023	1,790.60	2,162.60	489.60	4,442.80
April 1, 2023 to March 31, 2024	1,710.39	2,077.06	483.39	4,270.84
April 1, 2024 to March 31, 2025 (Initial allocation FY26)	1,679.53	2,006.08	476.95	4,162.56
<b>Total 36 month Flow</b>	<b>5,180.52</b>	<b>6,245.74</b>	<b>1,449.94</b>	<b>12,876.20</b>
<b>% of Flow</b>	<b>40.23%</b>	<b>48.51%</b>	<b>11.26%</b>	<b>100.0%</b>

**B. Annual (April to March) Mass of Biological Oxygen Demand (BOD) in pounds**

	<b>SRSD</b>	<b>RVSD</b>	<b>SD #2</b>	<b>Total CMSA Plant Influent BOD</b>
April 1, 2022 to March 31, 2023	4,129,275	5,481,327	864,776	10,475,378
April 1, 2023 to March 31, 2024	2,875,288	3,032,390	837,188	6,744,866
April 1, 2024 to March 31, 2025 (Initial allocation FY26)	2,440,177	2,434,337	773,922	5,648,436
<b>Total 36 month BOD</b>	<b>9,444,740</b>	<b>10,948,054</b>	<b>2,475,886</b>	<b>22,868,680</b>
<b>% of Total BOD</b>	<b>41.30%</b>	<b>47.87%</b>	<b>10.83%</b>	<b>100.0%</b>

**C. Annual (April to March) Mass of Total Suspended Solids (TSS) in pounds**

	<b>SRSD</b>	<b>RVSD</b>	<b>SD #2</b>	<b>Total CMSA Plant Influent TSS</b>
April 1, 2022 to March 31, 2023	4,798,016	7,166,745	858,085	12,822,846
April 1, 2023 to March 31, 2024	2,458,975	2,666,112	1,020,479	6,145,566
April 1, 2024 to March 31, 2025 (Initial allocation FY26)	1,857,698	1,794,675	777,937	4,430,310
<b>Total 36 month TSS</b>	<b>9,114,689</b>	<b>11,627,532</b>	<b>2,656,501</b>	<b>23,398,722</b>
<b>% of Total TSS</b>	<b>38.96%</b>	<b>49.69%</b>	<b>11.35%</b>	<b>100.0%</b>

**II. Allocation of Sewer Service Charges to JPA Members**

This is determined by multiplying the allocation of treatment costs by volume and strength (Section I) by each member's share of the flow (Section A), BOD (Section B) and TSS (Section C). The final allocation will change fourth quarter FY26 using strength and flow reported for April 1, 2025 to March 31, 2026 and the difference will be reallocated on the final invoices.

	<b>SRSD</b>	<b>RVSD</b>	<b>SD #2</b>	<b>Total Allocation</b>
FY26 Initial allocation = FY25 Final allocation %	<b>40.18%</b>	<b>48.64%</b>	<b>11.18%</b>	<b>100.00%</b>
FY25 Final allocation regional service charges	\$ 5,562,358.48	\$ 6,733,527.04	\$ 1,547,714.48	\$ 13,843,600.00
FY26 Initial allocation regional service charges = FY25	\$ 5,562,358.48	\$ 6,733,527.04	\$ 1,547,714.48	\$ 13,843,600.00
Difference	\$ -	\$ -	\$ -	\$ -
FY25 Final allocation capital fee	\$ 764,826.30	\$ 925,862.40	\$ 212,811.30	\$ 1,903,500.00
FY26 Initial allocation capital fee = FY25	\$ 764,826.30	\$ 925,862.40	\$ 212,811.30	\$ 1,903,500.00
Difference	\$ -	\$ -	\$ -	\$ -
FY26 First Quarter: regional service charge	1,390,589.62	1,683,381.76	386,928.62	3,460,900.00
FY26 Second Quarter: regional service charge	1,390,589.62	1,683,381.76	386,928.62	3,460,900.00
FY26 Third Quarter: regional service charge	1,390,589.62	1,683,381.76	386,928.62	3,460,900.00
FY26 Fourth Quarter*: regional service charge	1,390,589.62	1,683,381.76	386,928.62	3,460,900.00
<b>Total FY26 Initial Allocation: Regional Service Charge</b>	<b>\$ 5,562,358.48</b>	<b>\$ 6,733,527.04</b>	<b>\$ 1,547,714.48</b>	<b>\$ 13,843,600.00</b>
FY26 First Quarter: capital fee	191,206.58	231,465.60	53,202.83	475,875.01
FY26 Second Quarter: capital fee	191,206.58	231,465.60	53,202.83	475,875.01
FY26 Third Quarter: capital fee	191,206.58	231,465.60	53,202.83	475,875.01
FY26 Fourth Quarter*: capital fee	191,206.56	231,465.60	53,202.81	475,874.97
<b>Total FY26 Initial Allocation: Capital Fee</b>	<b>\$ 764,826.30</b>	<b>\$ 925,862.40</b>	<b>\$ 212,811.30</b>	<b>\$ 1,903,500.00</b>

\* \* An adjustment will be made for the FY26 fourth quarter to update the FY26 regional service charge and capital fee allocations to JPA members by using the actual wastewater flows and strength from April 1, 2025 through March 31, 2026. Differences, if any, due to rounding.

**This Page is Intentionally Blank**



# PERFORMANCE METRICS MONTHLY REPORT

## OPERATIONS & MAINTENANCE – JUNE 2025

**Prepared by:** Patrick Filipelli  
Senior Business Systems Analyst

**Date:** July 2025

**Reviewed by:** Steve Moore                      Paul Bruemmer  
General Manager                      Operations and Maintenance Manager

### DISTRICT MISSION

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

### REPORT CONTENTS

---

District Mission .....	1
Report Contents .....	1
INTRODUCTION .....	3
Purpose .....	3
Definitions .....	3
Items of Note in Current Reporting Period .....	3
PUMP STATIONS .....	5
Flow .....	6
Pump Station Flow .....	7
Pump Station Maintenance .....	8
Distribution of Pump Station Maintenance .....	8
GRAVITY SEWER LINES .....	9
Pipe Cleaning .....	9
Condition Assessment .....	9
Manhole Observations .....	10
Distribution of Observations .....	10
District Water Use .....	11
Distribution of Water Use .....	11
Repair .....	12
Distribution of Repair Work .....	12
Fats, Oils and Grease (FOG) Program .....	13
FOG Compliance Inspections .....	13
FOG Compliance Annual Progress .....	13

LATERAL INSPECTIONS..... 14

    Number of Inspections and Footage Replaced..... 14

    Distribution by Inspection Type ..... 15

    Dye Testing ..... 16

    Notice to Repair ..... 16

SERVICE CALLS..... 17

    Number of Calls and Staff Hours ..... 17

    Distribution by Cause ..... 17

SANITARY SEWER SPILLS ..... 18

    Spill Categories ..... 18

    Public Spills by Category ..... 18

    Public Spills by Cause ..... 19

    Distribution of Spills by Cause ..... 19

    Spill Volume versus Conveyance to WWTP ..... 20

Acronyms, Abbreviations, Terms, and Definitions ..... 21

---

## INTRODUCTION

---

### Purpose

The purpose of this performance metrics report is to present and discuss the management and performance of the collection system. Reports will be prepared on a monthly and annual basis.

### Definitions

Performance metrics provide information on the collection system management and performance. A list of acronyms, abbreviations, terms, and definitions related to the District's collection systems, O&M, and performance metrics is provided at the end of this document.

### Items of Note in Current Reporting Period

The following items of note were in this performance metrics reporting period:

#### Operations

- Staff attended Electrical Safety Training and troubleshooting with instructor Richard DeBusk of DuAll safety. Richard trains staff in a classroom setting as well as hands on in the field. This training provides staff with the proper knowledge of safe work practices and troubleshooting regarding basic electrical issues. This course is very custom as sessions with staff utilize the District equipment for troubleshooting which gives staff real world experience with our facilities.

#### Pump Crew

- Staff performed asset information updates for the newly refurbished Pump Stations, PS 31 & PS 32 (Riviera Circle), compiling key information such as make, model, and serial numbers. This data is critical for equipment maintenance and parts procurement. The updated asset details will be added to the CMMS (Info Asset) and Geographic Information System (GIS) to support accurate tracking, management, and documentation of work performed.
- Staff replaced weathered force main location warning signs along the Bon Air bike path to ensure signage remains clear and effective for public awareness, provides essential information for contractors working in the area, and supports quick identification in case of emergency.

### **Repair Crew**

- Staff performed eight (8) manhole rehabilitations within the District's service area. Rehabilitation work ensures a free-flowing system, as rough, misaligned channels, failing bases or rim-and-covers can allow debris and infiltration to enter the collection system and block the conveyance of the sanitary sewer, possibly causing spills. New manhole installations improve access for maintenance to difficult infrastructure. The number of repairs conducted included locations as follows: Larkspur-1, San Anselmo-3, Greenbrae-1, Ross-3.
- Staff worked installing twenty-one (21) point repairs utilizing the internal pipe patch repair system. Much of this work is to repair the most defective "Grade 5" defects, specifically categorized as "visible void", within the RVSD collection system. The number of repairs conducted included locations as follows. Greenbrae-3, Sleepy Hollow -6, San Anselmo-2, Fairfax-1, Ross-2, Larkspur-7.

### **Line Maintenance Crew**

- Line Maintenance and CCTV staff collaborated to perform line maintenance and condition assessment tasks at Branson School in the Town of Ross during summer recess, minimizing disruption to school operations. Access was coordinated in advance with school staff and nearby residents. Utilizing two Ramjets and the CB02 (small combo unit), Line Maintenance staff cleaned the lines, followed by CCTV staff who assessed system condition while the site was accessible. Given the site's sprawling layout, effective coordination was essential. Heavy grit was discovered in line segment R566.120\_R566.115, it was promptly removed, and the cleaning cycle was revised from three to two years to mitigate the risk of future debris buildup or spills. This inter-departmental teamwork streamlined the process and led to a positive outcome for the District, school and homeowners.
- Staff performed line maintenance of all scheduled pipelines at the Marin Town & Country Club in Fairfax within a single workday, despite logistical challenges that required adaptive planning and coordination. Access limitations, including a restriction on driving flushing equipment with full water tanks over a bridge, were addressed by deploying a second Ramjet on the far side and pulling hose across the bridge to fill the working flusher, an operation that was repeated twice to accommodate the length and access demands of the easement. Close communication with the property owner and real-time adjustments ensured the project was executed efficiently and without incident.
- Staff performed routine manhole inspections as part of ongoing infrastructure maintenance assessment efforts. During the inspections the four following manholes were identified as requiring root removal and cleaning to maintain assets to district standards, F003.120 (46 Spruce Rd, Fairfax), L040.010 (700 Larkspur Landing Circle), S110.180 (141 Oak Ave., San Anselmo), S952.100 (39 Tomahawk Dr., San Anselmo). Concurrently, the team evaluated the maintenance schedule, ensuring updates were accurately reflected in InfoAsset to enhance infrastructure tracking and long-term operational planning.



### Condition Assessment Crew

- Staff routinely perform tests and preventive maintenance of the Smart Cover system. During the month of May, staff assessed three Smart Cover units to ensure their reliability. These routine assessments include testing antennas, changing batteries, and cleaning and calibrating the sensors at each of the Smart Cover locations.
- During routine CCTV inspections in June, staff identified failing lateral connections and contacted residents for dye testing to confirm parcel connections and notify homeowners of necessary repairs. A total of two parcels underwent dye testing, with two located on Rock Ridge Road in Fairfax. The inspections revealed voids or failed lateral connections requiring corrective action. Next steps include notifying property owners of repair requirements, providing guidance on necessary actions and timelines.
- Staff conducted community outreach within Heather Garden community in Larkspur near Pump Station 30 and the Redwood High School. The outreach was to raise awareness about illicit sump pump connections. Door hangers were distributed to 138 residences to inform homeowners about the importance of not connecting sump pumps to the sewer system. Staff have frequently encountered higher flows in this area during wet weather, which can be attributed to sump pumps removing ground water from house crawl spaces or lower lying areas of the properties. Homeowners responded positively to the notification, and some even took the time to show staff where their sump pumps discharged to the curb and gutter.
- Staff completed 57 new GPS surveys across easements and hard-to-access backyards in San Anselmo and Larkspur. This work is essential for maintaining accurate, up-to-date data and maps to support District planning efforts and provides field crews with precise asset locations to efficiently perform District-related functions.

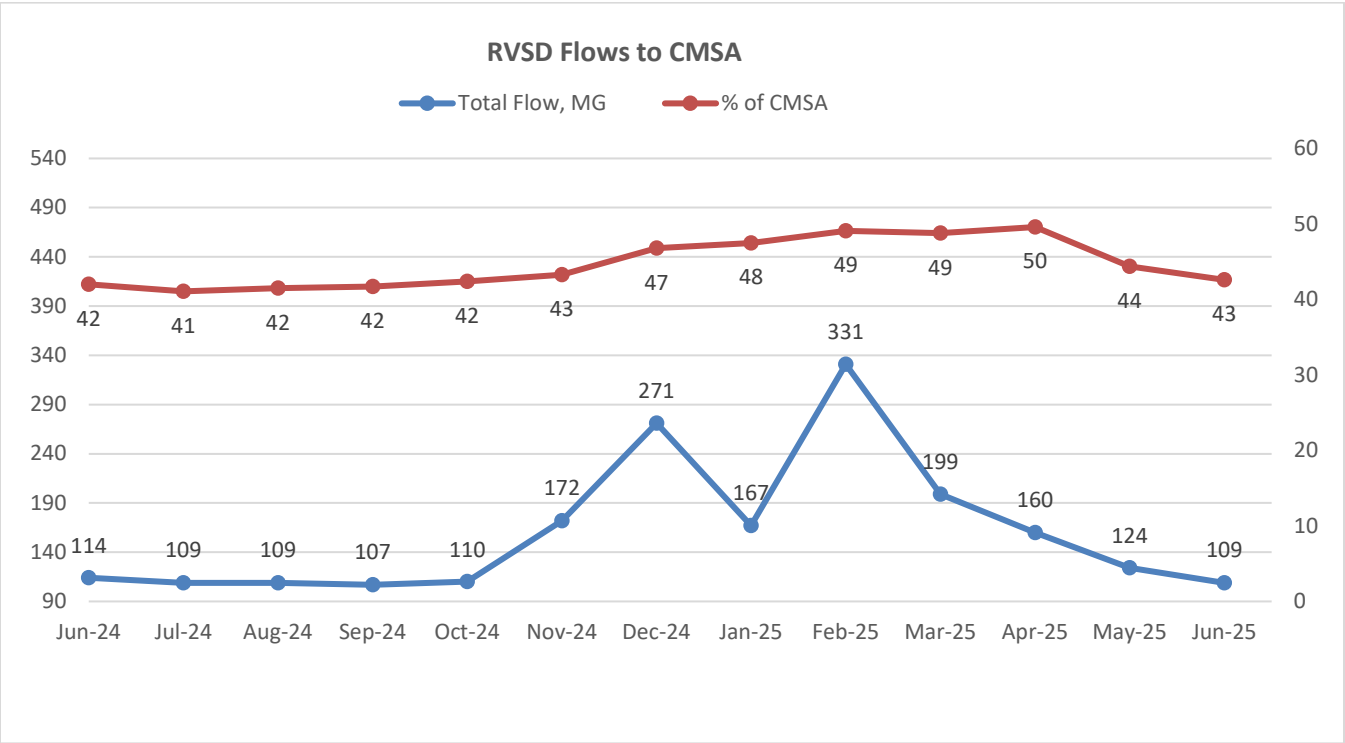
PUMP STATIONS

Pump stations convey wastewater collected by gravity through force mains to points downstream in the system or to the WWTP. Maintenance and monitoring of the pump stations and related assets is critical in managing the collection system. The metrics categories in this report for Pump Stations are Flow, Maintenance, and Energy.

Flow

All of RVSD’s flow is conveyed in the force main network to CMSA, through one of seven pump stations: PS 15 Kentfield, PS 24 630 S Eliseo, PS 25 1350 S Eliseo, PS 14 Larkspur, PS 12 Bon Air, PS 13 Greenbrae, or PS 10 Larkspur Landing B. Pump stations are the primary location where flow data is collected. Maintenance and energy needs directly relate to flow conditions in the system.

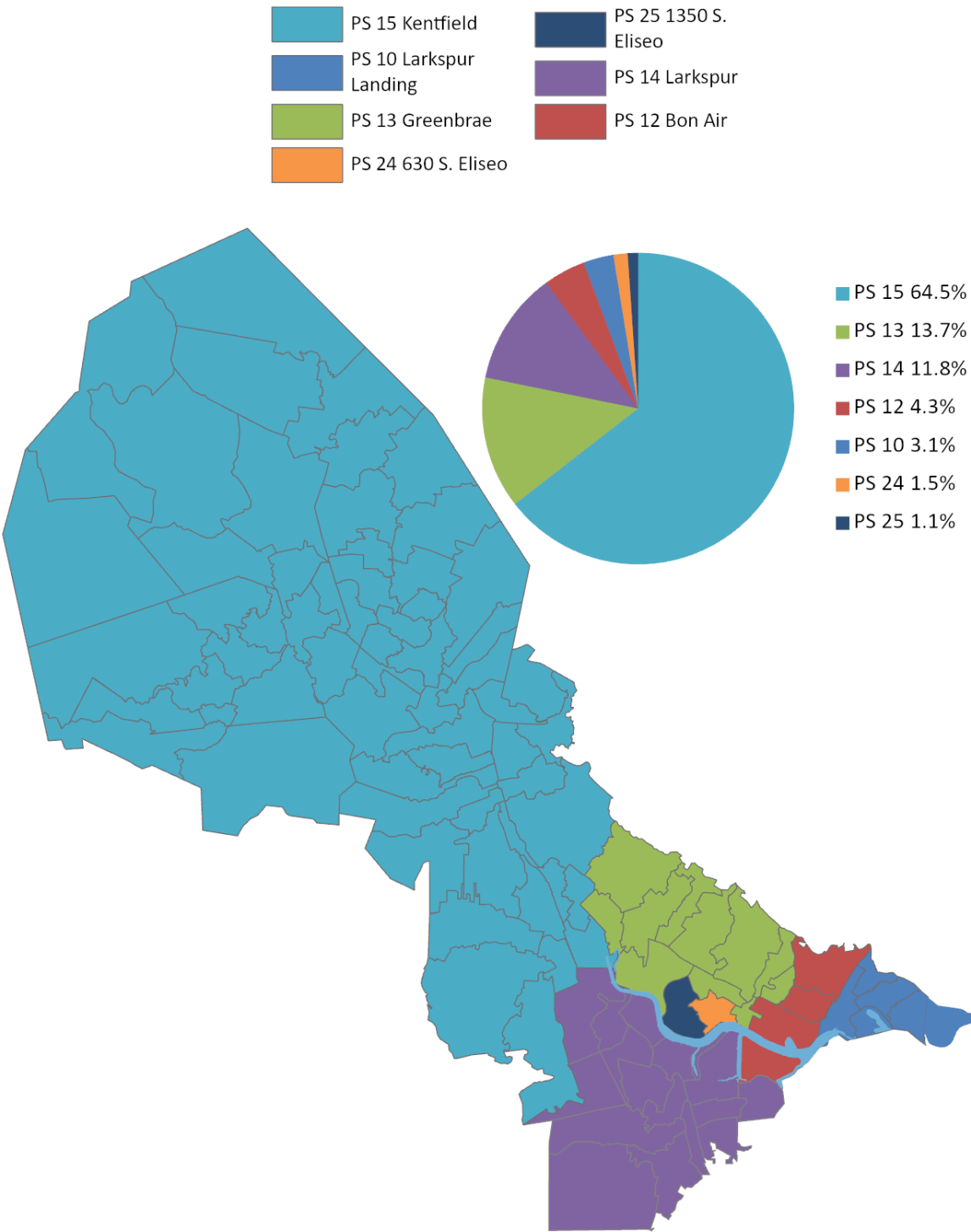
Flow	
Total Flow Volume	109 MG
ADWF	3.4 MGD
Total Flow Volume versus Calculated ADWF Volume	1.07
PWWF	9.9 MGD
Wet Weather Peaking Factor (PWWF/ADWF)	2.9



Pump Station Flow

RVSD has installed Supervisory Control and Data Acquisition (SCADA) software at all the major pump stations. SCADA allows the District to track pump station flows in real time and identify critical maintenance issues. Relative flows pumped by the pump stations to the CMSA treatment plant this month are shown in the graph below. In the wet season PS15 increases to above 2/3 of the total flow.

Total Flow By Pump Station



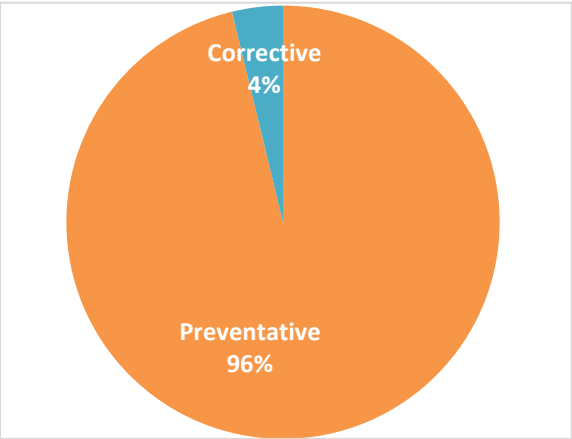
Pump Station Maintenance

Maintenance at pump stations is essential for operational reliability and efficiency. The many electrical, mechanical, and structural components at pump stations require regular preventative maintenance, which reduces overall costs, protecting or extending service life and improving reliability.

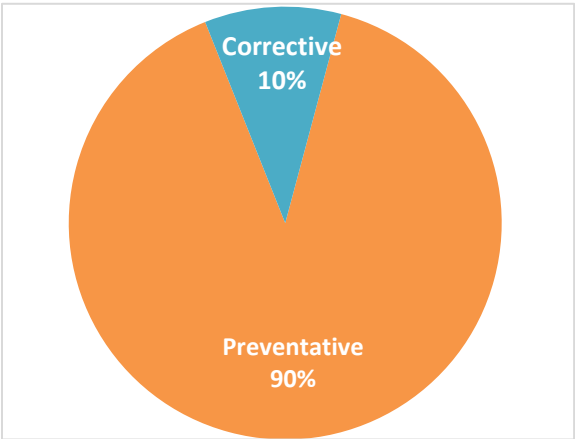
Maintenance Type Performed		
Maintenance Type	Current Month	FYTD
Mechanical Preventative	96	888
Mechanical Corrective	3	86
Electrical Preventative	31	195
Electrical Corrective	2	37
TOTAL	132	1,206

Distribution of Pump Station Maintenance

Understanding the distribution of preventative versus corrective maintenance aids in the effective planning of future O&M and capital improvement activities.



Maintenance Type Current Month



Maintenance Type FYTD

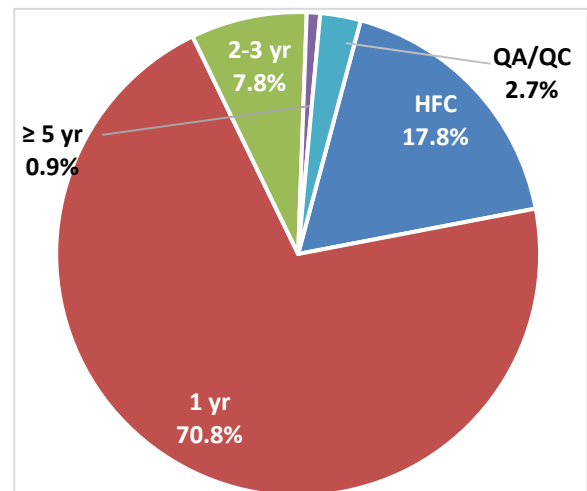
## GRAVITY SEWER LINES

Gravity sewer lines collect and convey wastewater downstream. Maintenance, assessments, and repairs can prevent avoidable wastewater spills, protect public health and the environment, reduce odors, and minimize costs. The metrics categories in this report for Gravity Sewer Lines are Pipe Cleaning, Condition Assessment, and Repair.

### Pipe Cleaning

Pipe cleaning is the fundamental preventative maintenance activity for gravity sewer pipelines and can prevent wastewater spills, reduce service calls, and extend the life of the assets. The District has implemented a quality assurance program to provide a higher level of service using CCTV cameras.

Pipe Cleaning Footage		
Cleaning Schedule	Current Month	FYTD
HFC	599	136,473
1 yr	26,767	542,229
2-3 yr	4,906	59,422
≥ 5 yr	0	6,847
CCTV QA/QC	767	20,717
<b>TOTAL</b>	<b>33,039</b>	<b>765,688</b>

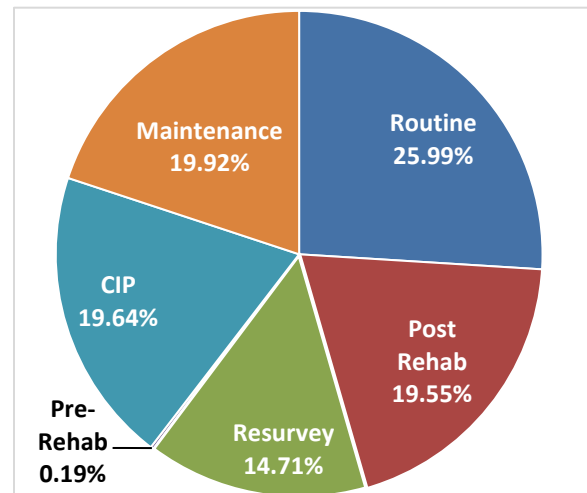


Cleaning and QA/QC Completed by Schedule

### Condition Assessment

Condition assessment is used to understand and monitor the condition of infrastructure assets.

CCTV Inspection Footage by Purpose		
CCTV Purpose	Current Month	FYTD
CIP Assessment	0	22,514
Maintenance Related	0	22,833
Routine Assessment	9,549	29,783
Resurvey	0	16,857
Post Rehab	0	22,411
Pre-Rehab	0	216
I/I Investigation	0	0
<b>TOTAL</b>	<b>9,549</b>	<b>114,614</b>



CCTV Completed by Purpose

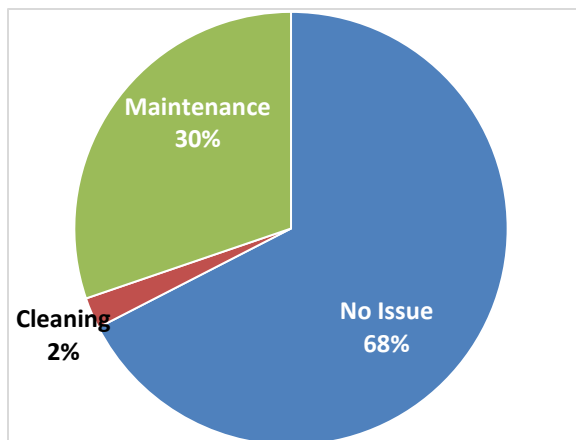
## Manhole Observations

To ensure that there isn't root intrusion or other blockages forming in District assets, a manhole observation program was created at the end of FY 2022/23. All pipes that have not been cleaned in the last two years have their manholes observed and maintenance issues documented.

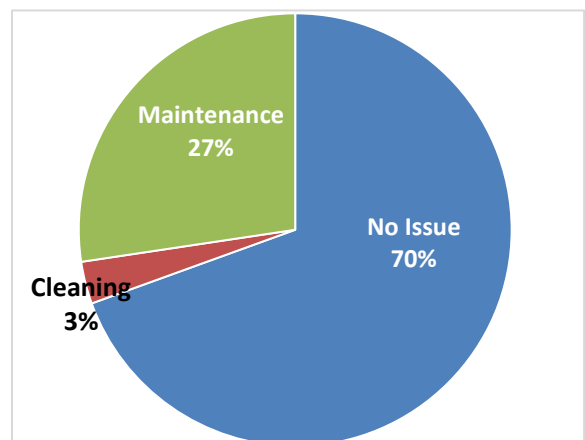
Manhole Observations		
Finding	Current Month	FYTD
No issue	17	66
Cleaning Needed	5	3
Maint. Needed	0	26
Risk of Blockage	0	0
<b>TOTAL</b>	<b>22</b>	<b>95</b>

## Distribution of Observations

The distribution of observations allows more effective planning of future O&M improvement activities and informs the pipe cleaning schedule.



Observations Current Month



Observations FYTD

## District Water Use

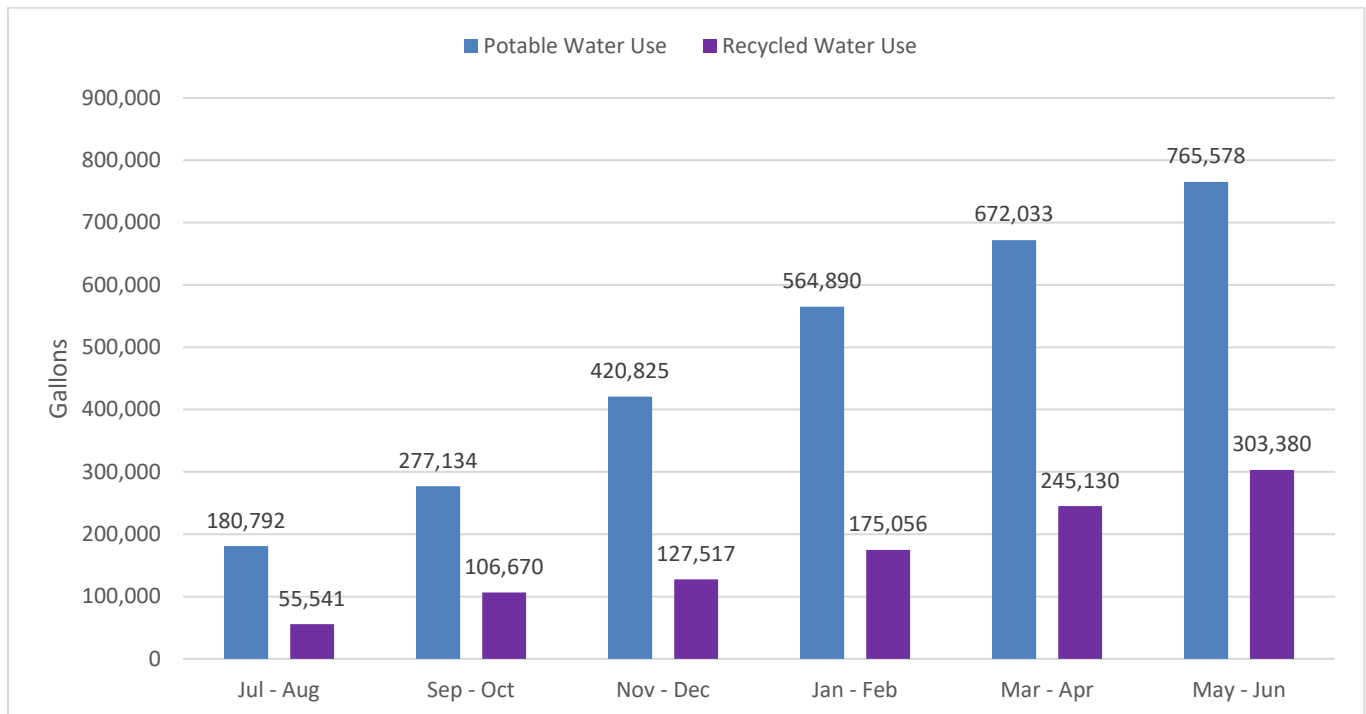
The District uses recycled water for sewer cleaning, using disinfected-23 MPN quality water from the CMSA truck fill station. Below is the total recycled water usage for the current month and fiscal year.

Recycled Water Use by Purpose (in gals)		
Purpose	Current Month	FYTD
Sewer Cleaning	29,378	303,380
<b>TOTAL</b>	<b>29,378</b>	<b>303,380</b>

## Distribution of Water Use

Using recycled water for various operational activities is environmentally responsible and sustainable in the long term. The volume of recycled water use equals the volume of potable water conserved. Conserving potable water makes more available for human uses of water for health and safety, and environmental uses of water for fish and wildlife habitat in the Lagunitas Creek and Russian River watersheds. The Cumulative Potable and Recycled Water Use graph below is updated every other month when potable water use data is made available.

**FY 2024/2025 Cumulative Potable and Recycled Water Use**



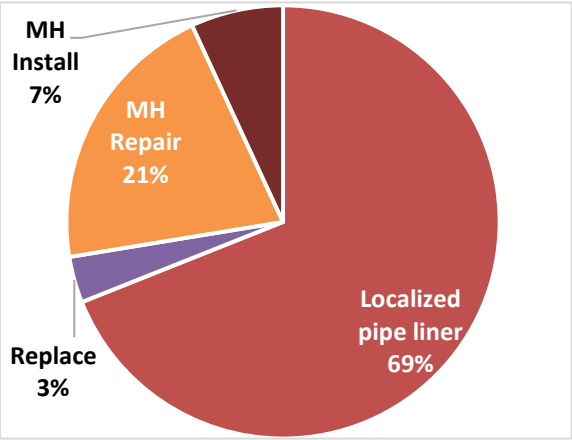
Repair

The Repair division allows the District to perform cost effective and vital work without the need to hire additional contractors.

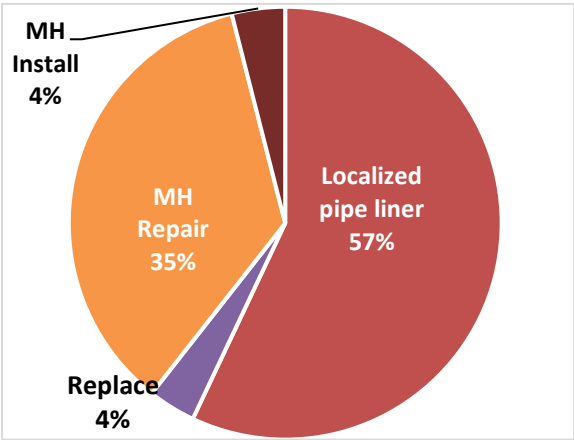
Repair Activity by Type		
Repair Type	Current Month	FYTD
Localized pipe liner	20	272
Replacement Repair	1	17
Manhole repair	6	169
Manhole Install	2	19
TOTAL	29	477

Distribution of Repair Work

Understanding the distribution of repair work allows more effective planning of future O&M and capital improvement activities.



Repair Type Current Month



Repair Type FYTD



Fats, Oils and Grease (FOG) Program

The District’s Fats, Oils and Grease (FOG) Program is administered by CMSA through a program agreement. Currently, there are 83 Food Service Establishments (FSEs) within the District that require an annual inspection and 21 that are required to be inspected three times per year. This list will change over time as FSEs open or shut down. To have a highly effective FOG program it is essential that all FSEs are inspected at least annually or based on their permitted schedule. Below is the total number of inspections performed for the current month and fiscal year.

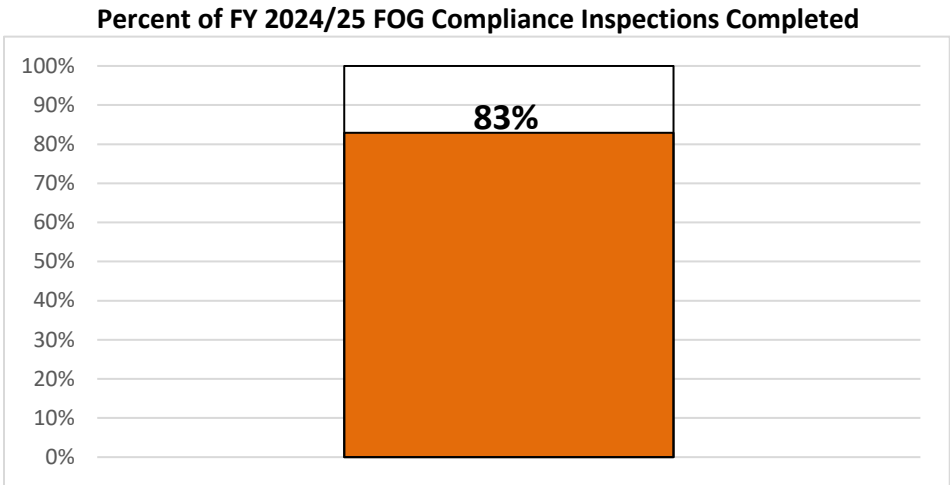
Inspections Performed			
Purpose	Current Month	FYTD	Total Planned INSP
Compliance	16	121	146
TOTAL	16	121	146

FOG Compliance Inspections

Staff utilizing the newly instated supervisor review function within Info Asset, have been notifying supervisory staff and CMSA inspectors of heavy grease within the collection system. Staff have reported that this coordination is making a positive impact within the system.

FOG Compliance Annual Progress

Compliance inspections completed are expected to average 8.3% (1/12) per month. Due to CMSA administering other FOG programs throughout the county, there will be some months that no compliance inspections take place within the Ross Valley service area.



## LATERAL INSPECTIONS

District inspectors conduct inspections and provide technical customer support and enforcement over private sewer lateral repair and replacements.

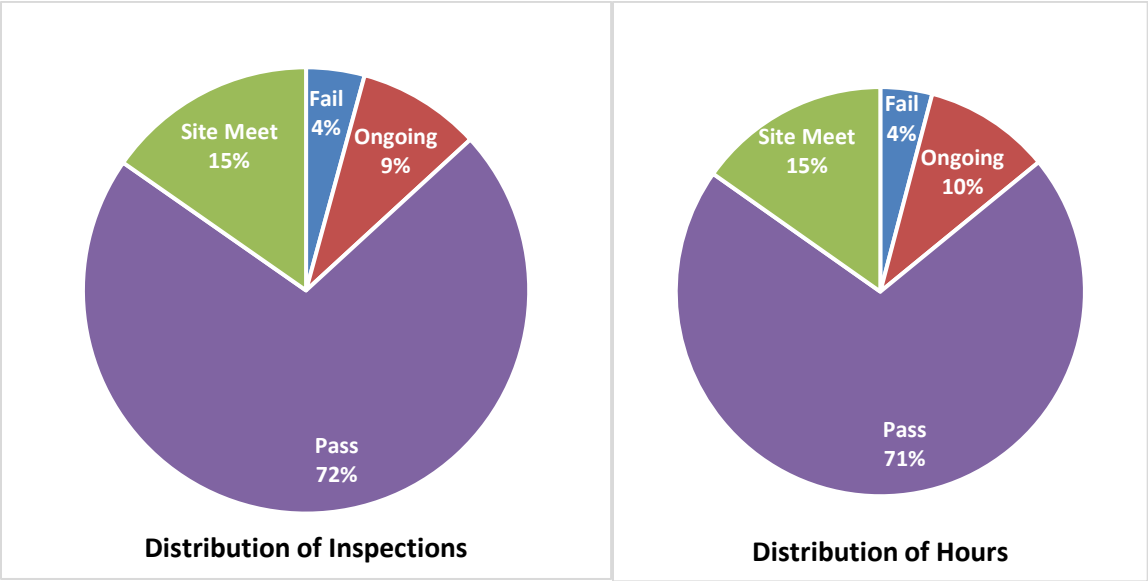
### Number of Inspections and Footage Replaced

Lateral inspections have increased over the years due to increased lateral replacement activity driven by the District's lateral programs. Inspections staff complete more lateral inspection work orders than the number of laterals that are replaced, due to additional field meets and investigations as well as re-inspections when the lateral does not pass inspection the first time.

Lateral Inspections				
Type	INSP Current	INSP FYTD	Hours Current	Hours FYTD
Fail	2	18	2	18
Ongoing	3	38	3	44
Pass	27	304	30	311
Site Meet	7	65	7	67
<b>TOTAL</b>	<b>39</b>	<b>425</b>	<b>42</b>	<b>440</b>

Lateral Replacements				
Type	INSP Current	INSP FYTD	Footage Current	Footage FYTD
Repaired	1	18	1	640
Replaced	26	286	2,030	21,301
<b>TOTAL</b>	<b>27</b>	<b>304</b>	<b>2,031</b>	<b>21,941</b>

Distribution by Inspection Type



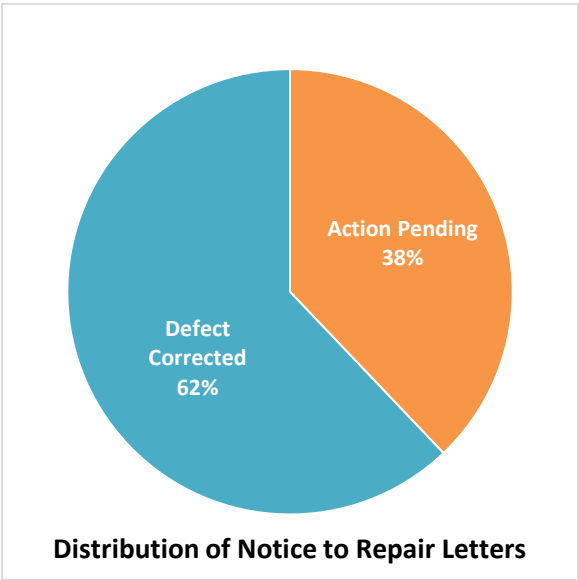
Dye Testing

When Condition Assessment staff come across a defective lateral during routine assessment, a dye test is performed to confirm ownership.

Dye Tests				
Type	Current	FYTD	Hours Current	Hours FYTD
Dye Test	2	32	3	56
TOTAL	5	32	3	56

Notice to Repair

The dye test information is used to generate “Notice to Repair” letters and the homeowner is notified of their responsibility to fix the defective connection. Below is the distribution of pending actions versus corrected defects since the inception of the program.



## SERVICE CALLS

Service calls are by nature unplanned activities and can be a measure of the quality of wastewater collection service. A high number of service calls reduces the availability of O&M resources to complete preventative maintenance and scheduled repairs. The metrics categories in this report for Service Calls are the Number of Calls and Staff Hours and Distribution by Cause.

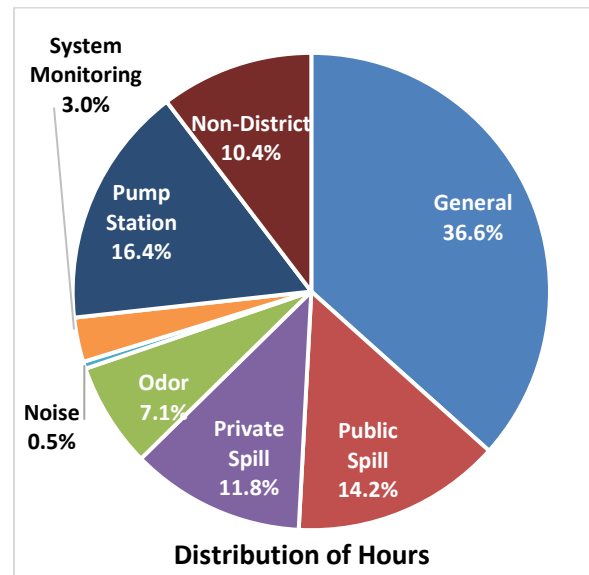
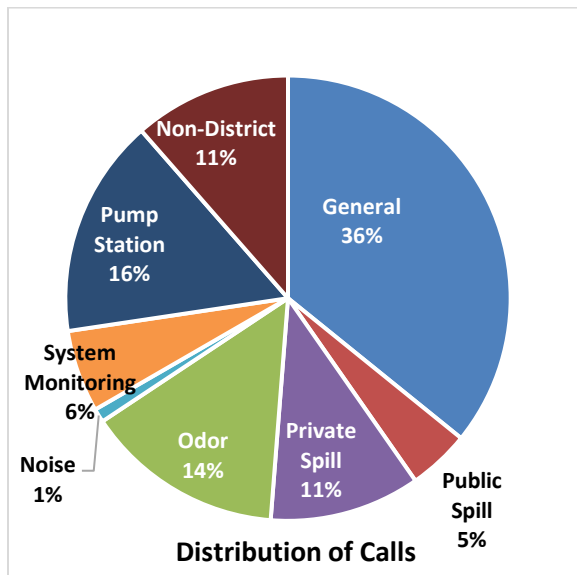
### Number of Calls and Staff Hours

Service calls both during normal hours and after hours take up a considerable amount of staff resources. To provide a high level of service to customers, the District is committed to comprehensive management of all calls.

Calls and Hours by Cause of Service Call				
Cause	# Calls	Calls FYTD	Staff Hours	Hours FYTD
General	7	72	13	304
Public Spill	1	9	18	118
Private Spill	0	22	0	98
Odor complaints	1	29	4	59
Noise complaints	0	2	0	4
System Monitoring	0	12	0	25
Pump Station Alarms	6	32	21	136
Non-District incidents	3	23	5	86
<b>TOTAL</b>	<b>18</b>	<b>201</b>	<b>61</b>	<b>830</b>

### Distribution by Cause

Understanding service call distribution by cause allows more effective planning of future O&M activities.



## SANITARY SEWER SPILLS

Wastewater spills affect public health and the environment. Preventing spills is fundamental to the proper operation of the collection system. The metrics categories in this report for Sanitary Sewer Spills are the Public Spills by Category, Public Spills by Cause, Distribution of Spills by Cause, and Spill Volume versus Conveyance to WWTP.

### Spill Categories

**Category 1:** Discharge of untreated or partially treated wastewater of any volume resulting from a sanitary sewer system failure or flow condition that either:

- Reaches surface water and/or drainage channel tributary to a surface water; or
- Reached a Municipal Separate Storm Sewer System (MS4) and was not fully captured and returned to the sanitary sewer system or otherwise captured and disposed of properly.

**Category 2:** Discharge of untreated or partially treated wastewater greater than or equal to 1,000 gallons resulting from a sanitary sewer system failure or flow condition that either:

- Does not reach surface water, a drainage channel, or an MS4, or
- The entire Spill discharged to the storm drain system was fully recovered and disposed of properly.

**Category 3:** A Category 3 spill is a spill of equal to or greater than 50 gallons and less than 1,000 gallons, from or caused by a sanitary sewer system that does not discharge to a surface water.

**Category 4:** A spill of less than 50 gallons, from or caused by a sanitary sewer system that does not discharge to a surface water.

### Public Spills by Category

Public Spills are categorized for regulatory purpose by the State of California and reported through CIWQS to the RWQCB.

Spills by CIWQS Category				
Category	# Spills	Spills FYTD	Volume, gal	Volume FYTD
1	0	2	0	114,309
2	0	0	0	0
3	0	3	0	865
4	1	4	23	74
TOTAL	1	9	23	115,248

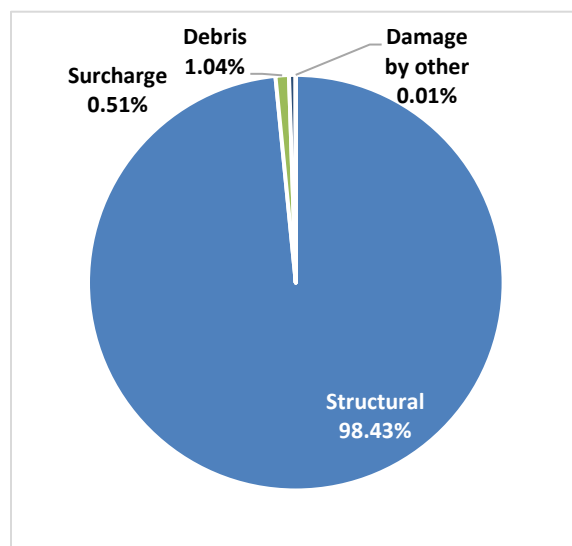
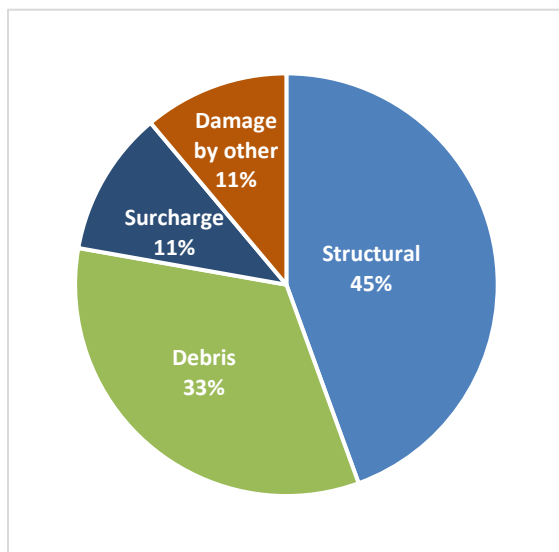
## Public Spills by Cause

Tracking the cause of Spills is a regulatory requirement for CIWQS Spill reporting. The data is used in planning, O&M, capital improvement, and enforcement activities.

Spills by Cause				
Category	# Spills	Spills FYTD	Volume, gal	Volume FYTD
Structural	0	4	0	113,442
Roots	0	0	0	0
Debris	1	3	23	1,202
FOG	0	0	0	0
Construction	0	0	0	0
Surcharge	0	1	0	589
Operator Error	0	0	0	0
PS Power Failure	0	0	0	0
CS Maint. Caused	0	0	0	0
Damage by other	0	1	0	15

## Distribution of Spills by Cause

Understanding how Spills are distributed by cause allows more effective planning of future O&M, capital improvement, and enforcement activities. In the month of June, the District had one category 4 sewer spill of 23 gallons. The spill originated from an ARV (Air relief valve) which had debris lodged in the float assembly allowing a slow leak to escape the vault enclosure. Staff have updated the preventive maintenance schedule to maintain this asset at a more frequent interval to mitigate future occurrences.



Distribution of Spills

Distribution of Spill Volume

Spill Volume versus Conveyance to WWTP

---

Spills are wastewater that could not be conveyed by the collection system.

Spill Volume versus WWTP Influent			
Month	Spill, gal	WWTP, gal	%
June	23	109,000,000	0.00002%



## ACRONYMS, ABBREVIATIONS, TERMS, AND DEFINITIONS

ADWF	Average Dry Weather Flow
CCTV	closed circuit television
CDO	Cease and Desist Order
CIP	Capital Improvement Plan or Program
CIWQS	California Integrated Water Quality System
CMMS	Computerized Maintenance Management System
CMSA	Central Marin Sanitation Agency
COF	Consequence of Failure
District	Ross Valley Sanitary District
F <sub>c</sub>	Consequence of Failure
F <sub>L</sub>	Likelihood of Failure
FM	force main
FOG	Fats, Oil, and Grease
ft	feet
FY	Fiscal Year
gal	gallons
GIS	Geographic Information Systems
GPS	Global Positioning System for satellite-based location information
HFC	High Frequency Cleaning, <1 year
hr	hour
IAMP	Infrastructure Asset Management Plan
I/I	infiltration/inflow
in	inches
InfoAsset	District's CMMS software
kWh	kilowatt-hour; unit of energy
LF	linear feet
LOF	Likelihood of Failure
LOS	Level of Service
LS	Lift Station
MACP	Manhole Assessment and Certification Program ©
MG	million gallons; measure of flow volume.
mgd	million gallons per day; measure of flow rate
mi	miles
O&M	Operations and Maintenance
PACP	Pipeline Assessment and Certification Program ©
PS	Pump Station
PWWF	Peak Wet Weather Flow
QA/QC	quality assurance and quality control
RDI/I	rainfall-dependent infiltration/inflow
RVSD	Ross Valley Sanitary District
RWQCB	Regional Water Quality Control Board
SCADA	supervisory control and data acquisition
SOP	Standard Operating Procedure
SSMP	Sewer System Management Plan
SSS	Sanitary Sewer Spill
yr	year