

Appendix K -- MARIN COUNTY AGENCY CONSOLIDATION ANALYSIS

The following pages present analyses of potential savings for Southern Marin County Sewer Agencies under various collaboration and consolidation scenarios. Analyses are for illustrative purposes only and represent a high level business case analysis. Refining the analysis would require a more rigorous data collection exercise that more precisely addresses specific cost parameters that are affected by alternative scenarios.

The business case analysis is set up to look at total operating and capital costs. Collaboration has the potential to improve the efficiency of both operating activities and capital projects. For purposes of easy comparison, we have set up the model to compute cost per EDU (Equivalent Dwelling Unit) for various collaboration and consolidation scenarios. The EDUs assigned to each agency in the model were derived from the Rate Study of Marin County completed in December 2004 by Sewer Agency of Southern Marin. Please note that current basis 'Cost per EDU' is not expected to directly equal published agency rates. There are additional sources of revenues such as interest income, property tax revenue and revenue from accrued reserves. Some agencies also finance capital improvements by issuing bonds so that operating budgets only reflect debt service and depreciation. Back-up assumptions and estimates of various categories of potential savings that could be realized through functional collaboration can be found at the end of Appendix D. The workbook computations also assume that all 11 agencies participate in collaboration. The various graphs in the report were developed from the workbook data and are included in various worksheets.

The following is a list of the various worksheets and a brief description of their content:

1. Summary Assumptions Worksheet (2 Pages) -- A summary of the agency-specific EDUs, miles of sewer and the allocated share of costs for the two political options and the pending SD#5 Annexation of the Belvedere Collection system.
2. Existing Baseline Annual O&M Costs Worksheets (3 Pages) -- Pages 1 and 2 list the agency specific costs for various O&M categories as derived from the agency budget data. The table on Page 3 allocates the costs into the 3 sub-regional political consolidation scenarios.
3. Estimated Baseline Annual Capital Costs Worksheet (1 Page) -- Inputs baseline capital costs by individual agency and includes a table allocating these costs into the 3 sub-regional political consolidation scenarios. There is also a table summarizing unallocated O&M and Capital costs by agency -- Current Basis.
4. Summary Existing Baseline Costs Worksheet (1 Page) -- Summary of combined operating and capital costs, current basis for all eleven agencies and for the SASM and SMCSO integrated agency groupings.
5. Collaboration Impact on Baseline O&M Costs Worksheet (2 Pages) -- Page 1 tables build and compute the savings for improved O&M resource productivity through collaboration. Page 2 has three tables compiling 1) baseline totals/without collaboration, 2) savings with collaboration and 3) net savings in both aggregate \$s and \$/EDU. The graph of potential labor productivity savings with collaboration (current basis) is computed on this worksheet.
6. Collaboration Impact on Baseline Capital Cost Worksheet (2 Pages) -- Page 1 table builds and computes the savings assumptions for improved Capital resource productivity through collaboration. Page 2 has three tables compiling 1) baseline totals/without collaboration, 2) savings with collaboration and 3) net savings in both aggregate \$s and \$/EDU. The graph of potential capital project savings with collaboration (current basis) is computed on this worksheet.
7. Incremental SSO/SSMP Costs Worksheet (2 Pages) -- Page 1 tables build and compute various categories of incremental operating and capital cost increases for the SSMP program. Page 2 has three tables compiling 1) baseline totals/without collaboration, 2) savings with collaboration and 3) net savings in both aggregate \$s and \$/EDU.
8. Incremental SSO/SSMP Costs and Collaboration Impact Worksheet (3 Pages) -- Page 1 tables build and compute savings assumptions for improved resource productivity on SSO/SSMP program through collaboration. Page 2 tables summarize the total SSO/SSMP costs, without and with collaboration. Page 3 has three tables compiling 1) baseline totals/without collaboration, 2) savings with collaboration and 3) net savings in both aggregate \$s and \$/EDU. The graph of potential SSO/SSMP savings with collaboration (future basis) is computed on this worksheet.
9. Functional Collaboration Analysis Summary Worksheet (2 Pages) -- Page 1 has three tables compiling 1) baseline totals/without collaboration, 2) savings with collaboration and 3) net savings in both aggregate \$s and \$/EDU. Page 2 contains the graphs used in the report are also computed on this worksheet: 1) the combined potential cost savings through collaboration (current basis), 2) the future baseline capital and operating cost per EDU (future basis) and 3) the potential cost per EDU savings through collaboration (future basis).
10. Political Consolidation 1: SASM Worksheet (2 Pages) -- Page 1 tables compute the potential savings computations for the current operations and the current basis savings chart in cost per EDU with consolidation for GSO-1 consolidation. The Page 2 tables compute 1) the potential future baseline capital and operating costs in \$ per EDU (future basis) and 2) the potential savings in capital and operating cost per EDU (future basis). The corresponding future basis graphs are also computed on this worksheet.
11. Political Consolidation 2: SMCSO Worksheet (2 Pages) -- Page 1 tables compute the potential savings computations for the current operations and the current basis savings chart in cost per EDU with consolidation for GSO-2 consolidation. The Page 2 tables compute 1) the potential future baseline capital and operating costs in \$ per EDU (future basis) and 2) the potential savings in capital and operating cost per EDU (future basis). The corresponding future basis graphs are also computed on this worksheet.
12. Political Consolidation 3: SD#5 and City of Belvedere Worksheet (2 Pages) - Included for model completeness even though not official part of the study analysis. There are no graphs but tables computing the potential capital and operating cost savings in cost per EDU (future basis) are included.

Summary Assumptions

	Agency	Miles of Sewer Pipelines	EDU (1)	Comment
1	Sausalito-Marín City Sanitary District	6	2,133	vs. 8350 Serves Marin City residents plus the City of Sausalito and 2362 (89.1%) of Tamalpais
2	Sanitary District #5	19	2,740	vs. 2622: Serves District and City of Belvedere
3	Sewer Agency of Southern Marin	5		Joint powers agency serving CMV, TCSD, RBSD, Alto, Almonte, and Homestead
4	City of Belvedere	11	1,126	
5	City of Sausalito	27	6,115	vs 5860
6	City of Mill Valley	65	7,204	
7	Tamalpais	27	2,560	vs 2554
8	Richardson Bay Sanitary District	40	4,664	vs 4757
9	Alto Sanitary District	5	508	
10	Almonte Sanitary District	6	789	
11	Homestead Valley Sanitary District	10	1,064	vs 1063
		221	28,903	

//(1) Source: Marin County Sewer Service Survey. Slight differences reported in questionnaires.

COST SHARING (TREATMENT COSTS)

SMCSD Cost Breakdown

City of Sausalito -- retail customers; Tamalpais -- based on % of peak flow

Collection Costs 0.00% //Paid by SMCSD retail customers //Guess. We need actual split
 Shared Costs/Treatment Costs 100.00% //Share among SMCSD retail and wholesale customers //Guess. We need actual split

Agency	Miles of Sewer Pipelines	EDU	Proportionality of EDU	Breakdown of Treatment Cost Share	Shares of Collection Costs	Allocation of SMCSD O&M Costs	Allocation of SMCSD Capital Costs
1 Sausalito-Marín City Sanitary District	6	2,133	20.10%	20.10%	0%	20%	20%
5 City of Sausalito	27	6,115	57.63%	57.63%	0%	58%	58%
7 Tamalpais (92.27%)	27	2,362	22.26%	22.26%	0%	22%	22%
		10,610	100.00%	100.00%			

Average
20%
58%
22%

% of Tamalpais Served by SMCSD 92.27%

SD5 Cost Breakdown

Collection Costs 0.00% //Paid by SD5 retail customers
 Shared Costs/Treatment Costs 100.00% //Share among SD#5 retail and wholesale customers //Derived using 2004 and 2005 Costs in 2004 Annexation Feasibility Assessment

Agency	Miles of Sewer Pipelines	EDU	Proportionality of EDU	Breakdown of Treatment Cost Share	Shares of Collection Costs	Allocation of SD5 O&M Costs	Allocation of SD5 Capital Costs
2 Sanitary District #5	19	2,740	70.87%	70.87%	0%	71%	71%
4 City of Belvedere	11	1,126	29.13%	29.13%	0%	29%	29%
		3,866	100.00%	100.00%	0.00%	100.00%	100.00%

Average
71%
29%

Summary Assumptions

SASM Cost Breakdown

Collection Costs 0.00% //Paid by SASM retail customers
 Shared Costs/Treatment Costs 100.00% //Share among wholesale customers

	Agency	Miles of Sewer Pipelines	EDU	Allocation of SASM O&M Costs	Allocation of SASM Capital Costs	Average
3	Sewer Agency of Southern Marin	5				
6	City of Mill Valley	65	7,204	49.73%	49.20%	49.47%
7	Tamalpais	27	198	1.33%	1.40%	1.37%
8	Richardson Bay Sanitary District	40	4,664	32.63%	33.50%	33.07%
9	Alto Sanitary District	5	508	3.51%	3.40%	3.46%
10	Almonte Sanitary District	6	789	5.45%	5.20%	5.33%
11	Homestead Valley Sanitary District	10	1,064	7.35%	7.30%	7.33%
		158	14,427			

//from Budget Books

Existing Baseline Annual O&M

a. Salaries, Wages Benefits

Agency	Miles of Sewer Pipelines	EDU	Cost	
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 832,000	//Source: Questionnaire - 2004 Budget (6)
2 Sanitary District #5	19	2,740	845,700	//Source - Annexation Financial Feasibility Analysis (19)
3 Sewer Agency of Southern Marin	5	-	1,087,558	// Source - 2004/2005 Budget (5)
4 City of Belvedere	11	1,126	108,508	//Source: Questionnaire - 2004 Budget (11)
5 City of Sausalito	27	6,115	280,937	//Source -- 2005 Sewer Fund Budget (27)
6 City of Mill Valley	65	7,204	194,000	//Questionnaire -- 2004 Budget (65)
7 Tamalpais	27	2,560	269,189	//Source - 2004 - 2005 Budget (Allocation for Sanitation) (27)
8 Richardson Bay Sanitary District	40	4,664	439,702	// Source - 03/04 Budget (40)
9 Alto Sanitary District	5	508	9,600	//Source - 04/05 Budget (5)
10 Almonte Sanitary District	6	789	22,988	// Source 04/05 Budget (6)
11 Homestead Valley Sanitary District	10	1,064	14,400	//Source 04/05 Budget (10)
	221	28,903	\$ 4,104,582	(221)

b. Electric Power/Utilities Costs

Agency	Miles of Sewer Pipelines	EDU	Cost	
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 202,000	//Source: Questionnaire - 2004 Budget
2 Sanitary District #5	19	2,740	228,800	
3 Sewer Agency of Southern Marin	5	-	301,600	//Source - 2004/2005 Budget
4 City of Belvedere	11	1,126	16,840	
5 City of Sausalito	27	6,115	18,500	
6 City of Mill Valley	65	7,204	15,000	
7 Tamalpais	27	2,560	14,635	
8 Richardson Bay Sanitary District	40	4,664	44,908	\$ 28,340
9 Alto Sanitary District	5	508	200	
10 Almonte Sanitary District	6	789		
11 Homestead Valley Sanitary District	10	1,064		
	221	28,903	\$ 842,483	

c. Annual Repair Maintenance Materials and Supplies Costs

Agency	Miles of Sewer Pipelines	EDU	Cost	
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 163,000	//Source: Questionnaire - 2004 Budget
2 Sanitary District #5	19	2,740	298,300	
3 Sewer Agency of Southern Marin	5	-	156,900	//Source - 2004/2005 Budget
4 City of Belvedere	11	1,126	263,000	
5 City of Sausalito	27	6,115	45,150	//Source - 2005 Sewer Fund Budget
6 City of Mill Valley	65	7,204	156	
7 Tamalpais	27	2,560	47,797	//Source - 04/05 Budget
8 Richardson Bay Sanitary District	40	4,664		
9 Alto Sanitary District	5	508		
10 Almonte Sanitary District	6	789	69,000	
11 Homestead Valley Sanitary District	10	1,064		
	221	28,903	\$ 1,043,303	

Existing Baseline Annual O&M

d. Annual Monitoring and Laboratory Costs

Agency	Miles of Sewer Pipelines	EDU	Cost	
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 36,400	//Source: Questionnaire - 2004 Budget
2 Sanitary District #5	19	2,740	48,000	
3 Sewer Agency of Southern Marin	5	-	10,000	30,000 2004/2005 Budget
4 City of Belvedere	11	1,126		
5 City of Sausalito	27	6,115		
6 City of Mill Valley	65	7,204	-	
7 Tamalpais	27	2,560		
8 Richardson Bay Sanitary District	40	4,664		
9 Alto Sanitary District	5	508		
10 Almonte Sanitary District	6	789		
11 Homestead Valley Sanitary District	10	1,064		
	221	28,903	\$ 94,400	

e. Other Costs

Agency	Miles of Sewer Pipelines	EDU	Cost	
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 472,338	//Source: Questionnaire - 2004 Budget
2 Sanitary District #5	19	2,740	310,200	
3 Sewer Agency of Southern Marin	5	-	524,393	
4 City of Belvedere	11	1,126	33,652	//Source: Questionnaire - Annexation Financial Analysis
5 City of Sausalito	27	6,115	29,213	
6 City of Mill Valley	65	7,204	483,844	//Net of Amount paid to SASM
7 Tamalpais	27	2,560	110,102	//Addresses "double-counting" for costs re-distributed from SMCS and SASM
8 Richardson Bay Sanitary District	40	4,664	538,561	//Addresses "double-counting" for costs re-distributed from SASM
9 Alto Sanitary District	5	508	24,340	//Addresses "double-counting" for costs re-distributed from SASM
10 Almonte Sanitary District	6	789	49,440	//Net of Amount paid to SASM
11 Homestead Valley Sanitary District	10	1,064	68,250	//Net of Amount paid to SASM
	221	28,903	\$ 2,644,333	

TOTALS

Total Operating Costs

Agency	Miles of Sewer Pipelines	EDU	Total O&M Costs	
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 1,705,738	SD
2 Sanitary District #5	19	2,740	1,731,000	\$ 1,732,000 \$ 2,000,000
3 Sewer Agency of Southern Marin	5	-	2,080,451	04/05 Budget \$ 2,195,696
4 City of Belvedere	11	1,126	422,000	\$ 832,000 \$ 882,000
5 City of Sausalito	27	6,115	373,800	04/05 Budget/Questionnaire
6 City of Mill Valley	65	7,204	693,000	04/05 Budget
7 Tamalpais	27	2,560	441,723	Check \$ 453,731
8 Richardson Bay Sanitary District	40	4,664	1,023,170	03/04 Budget
9 Alto Sanitary District	5	508	34,140	04/05 Budget
10 Almonte Sanitary District	6	789	141,428	04/05 Budget
11 Homestead Valley Sanitary District	10	1,064	82,650	04/05 Budget
	221	28,903	\$ 8,729,100	

Existing Baseline Annual O&M

COST PER EDU

	Agency	EDU	Total O&M Costs	Allocation of SMCSO O&M Costs	Allocation of SMCSO O&M Costs	Allocation of SD5 O&M Costs	Allocation of SD5 O&M Costs	Allocation of SASM O&M Costs	Allocation of SASM Costs	Total Cost	Total Cost per EDU
1	Sausalito-Marín City Sanitary District	2,133	\$ 1,705,738	20.10%	\$ 342,912					\$ 342,912	\$ 161
2	Sanitary District #5	2,740	\$ 1,731,000			70.87%	\$ 1,226,834			1,226,834	\$ 448
3	Sewer Agency of Southern Marin	-	\$ 2,080,451								
4	City of Belvedere	1,126	\$ 422,000			29.13%	\$ 504,166			926,166	\$ 823
5	City of Sausalito	6,115	\$ 373,800	57.63%	\$ 983,080					1,356,880	\$ 222
6	City of Mill Valley	7,204	\$ 693,000					49.73%	1,034,608	1,727,608	\$ 240
7	Tamalpais	2,560	\$ 441,723	22.26%	\$ 379,746			1.33%	27,670	849,139	\$ 332
8	Richardson Bay Sanitary District	4,664	\$ 1,023,170					32.63%	678,851	1,702,021	\$ 365
9	Alto Sanitary District	508	\$ 34,140					3.51%	73,024	107,164	\$ 211
10	Almonte Sanitary District	789	\$ 141,428					5.45%	113,385	254,813	\$ 323
11	Homestead Valley Sanitary District	1,064	\$ 82,650					7.35%	152,913	235,563	\$ 221
		28,903	\$ 8,729,100	100.00%	\$ 1,705,738	100.00%	\$ 1,731,000	100.00%	\$ 2,080,451	\$ 8,729,100	\$ 300

Estimated Baseline Average Annual Capital Cost

	Agency	Miles of Sewer Pipelines	EDU	Cost	
1	Sausalito-Marín City Sanitary District	6	2,133	\$ 650,000	//Average for the next 10 years assuming \$300K/year in outer years
2	Sanitary District #5	19	2,740	573,000	//2004 Budget \$ 427,000
3	Sewer Agency of Southern Marin	5	-	300,000	//2004-2005 Budget 300,000
4	City of Belvedere	11	1,126	205,000	Annexation Budget Analysis
5	City of Sausalito	27	6,115	469,000	FY 04/05 budget
6	City of Mill Valley	65	7,204	530,000	//Proposed for next few years
7	Tamalpais	27	2,560	500,000	//05/06 Budget - \$400K from reserves + \$100K
8	Richardson Bay Sanitary District	40	4,664	464,000	//5-year projection FY04/05 to FY08/09
9	Alto Sanitary District	5	508	125,000	//Rehab program costs in Budget
10	Almonte Sanitary District	6	789	40,000	//FY04/05 Budget 5-Apr
11	Homestead Valley Sanitary District	10	1,064	125,000	//Rehab program costs in FY04/05 budget
		221	28,903	\$ 3,981,000	

COST PER EDU

	Agency	EDU	Total Cost	Allocation of SMCS D Capital Costs	Allocation of SMCS D Capital Costs	Allocation of SD5 Capital Costs	Allocation of SD5 Capital Costs	Allocation of SASM Capital Costs	Allocation of SASM Capital Costs	Total Cost	Cost per EDU
1	Sausalito-Marín City Sanitary District	2,133	\$ 650,000	20.10%	\$ 130,673					\$ 130,673	\$ 61
2	Sanitary District #5	2,740	\$ 573,000			70.87%	\$ 406,110			406,110	\$ 148
3	Sewer Agency of Southern Marin	-	\$ 300,000								
4	City of Belvedere	1,126	\$ 205,000			29.13%	\$ 166,890			371,890	\$ 330
5	City of Sausalito	6,115	\$ 469,000	57.63%	\$ 374,619					843,619	\$ 138
6	City of Mill Valley	7,204	\$ 530,000					49.20%	147,600	677,600	\$ 94
7	Tamalpais	2,560	\$ 100,000	22.26%	\$ 144,708			1.40%	4,200	248,908	\$ 97
8	Richardson Bay Sanitary District	4,664	\$ 464,000					33.50%	100,500	564,500	\$ 121
9	Alto Sanitary District	508	\$ 125,000					3.40%	10,200	135,200	\$ 266
10	Almonte Sanitary District	789	\$ 40,000					5.20%	15,600	55,600	\$ 70
11	Homestead Valley Sanitary District	1,064	\$ 125,000					7.30%	21,900	146,900	\$ 138
		28,903	\$ 3,581,000	100.00%	\$ 650,000	100.00%	\$ 573,000	100.00%	\$ 300,000	\$ 3,581,000	\$ 120

Unallocated Current Basis Cost Summaries

Agency	EDU	Capital Cost	Operating Cost	Total	
Sausalito-Marín City Sanitary District	2,133	\$ 650,000	1,705,738	2,355,738	
Sanitary District #5	2,740	\$ 573,000	1,731,000	2,304,000	\$ 427,000
Sewer Agency of Southern Marin	-	\$ 300,000	2,080,451	2,380,451	
City of Belvedere	1,126	\$ 205,000	422,000	627,000	
City of Sausalito	6,115	\$ 469,000	373,800	842,800	
City of Mill Valley	7,204	\$ 530,000	693,000	1,223,000	
Tamalpais	2,560	\$ 100,000	441,723	541,723	CAPEX Payment to SMCS D assumed in SMCS D Average
Richardson Bay Sanitary District	4,664	\$ 464,000	1,023,170	1,487,170	
Alto Sanitary District	508	\$ 125,000	34,140	159,140	
Almonte Sanitary District	789	\$ 40,000	141,428	181,428	
Homestead Valley Sanitary District	1,064	\$ 125,000	82,650	207,650	
	28,903	\$ 3,981,000	8,729,100	12,710,100	

Summary Existing Baseline Costs

TOTAL COSTS AFTER ALLOCATION

	Agency	Miles of Sewer Pipelines	EDU	O&M	Capital	Total	Cost per EDU
1	Sausalito-Marín City Sanitary District	6	2,133	\$ 342,912	\$ 130,673	\$ 473,585	\$ 222
2	Sanitary District #5	19	2,740	\$ 1,226,834	\$ 406,110	\$ 1,632,944	\$ 596
3	Sewer Agency of Southern Marin	5	-	\$ -	\$ -	\$ -	
4	City of Belvedere	11	1,126	\$ 926,166	\$ 371,890	\$ 1,298,056	\$ 1,153
5	City of Sausalito	27	6,115	\$ 1,356,880	\$ 843,619	\$ 2,200,499	\$ 360
6	City of Mill Valley	65	7,204	\$ 1,727,608	\$ 677,600	\$ 2,405,208	\$ 334
7	Tamalpais	27	2,560	\$ 849,139	\$ 248,908	\$ 1,098,047	\$ 429
8	Richardson Bay Sanitary District	40	4,664	\$ 1,702,021	\$ 564,500	\$ 2,266,521	\$ 486
9	Alto Sanitary District	5	508	\$ 107,164	\$ 135,200	\$ 242,364	\$ 477
10	Almonte Sanitary District	6	789	\$ 254,813	\$ 55,600	\$ 310,413	\$ 393
11	Homestead Valley Sanitary District	10	1,064	\$ 235,563	\$ 146,900	\$ 382,463	\$ 359
		221	28,903	\$ 8,729,100	\$ 3,581,000	\$ 12,310,100	\$ 430

Published Rate (incl tax)	% difference
\$ 175	27%
\$ 439	36%
\$ 700	65%
\$ 175	106%
\$ 297	12%
\$ 301	42%
\$ 433	12%
\$ 305	56%
\$ 310	27%
\$ 280	28%

Please note Cost per EDU is not expected to be equal to rates, as agencies have supplemental sources of revenue (interest income, Property Tax, Payment from Reserves, for example).

Unallocated Current Basis Cost Summaries/Agency Groupings

Agency	Miles of Sewer Pipelines	EDU	O&M	Capital	Total	Cost per EDU
City of Mill Valley	65	7204	\$ 1,727,608	\$ 677,600	\$ 2,405,208	\$ 334
Tamalpais	27	2560	\$ 849,139	\$ 248,908	\$ 1,098,047	\$ 429
Richardson Bay Sanitary District	40	4664	\$ 1,702,021	\$ 564,500	\$ 2,266,521	\$ 486
Alto Sanitary District	5	508	\$ 107,164	\$ 135,200	\$ 242,364	\$ 477
Almonte Sanitary District	6	789	\$ 254,813	\$ 55,600	\$ 310,413	\$ 393
Homestead Valley Sanitary District	10	1064	\$ 235,563	\$ 146,900	\$ 382,463	\$ 359
	153	16789	\$ 4,876,308	\$ 1,828,708	\$ 6,705,017	\$ 399
Sausalito-Marín City Sanitary District	6	2133	\$ 342,912	\$ 130,673	\$ 473,585	\$ 222
City of Sausalito	27	6115	\$ 1,356,880	\$ 843,619	\$ 2,200,499	\$ 360
Tamalpais	27	2560	\$ 849,139	\$ 248,908	\$ 1,098,047	\$ 429
	60	10808	\$ 2,548,931	\$ 1,223,200	\$ 3,772,131	\$ 349

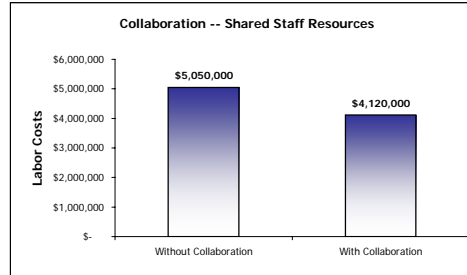
Collaboration Impact on Baseline O&M

a. Consolidation of Staffing Functions through attrition and retirement

Collaboration Savings	20%	Staff reduction from 43 to 34; Reduction in GM positions; Pooled/cross-trained operators; Pooled maintenance activities
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Agency	Miles of Sewer Pipelines	EDU	Total Cost w/o Collaboration	Total Cost w/ Collaboration
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 832,000	\$ 665,600
2 Sanitary District #5	19	2,740	\$ 845,700	\$ 676,560
3 Sewer Agency of Southern Marin	5	-	\$ 1,087,558	\$ 870,046
4 City of Belvedere	11	1,126	\$ 108,508	\$ 86,806
5 City of Sausalito	27	6,115	\$ 280,937	\$ 224,750
6 City of Mill Valley	65	7,204	\$ 194,000	\$ 155,200
7 Tamalpais	27	2,560	\$ 269,189	\$ 215,351
8 Richardson Bay Sanitary District	40	4,664	\$ 439,702	\$ 351,762
9 Alto Sanitary District	5	508	\$ 9,600	\$ 7,680
10 Almonte Sanitary District	6	789	\$ 22,988	\$ 18,390
11 Homestead Valley Sanitary District	10	1,064	\$ 14,400	\$ 11,520
221	221	28,903	\$ 4,104,582	\$ 3,283,666

Without Collaboration \$ 5,050,000 With Collaboration \$ 4,120,000 \$ 930,000



b. Laboratory

Collaboration Lab Cost	\$ 75,000	Achievable through economies of scale 3X volume
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Agency	Miles of Sewer Pipelines	EDU	Total Cost w/o Collaboration	Total Cost w/ Collaboration
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 36,400	\$ 28,919
2 Sanitary District #5	19	2,740	\$ 48,000	\$ 38,136
3 Sewer Agency of Southern Marin	5	-	\$ 10,000	\$ 7,945
4 City of Belvedere	11	1,126	\$ -	\$ -
5 City of Sausalito	27	6,115	\$ -	\$ -
6 City of Mill Valley	65	7,204	\$ -	\$ -
7 Tamalpais	27	2,560	\$ -	\$ -
8 Richardson Bay Sanitary District	40	4,664	\$ -	\$ -
9 Alto Sanitary District	5	508	\$ -	\$ -
10 Almonte Sanitary District	6	789	\$ -	\$ -
11 Homestead Valley Sanitary District	10	1,064	\$ -	\$ -
221	221	28,903	\$ 94,400	\$ 75,000

c. Mechanical, Electrical, Instrumentation

Costs as a % of Total Ops	10%	Estimate based on PB team experience
Savings from Collaboration	10%	Savings from pooled maintenance services; also improved effectiveness

Agency	Miles of Sewer Pipelines	EDU	Total Cost w/o Collaboration	Total Cost w/ Collaboration
1 Sausalito-Marín City Sanitary District	6	2,133	\$ 170,574	\$ 153,516
2 Sanitary District #5	19	2,740	\$ 173,100	\$ 155,790
3 Sewer Agency of Southern Marin	5	-	\$ 208,045	\$ 187,241
4 City of Belvedere	11	1,126	\$ 42,200	\$ 37,980
5 City of Sausalito	27	6,115	\$ 37,380	\$ 33,642
6 City of Mill Valley	65	7,204	\$ 69,300	\$ 62,370
7 Tamalpais	27	2,560	\$ 44,172	\$ 39,755
8 Richardson Bay Sanitary District	40	4,664	\$ 102,317	\$ 92,085
9 Alto Sanitary District	5	508	\$ -	\$ -
10 Almonte Sanitary District	6	789	\$ -	\$ -
11 Homestead Valley Sanitary District	10	1,064	\$ -	\$ -
221	221	28,903	\$ 847,088	\$ 762,379

Collaboration Impact on Baseline O&M

Without
Collaboration With Collaboration

COST PER EDU IMPACTS

Cost of Select Categories w/o Collaboration

Agency	EDU	Total Cost	Allocation of SMCSD Costs	Allocation of SMCSD Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Allocation of SASM O&M Costs	Allocation of SASM Costs	Total Cost	Total Cost per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 1,038,974	20.10%	\$ 208,870					\$ 208,870	\$ 98
2 Sanitary District #5	2,740	\$ 1,066,900			70.87%	\$ 756,087			756,087	276
3 Sewer Agency of Southern Marin	-	\$ 1,305,603								
4 City of Belvedere	1,126	\$ 150,708			29.13%	\$ 310,713			461,421	410
5 City of Sausalito	6,115	\$ 318,317	57.63%	\$ 598,799					917,116	150
6 City of Mill Valley	7,204	\$ 263,300					49.73%	649,276	912,576	127
7 Tamalpais	2,560	\$ 313,361	22.26%	\$ 231,305			1.33%	17,365	562,031	220
8 Richardson Bay Sanitary District	4,664	\$ 542,019					32.63%	426,018	968,037	208
9 Alto Sanitary District	508	\$ 9,600					3.51%	45,827	55,427	109
10 Almonte Sanitary District	789	\$ 22,988					5.45%	71,155	94,143	119
11 Homestead Valley Sanitary District	1,064	\$ 14,400					7.35%	95,962	110,362	104
	28,903	\$ 5,046,070	100.00%	\$ 1,038,974	100.00%	\$ 1,066,800	100.00%	\$ 1,305,603	\$5,046,070	\$ 170

Cost of Select Categories w/ Collaboration

Agency	EDU	Total Cost	Allocation of SMCSD Costs	Allocation of SMCSD Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Allocation of SASM O&M Costs	Allocation of SASM Costs	Total Cost	Total Cost per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 848,036	20.10%	\$ 170,485					\$ 170,485	\$ 80
2 Sanitary District #5	2,740	\$ 870,486			70.87%	\$ 616,950			616,950	225
3 Sewer Agency of Southern Marin	-	\$ 1,065,232								
4 City of Belvedere	1,126	\$ 124,786			29.13%	\$ 253,535			378,322	336
5 City of Sausalito	6,115	\$ 258,392	57.63%	\$ 488,754					747,146	122
6 City of Mill Valley	7,204	\$ 217,570					49.73%	529,740	747,310	104
7 Tamalpais	2,560	\$ 255,106	22.26%	\$ 188,797			1.33%	14,168	458,071	179
8 Richardson Bay Sanitary District	4,664	\$ 443,847					32.63%	347,585	791,432	170
9 Alto Sanitary District	508	\$ 7,680					3.51%	37,390	45,070	89
10 Almonte Sanitary District	789	\$ 18,390					5.45%	58,055	76,446	97
11 Homestead Valley Sanitary District	1,064	\$ 11,520					7.35%	78,295	89,815	84
	28,903	\$ 4,121,045	100.00%	\$ 848,036	100.00%	\$ 870,486	100.00%	\$ 1,065,232	\$4,121,045	\$ 140

Savings
\$ 38,385
\$ 139,136
\$ -
\$ 83,100
\$ 169,970
\$ 165,267
\$ 103,960
\$ 176,605
\$ 10,357
\$ 17,698
\$ 20,547
\$ 925,025

Cost per EDU delta
\$ 18
\$ 51
\$ -
\$ 74
\$ 28
\$ 23
\$ 41
\$ 38
\$ 20
\$ 22
\$ 19

Savings per EDU

Agency	EDU	Savings on Pre Allocation Costs	Allocation of SMCSD Costs	Savings on Allocation of SMCSD Costs	Allocation of SD5 Costs	Savings on Allocation of SD5 Costs	Allocation of SASM O&M Costs	Savings on Allocation of SASM Costs	Total Savings	Total Savings per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 190,938	20.10%	\$ 38,385					\$ 38,385	\$ 18
2 Sanitary District #5	2,740	\$ 196,314			70.87%	\$ 139,136			\$ 139,136	\$ 51
3 Sewer Agency of Southern Marin	-	\$ 240,371							\$ -	
4 City of Belvedere	1,126	\$ 25,922			29.13%	\$ 57,178			\$ 83,100	\$ 74
5 City of Sausalito	6,115	\$ 59,925	57.63%	\$ 110,045					\$ 169,970	\$ 28
6 City of Mill Valley	7,204	\$ 45,730					49.73%	119,537	\$ 165,267	\$ 23
7 Tamalpais	2,560	\$ 58,255	22.26%	\$ 42,508			1.33%	3,197	\$ 103,960	\$ 41
8 Richardson Bay Sanitary District	4,664	\$ 98,172					32.63%	78,433	\$ 176,605	\$ 38
9 Alto Sanitary District	508	\$ 1,920					3.51%	8,437	\$ 10,357	\$ 20
10 Almonte Sanitary District	789	\$ 4,988					5.45%	13,100	\$ 17,698	\$ 22
11 Homestead Valley Sanitary District	1,064	\$ 2,880					7.35%	17,667	\$ 20,547	\$ 19
	28,903	\$ 925,025	100.00%	\$ 190,938	100.00%	\$ 196,314	100.00%	\$ 240,371	\$ 925,025	\$ 30

/Negative numbers likely because incomplete data did not show costs in particular categories.

Collaboration Impact on Baseline Capital Costs

a. Capital Cost

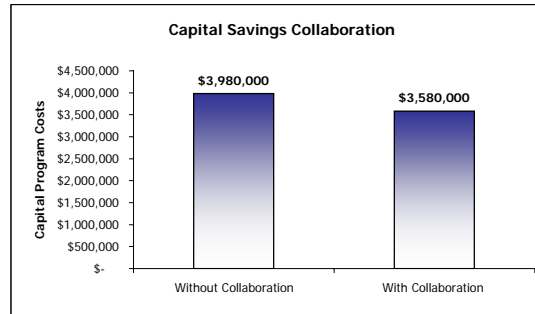
Mike Joyce, Kennedy/Jenks Consultants; Mike Donovan, Whitley
 Burchett & Assoc.; Joe Covello, Covello Group
 Pooled Capital Program Design, Construction,
 Construction Management and Finance services

Collaboration Savings 10%

Assume CAPEX budgets include WWTP and PS upgrades with shorter life cycle

	Agency	Miles of Sewer Pipelines	Estimated Annual	Total Cost w/o Collaboration	Total Cost w/ Collaboration
1	Sausalito-Marín City Sanitary District	6	\$ 650,000	\$ 650,000	\$ 585,000
2	Sanitary District #5	19	\$ 573,000	\$ 573,000	\$ 515,700
3	Sewer Agency of Southern Marin	5	\$ 300,000	\$ 300,000	\$ 270,000
4	City of Belvedere	11	\$ 205,000	\$ 205,000	\$ 184,500
5	City of Sausalito	27	\$ 469,000	\$ 469,000	\$ 422,100
6	City of Mill Valley	65	\$ 530,000	\$ 530,000	\$ 477,000
7	Tamalpais	27	\$ 500,000	\$ 500,000	\$ 450,000
8	Richardson Bay Sanitary District	40	\$ 464,000	\$ 464,000	\$ 417,600
9	Alto Sanitary District	5	\$ 125,000	\$ 125,000	\$ 112,500
10	Almonte Sanitary District	6	\$ 40,000	\$ 40,000	\$ 36,000
11	Homestead Valley Sanitary District	10	\$ 125,000	\$ 125,000	\$ 112,500
		221	\$ 3,981,000	\$ 3,981,000	\$ 3,582,900

Without Collaboration **With Collaboration**
 \$ 3,980,000 \$ 3,580,000 \$ 400,000



Collaboration Impact on Baseline Capital Costs

COST PER IMPACTS

Cost per EDU Impact w/o Collaboration

	Agency	EDU	Total Cost	Allocation of SMCSD Costs	Allocation of SMCSD Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Allocation of SASM Capital Costs	Allocation of SASM Costs	Total Cost	Total Cost per EDU
1	Sausalito-Marín City Sanitary District	2,133	\$ 650,000	20.10%	\$ 130,673					\$ 130,673	\$ 61
2	Sanitary District #5	2,740	573,000			70.87%	\$ 406,110			406,110	\$ 148
3	Sewer Agency of Southern Marin	-	300,000								
4	City of Belvedere	1,126	205,000			29.13%	\$ 166,890			371,890	\$ 330
5	City of Sausalito	6,115	469,000	57.63%	\$ 374,619					843,619	\$ 138
6	City of Mill Valley	7,204	530,000					49.20%	147,600	677,600	\$ 94
7	Tamalpais	2,560	500,000	22.26%	\$ 144,708			1.40%	4,200	648,908	\$ 253
8	Richardson Bay Sanitary District	4,664	464,000					33.50%	100,500	564,500	\$ 121
9	Alto Sanitary District	508	125,000					3.40%	10,200	135,200	\$ 266
10	Almonte Sanitary District	789	40,000					5.20%	15,600	55,600	\$ 70
11	Homestead Valley Sanitary District	1,064	125,000					7.30%	21,900	146,900	\$ 138
		28,903	\$ 3,981,000	100.00%	\$ 650,000	100.00%	\$ 573,000	100.00%	\$ 300,000	\$ 3,981,000	\$ 140

Cost per EDU Impact w/ Collaboration

	Agency	EDU	Total Cost	Allocation of SMCSD Costs	Allocation of SMCSD Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Allocation of SASM Capital Costs	Allocation of SASM Costs	Total Cost	Total Cost per EDU	Savings	Cost per EDU delta
1	Sausalito-Marín City Sanitary District	2,133	\$ 585,000	20.10%	\$ 117,605					\$ 117,605	\$ 55	\$ 13,067	\$ 6
2	Sanitary District #5	2,740	515,700			70.87%	\$ 365,499			365,499	\$ 133	\$ 40,611	\$ 15
3	Sewer Agency of Southern Marin	-	270,000									\$ -	\$ -
4	City of Belvedere	1,126	184,500			29.13%	\$ 150,201			334,701	\$ 297	\$ 37,189	\$ 33
5	City of Sausalito	6,115	422,100	57.63%	\$ 337,157					759,257	\$ 124	\$ 84,362	\$ 14
6	City of Mill Valley	7,204	477,000					49.20%	132,840	609,840	\$ 85	\$ 67,760	\$ 9
7	Tamalpais	2,560	450,000	22.26%	\$ 130,238			1.40%	3,780	584,018	\$ 228	\$ 64,891	\$ 25
8	Richardson Bay Sanitary District	4,664	417,600					33.50%	90,450	508,050	\$ 109	\$ 56,450	\$ 12
9	Alto Sanitary District	508	112,500					3.40%	9,180	121,680	\$ 240	\$ 13,520	\$ 27
10	Almonte Sanitary District	789	36,000					5.20%	14,040	50,040	\$ 63	\$ 5,560	\$ 7
11	Homestead Valley Sanitary District	1,064	112,500					7.30%	19,710	132,210	\$ 124	\$ 14,690	\$ 14
		28,903	\$ 3,582,900	100.00%	\$ 585,000	100.00%	\$ 515,700	100.00%	\$ 270,000	\$ 3,582,900	\$ 120	\$ 398,100	

SAVINGS PER EDU IMPACTS

	Agency	EDU	Savings on Pre Allocation Costs	Allocation of SMCSD Costs	Savings on Allocation of SMCSD Costs	Allocation of SD5 Costs	Savings on Allocation of SD5 Costs	Allocation of SASM O&M Costs	Savings on Allocation of SASM Costs	Total Savings	Total Savings per EDU
1	Sausalito-Marín City Sanitary District	2,133	\$ 65,000	20.10%	\$ 13,067					\$ 13,067	\$ 6
2	Sanitary District #5	2,740	\$ 57,300			70.87%	\$ 40,611			\$ 40,611	\$ 15
3	Sewer Agency of Southern Marin	-	\$ 30,000							\$ -	
4	City of Belvedere	1,126	\$ 20,500			29.13%	\$ 16,689			\$ 37,189	\$ 33
5	City of Sausalito	6,115	\$ 46,900	57.63%	\$ 37,462					\$ 84,362	\$ 14
6	City of Mill Valley	7,204	\$ 53,000					49.20%	14,760	\$ 67,760	\$ 9
7	Tamalpais	2,560	\$ 50,000	22.26%	\$ 14,471			1.40%	420	\$ 64,891	\$ 25
8	Richardson Bay Sanitary District	4,664	\$ 46,400					33.50%	10,050	\$ 56,450	\$ 12
9	Alto Sanitary District	508	\$ 12,500					3.40%	1,020	\$ 13,520	\$ 27
10	Almonte Sanitary District	789	\$ 4,000					5.20%	1,560	\$ 5,560	\$ 7
11	Homestead Valley Sanitary District	1,064	\$ 12,500					7.30%	2,190	\$ 14,690	\$ 14
		28,903	\$ 398,100	100.00%	\$ 65,000	100.00%	\$ 57,300	100.00%	\$ 30,000	\$ 398,100	\$ 10

Incremental SSO/SSMP Costs

a. SSMP Plans

Miles of Sewer	Agency Classification	Cost	
10 or fewer	Small	\$ 20,000	PB Team experience ; includes incident response/reporting protocols and SSMP document
11 to 25	Medium	\$ 50,000	PB Team experience ; includes incident response/reporting protocols and SSMP document
greater than 25	Large	\$ 75,000	PB Team experience ; includes incident response/reporting protocols and SSMP document

Agency	Miles of Sewer Pipelines	Category	Cost
1 Sausalito-Marín City Sanitary District	6	Small	\$ 20,000
2 Sanitary District #5	19	Medium	50,000
3 Sewer Agency of Southern Marin	5	Small	20,000
4 City of Belvedere	11	Medium	50,000
5 City of Sausalito	27	Large	75,000
6 City of Mill Valley	65	Large	75,000
7 Tamalpais	27	Large	75,000
8 Richardson Bay Sanitary District	40	Large	75,000
9 Alto Sanitary District	5	Small	20,000
10 Almonte Sanitary District	6	Small	20,000
11 Homestead Valley Sanitary District	10	Small	20,000
221			\$ 500,000

b. Incremental increased O&M

Cleaning Cost per foot	\$ 1.35	Agency Data -- Low end
TV Cost per foot	\$ 1.35	
Percent of Lines Cleaned	20%	Benchmarking Comparisons, High end

Agency	Miles of Sewer Pipelines	Sewer Pipelines (ft)	Cost
1 Sausalito-Marín City Sanitary District	6	31,680	17,107
2 Sanitary District #5	19	100,320	54,173
3 Sewer Agency of Southern Marin	5	26,400	14,256
4 City of Belvedere	11	58,080	31,363
5 City of Sausalito	27	142,560	76,982
6 City of Mill Valley	65	343,200	185,328
7 Tamalpais	27	142,560	76,982
8 Richardson Bay Sanitary District	40	211,200	114,048
9 Alto Sanitary District	5	26,400	14,256
10 Almonte Sanitary District	6	31,680	17,107
11 Homestead Valley Sanitary District	10	52,800	28,512
221	1,166,880	\$ 630,115	

already doing 3 year cycle

c. Capital Sewer Replacement

Cost per foot	\$ 200	PB team experience, includes manholes and pump station upgrades
Annual Replacement	0.75-1.67%	60 year to 125 year replacement based on age, current investment

Agency	Miles of Sewer Pipelines	Sewer Pipelines (ft)	Cost w/o Collaboration	
1 Sausalito-Marín City Sanitary District	6	31,680	\$ 47,520	125 year - younger system, historic and ongoing investment
2 Sanitary District #5	19	100,320	\$ 200,640	100 year - significant historic and ongoing investment
3 Sewer Agency of Southern Marin	5	26,400	\$ 52,800	100 year -- variable age -- historic and ongoing investment
4 City of Belvedere	11	58,080	\$ 116,160	100 year - significant historic ongoing and investment
5 City of Sausalito	27	142,560	\$ 213,840	125 year - older system but significant historic ongoing investment
6 City of Mill Valley	65	343,200	\$ 686,400	100 year - older system -- backlog of deteriorated pipe
7 Tamalpais	27	142,560	\$ 476,150	60 year - older system - backlog of deteriorated pipe
8 Richardson Bay Sanitary District	40	211,200	\$ 316,800	125 years -- younger system, historic and on-going investment
9 Alto Sanitary District	5	26,400	\$ -	0% - Already replacing at 2% per year
10 Almonte Sanitary District	6	31,680	\$ 47,520	125 year -- historic and on-going investment
11 Homestead Valley Sanitary District	10	52,800	\$ -	0% - Already replacing at 2% per year
221	1,166,880	\$ 2,157,830		

Incremental SSO/SSMP Costs

TOTALS

	Agency	Miles of Sewer Pipelines	a. SSMP Plans	b. Incremental O&M	c. Incremental Capital	Total
1	Sausalito-Marín City Sanitary District	6	\$ 20,000	\$ 17,107	\$ 47,520	\$ 84,627
2	Sanitary District #5	19	50,000	54,173	200,640	304,813
3	Sewer Agency of Southern Marin	5	20,000	14,256	52,800	87,056
4	City of Belvedere	11	50,000	31,363	116,160	197,523
5	City of Sausalito	27	75,000	76,982	213,840	365,822
6	City of Mill Valley	65	75,000	185,328	686,400	946,728
7	Tamalpais	27	75,000	76,982	476,150	628,133
8	Richardson Bay Sanitary District	40	75,000	114,048	316,800	505,848
9	Alto Sanitary District	5	20,000	14,256	-	34,256
10	Almonte Sanitary District	6	20,000	17,107	47,520	84,627
11	Homestead Valley Sanitary District	10	20,000	28,512	-	48,512
		221	\$ 500,000	\$ 630,115	\$ 2,157,830	\$ 3,287,946

COST PER EDU IMPACTS

	Agency	EDU	Total Incremental Cost	Allocation of SMCD Costs	Allocation of SMCD Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Allocation of SASM Capital Costs	Allocation of SASM Costs	Total Cost	Total Incremental Cost per EDU
1	Sausalito-Marín City Sanitary District	2,133	\$ 84,627	20.10%	\$ 17,013					\$ 17,013	\$ 8
2	Sanitary District #5	2,740	304,813			70.87%	\$ 216,034			216,034	\$ 79
3	Sewer Agency of Southern Marin		87,056								
4	City of Belvedere	1,126	197,523			29.13%	\$ 88,779			286,302	\$ 254
5	City of Sausalito	6,115	365,822	57.63%	\$ 48,774					414,596	\$ 68
6	City of Mill Valley	7,204	946,728					49.47%	43,062	989,790	\$ 137
7	Tamalpais	2,560	628,133	22.26%	\$ 18,840			1.37%	1,188	648,162	\$ 253
8	Richardson Bay Sanitary District	4,664	505,848					33.07%	28,785	534,633	\$ 115
9	Alto Sanitary District	508	34,256					3.46%	3,008	37,264	\$ 73
10	Almonte Sanitary District	789	84,627					5.33%	4,636	89,263	\$ 113
11	Homestead Valley Sanitary District	1,064	48,512					7.33%	6,377	54,889	\$ 52
		28,903	\$ 3,287,946	100.00%	\$ 84,627	100.00%	\$ 304,813	100.00%	\$ 87,056	\$ 3,287,946	\$ 110

Incremental SSO/SSMP Costs and Collaboration Impacts

a. SSMP Plans

Miles of Sewer	Agency Classification	Cost
10 or fewer	Small	\$ 20,000
11 to 25	Medium	\$ 50,000
greater than 25	Large	\$ 75,000

Collaboration Savings 20%

Agency	Miles of Sewer Pipelines	Category	Cost w/o Collaboration	Cost w/ Collaboration
1 Sausalito-Marín City Sanitary District	6	Small	\$ 20,000	\$ 16,000
2 Sanitary District #5	19	Medium	50,000	40,000
3 Sewer Agency of Southern Marin	5	Small	20,000	16,000
4 City of Belvedere	11	Medium	50,000	40,000
5 City of Sausalito	27	Large	75,000	60,000
6 City of Mill Valley	65	Large	75,000	60,000
7 Tamalpais	27	Large	75,000	60,000
8 Richardson Bay Sanitary District	40	Large	75,000	60,000
9 Alto Sanitary District	5	Small	20,000	16,000
10 Almonte Sanitary District	6	Small	20,000	16,000
11 Homestead Valley Sanitary District	10	Small	20,000	16,000
	221		\$ 500,000	\$ 400,000

b. Incremental increased O&M for Sewer Cleaning and Inspection

Cleaning Cost per foot	\$ 1.10	Low End of Southern Marin Agency Costs
TV Cost per foot	\$ 1.35	Low End of Southern Marin Agency Costs
Percent of Lines Cleaned	20%	5-year Cleaning/Inspection Cycle
Collaboration Savings	33%	Higher end of Benchmark costs

Agency	Miles of Sewer Pipelines	Sewer Pipelines (ft)	Combined Cost w/o Collaboration	Combined Cost w/ Collaboration
1 Sausalito-Marín City Sanitary District	6	31,680	\$ 15,523	\$ 10,401
2 Sanitary District #5	19	100,320	49,157	32,935
3 Sewer Agency of Southern Marin	5	26,400	12,936	8,667
4 City of Belvedere	11	58,080	28,459	19,068
5 City of Sausalito	27	142,560	69,854	46,802
6 City of Mill Valley	65	343,200	168,168	112,673
7 Tamalpais	27	142,560	69,854	46,802
8 Richardson Bay Sanitary District	40	211,200	103,488	69,337
9 Alto Sanitary District	5	26,400	12,936	8,667
10 Almonte Sanitary District	6	31,680	15,523	10,401
11 Homestead Valley Sanitary District	10	52,800	25,872	17,334
	221	1,166,880	\$ 571,771	\$ 383,087

c. Capital Sewer Replacement

Cost per foot	\$ 200	PB Team experience, includes manholes and other appurtenances; Agency quoted range \$100 - 200/foot
Annual Replacement	0.75 to 1.67%	Mike Joyce, Kennedy/Jenks Consultants; Mike Donovan, Whitley Burchett & Assoc.;
Collaboration Savings	10%	Joe Covello, Covello Group

Agency	Miles of Sewer Pipelines	Sewer Pipelines (ft)	Cost w/o Collaboration	Cost w/ Collaboration	
1 Sausalito-Marín City Sanitary District	6	31,680	\$ 47,520	\$ 42,768	125 year - younger system, historic and ongoing investment
2 Sanitary District #5	19	100,320	200,640	180,576	100 year - significant historic and ongoing investment
3 Sewer Agency of Southern Marin	5	26,400	52,800	47,520	100 year -- variable age -- historic and ongoing investment
4 City of Belvedere	11	58,080	116,160	104,544	100 year - significant historic ongoing and investment
5 City of Sausalito	27	142,560	213,840	192,456	125 year - older system but significant historic ongoing investment
6 City of Mill Valley	65	343,200	686,400	617,760	100 year - older system with deteriorated pipe but incremental over current spending
7 Tamalpais	27	142,560	476,150	428,535	60 year - older system - backlog of deteriorated pipe
8 Richardson Bay Sanitary District	40	211,200	316,800	285,120	125 years -- younger system, historic and on-going investment
9 Alto Sanitary District	5	26,400	-	-	0% - Already replacing at 2% per year
10 Almonte Sanitary District	6	31,680	47,520	42,768	125 year -- historic and on-going investment
11 Homestead Valley Sanitary District	10	52,800	-	-	0% - Already replacing at 2% per year
	221	1,166,880	\$ 2,157,830	\$ 1,942,047	

Incremental SSO/SSMP Costs and Collaboration Impacts

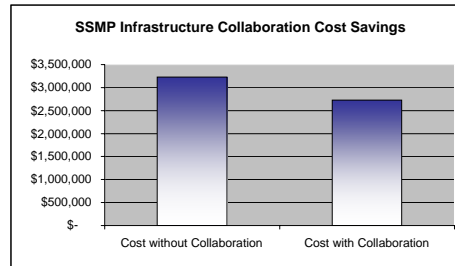
TOTALS

Total Costs w/o Collaboration

Agency	Miles of Sewer Pipelines	a. SSMP Plans	b. Incremental O&M	c. Incremental Capital	Total
1 Sausalito-Marín City Sanitary District	6	\$ 20,000	\$ 15,523	\$ 47,520	\$ 83,043
2 Sanitary District #5	19	50,000	49,157	200,640	299,797
3 Sewer Agency of Southern Marin	5	20,000	12,936	52,800	85,736
4 City of Belvedere	11	50,000	26,459	116,160	194,619
5 City of Sausalito	27	75,000	69,854	213,840	358,694
6 City of Mill Valley	65	75,000	168,168	686,400	929,568
7 Tamalpais	27	75,000	69,854	476,150	621,005
8 Richardson Bay Sanitary District	40	75,000	103,488	316,800	495,288
9 Alto Sanitary District	5	20,000	12,936	-	32,936
10 Almonte Sanitary District	6	20,000	15,523	47,520	83,043
11 Homestead Valley Sanitary District	10	20,000	25,872	-	45,872
TOTAL	221	\$ 500,000	\$ 571,771	\$ 2,157,830	\$ 3,229,602

Total Costs w/ Collaboration

Agency	Miles of Sewer Pipelines	a. SSMP Plans	b. Incremental O&M	c. Incremental Capital	Total
1 Sausalito-Marín City Sanitary District	6	\$ 16,000	\$ 10,401	\$ 42,768	\$ 69,169
2 Sanitary District #5	19	40,000	32,935	180,576	253,511
3 Sewer Agency of Southern Marin	5	16,000	8,667	47,520	72,187
4 City of Belvedere	11	40,000	19,068	104,544	163,612
5 City of Sausalito	27	60,000	46,802	192,456	299,258
6 City of Mill Valley	65	60,000	112,673	617,760	790,433
7 Tamalpais	27	60,000	46,802	428,535	535,338
8 Richardson Bay Sanitary District	40	60,000	69,337	285,120	414,457
9 Alto Sanitary District	5	16,000	8,667	-	24,667
10 Almonte Sanitary District	6	16,000	10,401	42,768	69,169
11 Homestead Valley Sanitary District	10	16,000	17,334	-	33,334
TOTAL	221	\$ 400,000	\$ 383,087	\$ 1,942,047	\$ 2,725,134



Cost without Collaboration Cost with Collaboration Savings 15%

\$ 3,230,000 \$ 2,730,000 \$ 500,000

Incremental SSO/SSMP Costs and Collaboration Impacts

COST PER EDU IMPACTS

Cost per EDU w/o Collaboration

Agency	EDU	Total Incremental Cost	Allocation of SMCSO Costs	Allocation of SMCSO Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Allocation of SASM Capital Costs	Allocation of SASM Costs	Total Cost	Total Incremental Cost per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 83,043	20.10%	\$ 16,695					\$ 16,695	\$ 8
2 Sanitary District #5	2,740	299,797			70.87%	\$ 212,479			212,479	78
3 Sewer Agency of Southern Marin	-	85,736								
4 City of Belvedere	1,126	194,619			29.13%	\$ 87,318			281,937	\$ 250
5 City of Sausalito	6,115	358,694	57.63%	\$ 47,861					406,555	\$ 66
6 City of Mill Valley	7,204	929,568					49.47%	42,409	971,977	\$ 135
7 Tamalpais	2,560	621,005	22.26%	\$ 18,488			1.37%	1,170	640,663	\$ 250
8 Richardson Bay Sanitary District	4,664	495,288					33.07%	28,349	523,637	\$ 112
9 Alto Sanitary District	508	32,936					3.46%	2,962	35,898	\$ 71
10 Almonte Sanitary District	789	83,043					5.33%	4,565	87,609	\$ 111
11 Homestead Valley Sanitary District	1,064	45,872					7.33%	6,280	52,152	\$ 49
	28,903	\$ 3,229,602	100.00%	\$ 83,043	100.00%	\$ 299,797	100.00%	\$ 85,736	\$ 3,229,602	\$ 110

Cost per EDU w/ Collaboration

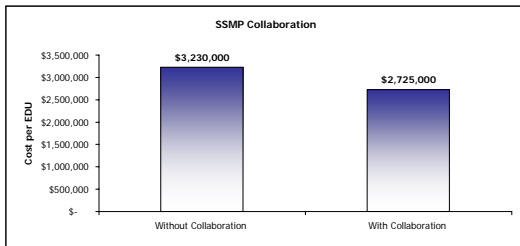
Agency	EDU	Total Cost	Allocation of SMCSO Costs	Allocation of SMCSO Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Allocation of SASM Capital Costs	Allocation of SASM Costs	Total Cost	Total Incremental Cost per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 69,169	20.10%	\$ 13,905					\$ 13,905	\$ 7
2 Sanitary District #5	2,740	253,511			70.87%	\$ 179,674			179,674	\$ 66
3 Sewer Agency of Southern Marin	-	72,187								
4 City of Belvedere	1,126	163,612			29.13%	\$ 73,837			237,449	\$ 211
5 City of Sausalito	6,115	299,258	57.63%	\$ 39,864					339,123	\$ 55
6 City of Mill Valley	7,204	790,433					49.47%	35,707	826,140	\$ 115
7 Tamalpais	2,560	535,338	22.26%	\$ 15,399			1.37%	985	551,722	\$ 216
8 Richardson Bay Sanitary District	4,664	414,457					33.07%	23,869	438,326	\$ 94
9 Alto Sanitary District	508	24,667					3.46%	2,494	27,161	\$ 53
10 Almonte Sanitary District	789	69,169					5.33%	3,844	73,013	\$ 93
11 Homestead Valley Sanitary District	1,064	33,334					7.33%	5,288	38,622	\$ 36
	28,903	\$ 2,725,134	100.00%	\$ 69,169	100.00%	\$ 253,511	100.00%	\$ 72,187	\$ 2,725,134	\$ 90

Savings
\$ 2,789
\$ 32,805
\$ -
\$ 44,489
\$ 67,432
\$ 145,837
\$ 88,941
\$ 85,311
\$ 8,737
\$ 14,596
\$ 13,530
\$ 504,468

Cost per EDU delta
\$ 1
\$ 12
\$ -
\$ 40
\$ 11
\$ 20
\$ 35
\$ 18
\$ 17
\$ 18
\$ 13
\$ 20

SAVINGS PER EDU IMPACTS

Agency	EDU	Savings on Pre-Allocation Costs	Allocation of SMCSO Costs	Savings on SMCSO Costs	Allocation of SD5 Costs	Savings on Allocation of SD5 Costs	Allocation of SASM O&M Costs	Savings on Allocation of SASM Costs	Total Savings	Total Savings per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 13,875	20.10%	\$ 2,789					\$ 2,789	\$ 1
2 Sanitary District #5	2,740	\$ 46,286			70.87%	\$ 32,805			\$ 32,805	\$ 12
3 Sewer Agency of Southern Marin	-	\$ 13,549							\$ -	
4 City of Belvedere	1,126	\$ 31,008			29.13%	\$ 13,481			\$ 44,489	\$ 40
5 City of Sausalito	6,115	\$ 59,436	57.63%	\$ 7,996					\$ 67,432	\$ 11
6 City of Mill Valley	7,204	\$ 139,125					49.47%	6,702	\$ 145,837	\$ 20
7 Tamalpais	2,560	\$ 85,667	22.26%	\$ 3,089			1.37%	185	\$ 88,941	\$ 35
8 Richardson Bay Sanitary District	4,664	\$ 80,831					33.07%	4,480	\$ 85,311	\$ 18
9 Alto Sanitary District	508	\$ 8,269					3.46%	468	\$ 8,737	\$ 17
10 Almonte Sanitary District	789	\$ 13,875					5.33%	721	\$ 14,596	\$ 18
11 Homestead Valley Sanitary District	1,064	\$ 12,538					7.33%	992	\$ 13,530	\$ 13
	28,903	\$ 504,468	100.00%	\$ 13,875	100.00%	\$ 46,286	100.00%	\$ 13,549	\$ 504,468	\$ 20



Functional Collaboration Analysis Summary

SUMMARY COST PER EDU IMPACTS

Cost per EDU Impact w/o Collaboration

Agency	EDU	Total Baseline O&M Costs	Total Baseline Capital Costs	Incremental SSO/SSMP Costs	Combined Pre-Allocation Costs	Total Allocated Baseline O&M Costs	Total Allocated Baseline Capital Costs	Incremental Allocated SSO/SSMP Costs	Combined Post-Allocation Costs	Cost per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 1,705,738	650,000	\$ 83,043	\$ 2,438,781	\$ 342,912	\$ 130,673	\$ 16,695	\$ 490,279	\$ 230
2 Sanitary District #5	2,740	\$ 1,731,000	573,000	\$ 299,797	\$ 2,603,797	\$ 1,226,834	\$ 406,110	\$ 212,479	\$ 1,845,422	\$ 674
3 Sewer Agency of Southern Marin	-	\$ 2,080,451	300,000	\$ 85,736	\$ 2,466,187	-	-	-	-	-
4 City of Belvedere	1,126	\$ 422,000	205,000	\$ 194,619	\$ 821,619	\$ 926,166	\$ 371,890	\$ 281,937	\$ 1,579,994	\$ 1,403
5 City of Sausalito	6,115	\$ 373,800	469,000	\$ 358,694	\$ 1,201,494	\$ 1,356,880	\$ 843,619	\$ 406,555	\$ 2,607,054	\$ 426
6 City of Mill Valley	7,204	\$ 693,000	530,000	\$ 929,568	\$ 2,152,568	\$ 1,727,608	\$ 677,600	\$ 971,977	\$ 3,377,186	\$ 469
7 Tamalpais	2,560	\$ 441,723	100,000	\$ 621,005	\$ 1,162,728	\$ 849,139	\$ 248,908	\$ 640,663	\$ 1,738,710	\$ 679
8 Richardson Bay Sanitary District	4,664	\$ 1,023,170	464,000	\$ 495,288	\$ 1,982,458	\$ 1,702,021	\$ 564,500	\$ 523,637	\$ 2,790,158	\$ 598
9 Alto Sanitary District	508	\$ 34,140	125,000	\$ 32,936	\$ 192,076	\$ 107,164	\$ 135,200	\$ 35,898	\$ 278,262	\$ 548
10 Almonte Sanitary District	789	\$ 141,428	40,000	\$ 83,043	\$ 264,471	\$ 254,813	\$ 55,600	\$ 87,609	\$ 398,021	\$ 504
11 Homestead Valley Sanitary District	1,064	\$ 82,650	125,000	\$ 45,872	\$ 253,522	\$ 235,563	\$ 146,900	\$ 52,152	\$ 434,615	\$ 408
	28,903	\$ 8,729,100	\$ 3,581,000	\$ 3,229,602	\$ 15,539,702	\$ 8,729,100	\$ 3,581,000	\$ 3,229,602	\$ 15,539,702	\$ 538

Cost per EDU Impact w/ Collaboration

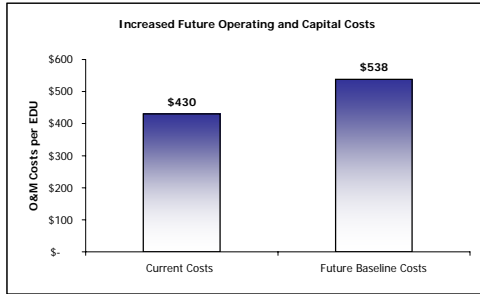
Agency	EDU	Total Baseline O&M Costs	Total Baseline Capital Costs	Incremental SSO/SSMP Costs	Combined Pre-Allocation Costs	Total Allocated Baseline O&M Costs	Total Allocated Baseline Capital Costs	Incremental Allocated SSO/SSMP Costs	Combined Post-Allocation Costs	Cost per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 1,514,800	585,000	\$ 69,169	\$ 2,168,969	\$ 304,527	\$ 117,605	\$ 13,905	\$ 436,038	\$ 204
2 Sanitary District #5	2,740	\$ 1,534,686	515,700	\$ 253,511	\$ 2,303,897	\$ 1,087,697	\$ 365,499	\$ 179,674	\$ 1,632,870	\$ 596
3 Sewer Agency of Southern Marin	-	\$ 1,840,080	270,000	\$ 72,187	\$ 2,162,267	-	-	-	-	-
4 City of Belvedere	1,126	\$ 396,078	184,500	\$ 163,512	\$ 744,190	\$ 843,066	\$ 334,701	\$ 237,449	\$ 1,415,216	\$ 1,257
5 City of Sausalito	6,115	\$ 313,875	422,100	\$ 299,258	\$ 1,035,233	\$ 1,186,910	\$ 759,257	\$ 339,123	\$ 2,285,290	\$ 374
6 City of Mill Valley	7,204	\$ 647,270	477,000	\$ 790,433	\$ 1,914,703	\$ 1,562,342	\$ 609,840	\$ 826,140	\$ 2,998,322	\$ 416
7 Tamalpais	2,560	\$ 383,468	50,000	\$ 535,338	\$ 968,806	\$ 745,179	\$ 184,018	\$ 551,722	\$ 1,480,918	\$ 578
8 Richardson Bay Sanitary District	4,664	\$ 924,998	417,600	\$ 414,457	\$ 1,757,055	\$ 1,525,416	\$ 508,050	\$ 438,326	\$ 2,471,792	\$ 530
9 Alto Sanitary District	508	\$ 32,220	112,500	\$ 24,667	\$ 169,387	\$ 96,807	\$ 121,680	\$ 27,161	\$ 245,648	\$ 484
10 Almonte Sanitary District	789	\$ 136,830	36,000	\$ 69,169	\$ 241,999	\$ 237,115	\$ 50,040	\$ 73,013	\$ 360,167	\$ 456
11 Homestead Valley Sanitary District	1,064	\$ 79,770	112,500	\$ 33,334	\$ 225,604	\$ 215,016	\$ 132,210	\$ 38,622	\$ 385,848	\$ 363
	28,903	\$ 7,804,075	\$ 3,182,900	\$ 2,725,134	\$ 13,712,109	\$ 7,804,075	\$ 3,182,900	\$ 2,725,134	\$ 13,712,109	\$ 474

Savings per EDU

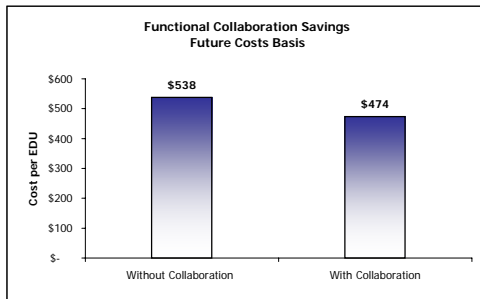
Agency	EDU	Savings on Baseline O&M Costs	Savings on Baseline Capital Costs	Savings on Incremental SSO/SSMP Costs	Total Savings	Post-Allocation Baseline O&M Costs	Savings on Post-Allocation Baseline Capital Costs	Post-Allocation Incremental SSO/SSMP Costs	Total Savings	Total Savings per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 190,938	\$ 65,000	\$ 13,875	\$ 269,813	\$ 38,385	\$ 13,067	\$ 2,789	\$ 54,242	\$ 25
2 Sanitary District #5	2,740	\$ 196,314	\$ 57,300	\$ 46,286	\$ 299,900	\$ 139,136	\$ 40,611	\$ 32,805	\$ 212,552	\$ 78
3 Sewer Agency of Southern Marin	-	\$ 240,371	\$ 30,000	\$ 13,549	\$ 283,920	-	-	-	-	-
4 City of Belvedere	1,126	\$ 25,922	\$ 20,500	\$ 31,008	\$ 77,429	\$ 83,100	\$ 37,189	\$ 44,489	\$ 164,777	\$ 146
5 City of Sausalito	6,115	\$ 59,925	\$ 46,900	\$ 59,436	\$ 166,261	\$ 169,970	\$ 84,362	\$ 67,432	\$ 321,764	\$ 53
6 City of Mill Valley	7,204	\$ 45,730	\$ 53,000	\$ 139,135	\$ 237,865	\$ 165,267	\$ 67,760	\$ 145,837	\$ 378,864	\$ 53
7 Tamalpais	2,560	\$ 58,255	\$ 50,000	\$ 85,867	\$ 193,922	\$ 103,960	\$ 64,891	\$ 88,941	\$ 257,792	\$ 101
8 Richardson Bay Sanitary District	4,664	\$ 98,172	\$ 46,400	\$ 80,831	\$ 225,403	\$ 176,605	\$ 56,450	\$ 85,311	\$ 318,366	\$ 68
9 Alto Sanitary District	508	\$ 1,920	\$ 12,500	\$ 8,269	\$ 22,689	\$ 10,357	\$ 13,520	\$ 8,737	\$ 32,614	\$ 64
10 Almonte Sanitary District	789	\$ 4,598	\$ 4,000	\$ 13,875	\$ 22,472	\$ 17,698	\$ 5,560	\$ 14,596	\$ 37,854	\$ 48
11 Homestead Valley Sanitary District	1,064	\$ 2,880	\$ 12,500	\$ 12,538	\$ 27,918	\$ 20,547	\$ 14,690	\$ 13,530	\$ 48,767	\$ 46
	28,903	\$ 925,025	\$ 398,100	\$ 504,468	\$ 1,827,593	\$ 925,025	\$ 398,100	\$ 504,468	\$ 1,827,593	\$ 64

\$ 1,827,593

Functional Collaboration Analysis Summary

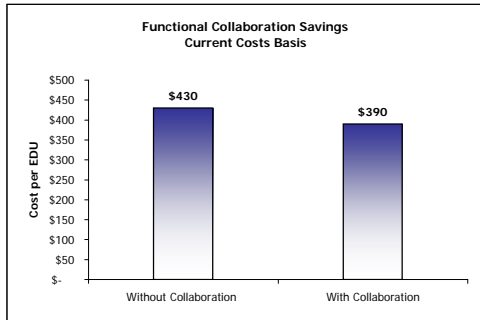


Current Costs	Future Baseline Costs	Increased Baseline Cost
\$ 430	\$ 538	\$ 108



Without Collaboration	With Collaboration	Savings
\$ 538	\$ 474	\$ 64

12%



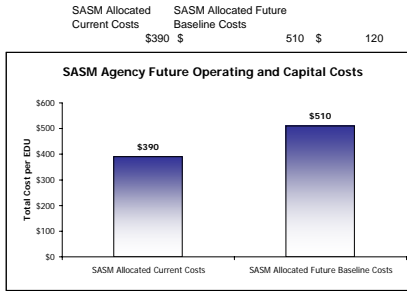
Without Collaboration	With Collaboration	Savings
\$ 430	\$ 390	\$ 40
\$ 12,310,000	\$ 10,987,000	\$ 1,323,000

11%

Political Consolidation 1: SASM

Cost per EDU w/o Political Consolidation

Agency	EDU	Baseline Operating Costs	Baseline Capital Costs	Incremental SSO/SSMP Costs	Combined Pre-Allocation	Combined Post-Allocation	Cost per EDU
1							
2							
3	Sewer Agency of Southern Marin	\$ 2,080,451	\$ 300,000	\$ 85,736	\$ 2,466,187		
4							
5							
6	City of Mill Valley	7,204 \$ 693,000	\$ 530,000	\$ 929,568	\$ 2,152,568	\$ 3,377,186	\$ 469
7	Tamalpais (7.5%)	198 \$ 33,129	\$ 7,500	\$ 46,575	\$ 87,205	\$ 120,245	\$ 608
8	Richardson Bay Sanitary District	4,664 \$ 1,023,170	\$ 464,000	\$ 495,288	\$ 1,982,458	\$ 2,790,158	\$ 598
9	Alto Sanitary District	508 \$ 34,140	\$ 125,000	\$ 32,936	\$ 192,076	\$ 278,262	\$ 548
10	Almonte Sanitary District	789 \$ 141,428	\$ 40,000	\$ 83,043	\$ 264,471	\$ 398,021	\$ 504
11	Homestead Valley Sanitary District	1,064 \$ 82,650	\$ 125,000	\$ 45,872	\$ 253,522	\$ 434,615	\$ 408
		14,427 \$ 4,087,968	\$ 1,591,500	\$ 1,719,019	\$ 7,398,487	\$ 7,398,487	\$ 513
			\$ 5,679,468				



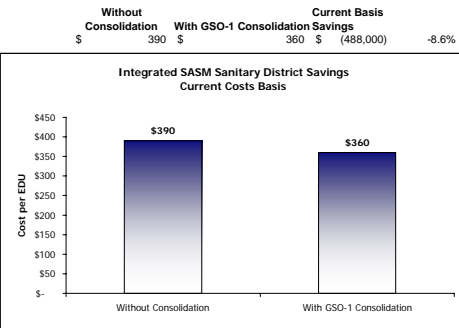
Savings from Political Consolidation

//Assume reduction in "salaries" and benefits 10%

Agency	EDU	Baseline Salaries Cost	Allocation of SASM Costs	Allocation of SASM Costs	Combined Costs	Proportional Single Agency Savings	Net Salaries Costs
1							
2							
3	Sewer Agency of Southern Marin	\$ 1,087,558					
4							
5							
6	City of Mill Valley	7,204 \$ 194,000	49.73%	\$ 540,843	\$ 734,843	\$ (73,484)	\$ 661,358
7	Tamalpais	198 \$ 20,189	1.33%	\$ 14,465	\$ 34,654	\$ (3,465)	\$ 31,188
8	Richardson Bay Sanitary District	4,664 \$ 439,702	32.63%	\$ 354,870	\$ 794,572	\$ (79,457)	\$ 715,115
9	Alto Sanitary District	508 \$ 9,600	3.51%	\$ 38,173	\$ 47,773	\$ (4,777)	\$ 42,996
10	Almonte Sanitary District	789 \$ 22,988	5.45%	\$ 59,272	\$ 82,260	\$ (8,226)	\$ 74,034
11	Homestead Valley Sanitary District	1,064 \$ 14,400	7.35%	\$ 79,936	\$ 94,336	\$ (9,434)	\$ 84,902
		14,427 \$ 1,788,437	100.00%	\$ 1,087,558	\$ 1,788,437	\$ (178,844)	\$ 1,609,593

//Assume Economies of Scale Savings in Other Operating Costs 10%

Agency	EDU	Non-Salaries Operating Costs	Allocation of SASM Costs	Allocation of SASM Costs	Combined Costs	Proportional Economies of Scale Savings	Net Non-Salaries Costs
1							
2							
3	Sewer Agency of Southern Marin	\$ 992,893					
4							
5							
6	City of Mill Valley	7,204 \$ 499,000	49.73%	\$ 493,766	\$ 992,766	\$ (99,277)	\$ 893,489
7	Tamalpais	198 \$ 12,940	1.33%	\$ 13,205	\$ 26,146	\$ (2,615)	\$ 23,531
8	Richardson Bay Sanitary District	4,664 \$ 583,468	32.63%	\$ 323,981	\$ 907,449	\$ (90,745)	\$ 816,704
9	Alto Sanitary District	508 \$ 24,540	3.51%	\$ 34,851	\$ 59,391	\$ (5,939)	\$ 53,451
10	Almonte Sanitary District	789 \$ 118,440	5.45%	\$ 54,113	\$ 172,553	\$ (17,255)	\$ 155,297
11	Homestead Valley Sanitary District	1,064 \$ 68,250	7.35%	\$ 72,978	\$ 141,228	\$ (14,123)	\$ 127,105
		14,427 \$ 2,299,531	100.00%	\$ 992,893	\$ 2,299,531	\$ (229,953)	\$ 2,069,578



//Assume Economies of Scale Savings in Capital Costs 5%

Agency	EDU	Capital Costs	Allocation of SASM Costs	Allocation of SASM Costs	Combined Costs	Proportional Economies of Scale Savings	Net Capital Costs
1							
2							
3	Sewer Agency of Southern Marin	\$ 300,000					
4							
5							
6	City of Mill Valley	7,204 \$ 530,000	49.20%	\$ 147,600	\$ 677,600	\$ (33,880)	\$ 643,720
7	Tamalpais	198 \$ 7,500	1.40%	\$ 4,200	\$ 11,700	\$ (585)	\$ 11,115
8	Richardson Bay Sanitary District	4,664 \$ 464,000	33.50%	\$ 100,500	\$ 564,500	\$ (28,225)	\$ 536,275
9	Alto Sanitary District	508 \$ 125,000	3.40%	\$ 10,200	\$ 135,200	\$ (6,760)	\$ 128,440
10	Almonte Sanitary District	789 \$ 40,000	5.20%	\$ 15,600	\$ 55,600	\$ (2,780)	\$ 52,820
11	Homestead Valley Sanitary District	1,064 \$ 125,000	7.30%	\$ 21,900	\$ 146,900	\$ (7,345)	\$ 139,555
		14,427 \$ 1,591,500	100.00%	\$ 300,000	\$ 1,591,500	\$ (79,575)	\$ 1,511,925

Political Consolidation 1: SASM

//Assume Economies of Scale Savings in SSMP Costs 15%

Agency	EDU	Incremental SSO/SSMP Costs	Allocation of SASM Costs*	Allocation of SASM Costs	Combined Costs	Proportional Economies of Scale Savings	Net SSMP Costs
1							
2							
3 Sewer Agency of Southern Marin		\$ 85,736					
4							
5							
6 City of Mill Valley	7,204	\$ 929,568	49.47%	\$ 42,409	\$ 971,977	\$ (145,797)	\$ 826,181
7 Tamalpais	198	\$ 46,575	1.37%	\$ 1,170	\$ 47,746	\$ (7,162)	\$ 40,584
8 Richardson Bay Sanitary District	4,664	\$ 495,288	33.07%	\$ 28,349	\$ 523,637	\$ (78,545)	\$ 445,091
9 Alto Sanitary District	508	\$ 32,936	3.46%	\$ 2,962	\$ 35,898	\$ (5,385)	\$ 30,513
10 Almonte Sanitary District	789	\$ 83,043	5.33%	\$ 4,565	\$ 87,609	\$ (13,141)	\$ 74,467
11 Homestead Valley Sanitary District	1,064	\$ 45,872	7.33%	\$ 6,280	\$ 52,152	\$ (7,823)	\$ 44,329
	14,427	\$ 1,719,019	100.00%	\$ 85,736	\$ 1,719,019	\$ (257,853)	\$ 1,461,166

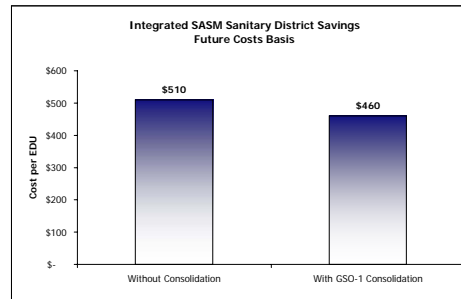
* Use average of capital and O&M splits.

SUMMARY COST PER EDU IMPACTS

Cost per EDU Impact w/ Political Consolidation

Agency	EDU	Total Costs w/o Political Consolidation	Savings from Consolidation	Net Costs	Cost per EDU	Savings per EDU
1						
2						
3 Sewer Agency of Southern Marin						
4						
5						
6 City of Mill Valley	7,204	\$ 3,377,186	\$ (352,437)	\$ 3,024,749	\$ 420	\$ 49
7 Tamalpais	198	\$ 120,245	\$ (13,827)	\$ 106,418	\$ 538	\$ 70
8 Richardson Bay Sanitary District	4,664	\$ 2,790,158	\$ (278,973)	\$ 2,513,185	\$ 539	\$ 59
9 Alto Sanitary District	508	\$ 278,262	\$ (22,861)	\$ 255,401	\$ 503	\$ 45
10 Almonte Sanitary District	789	\$ 398,021	\$ (41,403)	\$ 356,619	\$ 452	\$ 52
11 Homestead Valley Sanitary District	1,064	\$ 434,615	\$ (38,724)	\$ 395,891	\$ 372	\$ 36
	14,427	\$ 7,398,487	\$ (746,225)	\$ 6,652,262	\$ 461	\$ 50

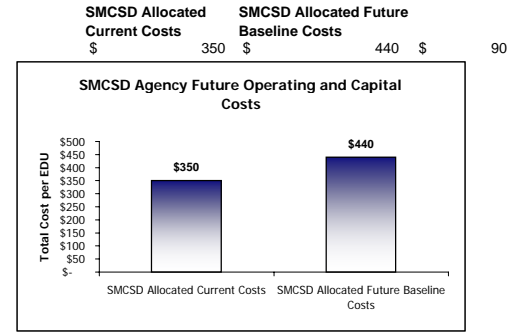
Future Basis Savings	\$	(746,000)	-10%
Without Consolidation	\$	510	
With GSO-1 Consolidation	\$	460	\$ 50



Political Consolidation 2: SMCS

Cost per EDU w/o Political Consolidation

Agency	EDU	Baseline Operating Costs	Baseline Capital Costs	Incremental SSO/SSMP Costs	Combined Pre-Allocation Costs	Post-Allocation Costs	Cost per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 1,705,738	\$ 650,000	\$ 83,043	\$ 2,438,781	\$ 490,279	\$ 230
2							
3							
4							
5 City of Sausalito	6,115	\$ 373,800	\$ 469,000	\$ 358,694	\$ 1,201,494	\$ 2,607,054	\$ 426
6							
7 Tamalpais	2,362	\$ 407,578	\$ 92,270	\$ 573,001	\$ 1,072,849	\$ 1,615,791	\$ 684
8							
9							
10							
11							
	10,610	\$ 2,487,116	\$ 1,211,270	\$ 1,014,739	\$ 4,713,125	\$ 4,713,125	\$ 440
			\$ 3,698,386				



Savings from Political Consolidation

//Assume reduction in "salaries" and benefits 7.5%

Agency	EDU	Baseline Salaries Cost	Allocation of SMCSM Costs	Allocation of SMCSM Costs	Combined Costs	Single Agency Savings	Net Salaries Costs
1 Sausalito-Marín City Sanitary District	2,133	\$ 832,000	20.10%	\$ 167,261	\$ 167,261	\$ (12,545)	\$ 154,716
2							
3							
4							
5 City of Sausalito	6,115	\$ 280,937	57.63%	\$ 479,512	\$ 760,449	\$ (57,034)	\$ 703,416
6							
7 Tamalpais	2,362	\$ 248,381	22.26%	\$ 185,227	\$ 433,607	\$ (32,521)	\$ 401,087
8							
9							
10							
11							
	10,610	\$ 1,361,318	100.00%	\$ 832,000	\$ 1,361,318	\$ (102,099)	\$ 1,259,219

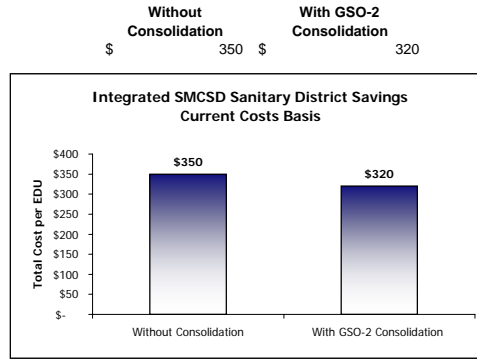
//Assume Economies of Scale Savings in Other Operating Costs 10.0%

Agency	EDU	Non-Salaries Operating Costs	Allocation of SMCSM Costs	Allocation of SMCSM Costs	Combined Costs	Economies of Scale Savings	Net Non-Salaries Costs
1 Sausalito-Marín City Sanitary District	2,133	\$ 873,738	20.10%	\$ 175,652	\$ 175,652	\$ (17,565)	\$ 158,086
2							
3							
4							
5 City of Sausalito	6,115	\$ 92,863	57.63%	\$ 503,568	\$ 596,431	\$ (59,643)	\$ 536,787
6							
7 Tamalpais	2,362	\$ 159,197	22.26%	\$ 194,519	\$ 353,716	\$ (35,372)	\$ 318,345
8							
9							
10							
11							
	10,610	\$ 1,125,798	100.00%	\$ 873,738	\$ 1,125,798	\$ (112,580)	\$ 1,013,219

Political Consolidation 2: SMCSM

//Assume Economies of Scale Savings in Capital Costs 5.0%

Agency	EDU	Capital Costs	Allocation of SMCSM Costs	Allocation of SMCSM Costs	Combined Costs	Economies of Scale Savings	Net Capital Costs
1 Sausalito-Marín City Sanitary District	2,133	\$ 650,000	20.10%	\$ 130,673	\$ 130,673	\$ (6,534)	\$ 124,139
2							
3							
4							
5 City of Sausalito	6,115	\$ 469,000	57.63%	\$ 374,619	\$ 843,619	\$ (42,181)	\$ 801,438
6							
7 Tamalpais	2,362	\$ 92,270	22.26%	\$ 144,708	\$ 236,978	\$ (11,849)	\$ 225,130
8							
9							
10							
11							
	10,610	\$ 1,211,270	100.00%	\$ 650,000	\$ 1,211,270	\$ (60,564)	\$ 1,150,707



Savings (Current Basis) \$ (275,242)

//Assume Economies of Scale Savings in SSMP Costs 10.0%

Agency	EDU	Incremental SSO/SSMP Costs	Allocation of SMCSM Costs	Allocation of SMCSM Costs	Combined Costs	Economies of Scale Savings	Net SSMP Costs
1 Sausalito-Marín City Sanitary District	2,133	\$ 83,043	20.10%	\$ 16,695	\$ 16,695	\$ (1,669)	\$ 15,025
2							
3							
4							
5 City of Sausalito	6,115	\$ 358,694	57.63%	\$ 47,861	\$ 406,555	\$ (40,656)	\$ 365,900
6							
7 Tamalpais	2,362	\$ 573,001	22.26%	\$ 18,488	\$ 591,489	\$ (59,149)	\$ 532,340
8							
9							
10							
11							
	10,610	\$ 1,014,739	22.26%	\$ 83,043	\$ 1,014,739	\$ (101,474)	\$ 913,265

-8.0% \$ (376,716)

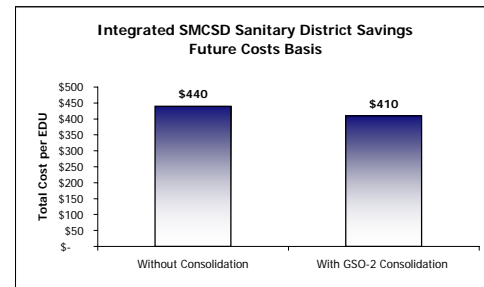
* Use average of capital and O&M splits.

SUMMARY COST PER EDU IMPACTS

Cost per EDU Impact w/ Political Consolidation

Agency	EDU	Total Costs w/o Political Consolidation	Savings from Consolidation	Net Costs	Cost per EDU	Savings per EDU
1 Sausalito-Marín City Sanitary District	2,133	\$ 490,279	\$ (38,313)	\$ 451,967	\$ 212	\$ 18
2						
3						
4						
5 City of Sausalito	6,115	\$ 2,607,054	\$ (199,513)	\$ 2,407,541	\$ 394	\$ 33
6						
7 Tamalpais	2,362	\$ 1,615,791	\$ (138,890)	\$ 1,476,901	\$ 625	\$ 59
8						
9						
10						
11						
	10,610	\$ 4,713,125	\$ (376,716)	\$ 4,336,409	\$ 409	\$ 40

Without Consolidation \$ 440 With GSO-2 Consolidation \$ 410 \$ 30



Political Consolidation 3: SD5 and City of Belvedere

Cost per EDU w/o Political Consolidation

	Agency	EDU	Baseline Operating Costs	Baseline Capital Costs	Incremental SSO/SSMP Costs	Combined	Allocation	Cost per EDU
1								
2	Sanitary District #5	2,740	\$ 1,731,000	\$ 573,000	\$ 299,797	\$ 2,603,797	\$ 1,845,422	\$ 674
3								
4	City of Belvedere	1,126	\$ 422,000	\$ 205,000	\$ 194,619	\$ 821,619	\$ 1,579,994	\$ 1,403
5								
6								
7								
8								
9								
10								
11								
		3,866	\$ 2,153,000	\$ 778,000	\$ 494,416	\$ 3,425,416	\$ 3,425,416	

Savings from Political Consolidation

//Assume reduction in "salaries" and benefits 5%

	Agency	EDU	Baseline Salaries Cost	Allocation of SD5 Costs	Allocation of SD5 Costs	Combined Costs	Single Agency Savings	Net Salaries Costs
1								
2	Sanitary District #5	2,740	\$ 845,700	70.87%	\$ 599,384	\$ 599,384	\$ (29,969)	\$ 569,415
3								
4	City of Belvedere	1,126	\$ 108,508	29.13%	\$ 246,316	\$ 354,824	\$ (17,741)	\$ 337,083
5								
6								
7								
8								
9								
10								
11								
		3,866	\$ 954,208	100.00%	\$ 845,700	\$ 954,208	\$ (47,710)	\$ 906,498

//Assume Economies of Scale Savings in Other Operating Costs 5%

	Agency	EDU	Non-Salaries Operating Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Combined Costs	Economies of Scale Savings	Net Non-Salaries Costs
1								
2	Sanitary District #5	2,740	\$ 885,300	70.87%	\$ 627,450	\$ 627,450	\$ (31,373)	\$ 596,078
3								
4	City of Belvedere	1,126	\$ 313,492	29.13%	\$ 257,850	\$ 571,342	\$ (28,567)	\$ 542,775
5								
6								
7								
8								
9								
10								
11								
		3,866	\$ 1,198,792	100.00%	\$ 885,300	\$ 1,198,792	\$ (59,940)	\$ 1,138,852

Political Consolidation 3: SD5 and City of Belvedere

//Assume Economies of Scale Savings in Capital Costs 5%

	Agency	EDU	Capital Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Combined Costs	Economies of Scale Savings	Net Capital Costs
1								
2	Sanitary District #5	2,740	\$ 573,000	70.87%	\$ 406,110	\$ 406,110	\$ (20,305)	\$ 385,804
3								
4	City of Belvedere	1,126	\$ 205,000	29.13%	\$ 166,890	\$ 371,890	\$ (18,595)	\$ 353,296
5								
6								
7								
8								
9								
10								
11								
		3,866	\$ 778,000	100.00%	\$ 573,000	\$ 778,000	\$ (38,900)	\$ 739,100

//Assume Economies of Scale Savings in SSMP Costs 5%

	Agency	EDU	Incremental SSO/SSMP Costs	Allocation of SD5 Costs	Allocation of SD5 Costs	Combined Costs	Economies of Scale Savings	Net SSMP Costs
1								
2	Sanitary District #5	2,740	\$ 299,797	70.87%	\$ 212,479	\$ 212,479	\$ (10,624)	\$ 201,855
3								
4	City of Belvedere	1,126	\$ 194,619	29.13%	\$ 87,318	\$ 281,937	\$ (14,097)	\$ 267,840
5								
6								
7								
8								
9								
10								
11								
		3,866	\$ 494,416	100.00%	\$ 299,797	\$ 494,416	\$ (24,721)	\$ 469,695

* Use average of capital and O&M splits.

SUMMARY COST PER EDU IMPACTS

Cost per EDU Impact w/ Political Consolidation

	Agency	EDU	Total Costs w/o Political Consolidation	Savings from Consolidation	Net Costs	Cost per EDU	Savings per EDU
1							
2	Sanitary District #5	2,740	\$ 1,845,422	\$ (92,271)	\$ 1,753,151	\$ 640	\$ 34
3							
4	City of Belvedere	1,126	\$ 1,579,994	\$ (79,000)	\$ 1,500,994	\$ 1,333	\$ 70
5							
6							
7							
8							
9							
10							
11							
		3,866	\$ 3,425,416	\$ (171,271)	\$ 3,254,145	\$ 842	\$ 40