

FINAL

MUNICIPAL SERVICE REVIEW

VOLUME II—UTILITY SERVICES

AGENCY APPENDIX

Report to the
Alameda Local Agency Formation Commission

Submitted to:

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P R E F A C E

This appendix supplements the Final Municipal Service Review (MSR) report on utility services for the Alameda Local Agency Formation Commission (LAFCo). The main MSR report is primarily focused on water, wastewater, solid waste, flood control, stormwater, and resource conservation services. This supplemental appendix provides detailed information about the agencies that are providing those services and does not reiterate the findings and conclusions, analyses, and agency comparisons that appear in the main report.

This report has been reviewed by the MSR Working Group, comprised of County, city and special district representatives. Affected agencies were given an opportunity to preview and comment on the Draft MSR. The Draft MSR was issued for a 21-day public review period. Comments received were considered and incorporated into the Draft Final MSR as appropriate. LAFCo held a public hearing to consider the Draft Final MSR and its contents and to receive testimony. The Commission accepted the MSR and adopted a resolution making MSR determinations on November 10, 2005.

GUIDE TO APPENDIX

The appendix provides an agency overview as well as service-specific sections for water, wastewater, solid waste, flood control, stormwater, and resource conservation services provided by agencies under the Alameda LAFCo's purview.

The overview of each local agency includes the following sections:

The formation and boundary history section summarizes when, why, and how each agency was formed and describes the current boundary.

The local accountability and governance section describes each agency's governance structure, public outreach efforts, disclosure of information to the public, participation in this MSR project, approach to handling constituent complaints, and other activities that reflect on the agency's accountability to its constituents.

The growth and population projections section provides the current population in the agency's boundaries and, if different, service area. The section identifies the daytime population (jobs) and projected long-term growth. The section also describes significant growth areas within each agency's territory.

The evaluation of management efficiencies section describes the agency's approach to performance evaluation and productivity monitoring, as well as recent awards, honors and accomplishments.

The financing constraints and opportunities section describes the agency's revenue level, revenue sources, long-term debt, any bond-related financial ratings, reserve levels and practices, and joint financing arrangements. The financing section presents the most recent information available at the time of Draft MSR preparation. The agency's total budget is extracted from its FY 2004-05

budget projections, and information on actual revenues and expenditures is extracted from the agency's financial statements as of the end of FY 2002-03. The financing section provides available information on underlying credit ratings from Moody's and Standard and Poors; many service providers have not been rated by one or both of the rating agencies.

The service-specific overviews for each local agency may include water, wastewater, flood control, stormwater, solid waste, or resource conservation services, depending on which services are relevant for the particular agency. Generally, each service-specific overview includes the following sections:

The introduction describes the specific services that the agency delivers, contract services (received and provided), the service area and the service configuration. Where relevant, the introduction describes unique service arrangements such as affiliates and specialized services.

The service profile tables provide information on service configuration, service demand, service adequacy, facilities, infrastructure needs and deficiencies, growth and service challenges, and regional collaboration efforts. The reader is assumed to read the service profile tables; most of the content is not repeated in the introductory text.

For service providers that are not under LAFCo's jurisdiction, the appendix provides an abbreviated overview and a description of relevant services and any regional collaboration efforts.

DATA SOURCES

The local agencies providing utility service have provided a substantial portion of the information included in this appendix. Each local agency provided budgets, financial statements, bonded debt statements, various plans, and responded to questionnaires. The water and wastewater service providers provided interviews covering workload, staffing, facilities, regional collaboration, and service challenges.

In order to minimize the burden on the agencies and maximize the comparability of the data across providers, the report relies whenever possible on standard, central data sources, including the Association of Bay Area Governments (ABAG), the State Controller, the California Department of Health Services, the Integrated Waste Management Board, United States Census Bureau, and the following Alameda County departments: Registrar of Voters, Auditor/Controller, Community Development Agency, Assessor, Surveyor, and Information Technology.

Due to the time involved in standardizing certain information, some of the information from the central data sources is older than the raw data currently available from the agencies. In particular, the State Controller's production of standardized financial data involves a data lag of several years. The most recent comparable data on revenue sources and expenditures at the time of report preparation refers to FY 2001-02. Although these data are more dated than raw data available from the agencies, the raw financial data do not accommodate inter-agency comparisons and are, therefore, not used in this study. Subsequent and significant developments relating to revenue, expenditures and long-term debt have been described in the text.

This report presents projected growth in residential, daytime population (jobs), and/or the senior population for each agency, as relevant to that agency. The baseline population in the year

2000 is based on Census data. For cities, the 2000 population level was provided by ABAG based on Census data. For each district, the authors identified full and partial census blocks within the agency boundaries, determined the proportion of each census tract within the boundaries, and then applied ABAG growth forecasts at the census tract level. Using ABAG's 2005 projections, the appendix displays projected growth from 2005 through 2025. Although data covering a 20-year horizon are provided, the report generally defines "long-term" as a 15-year period. Indeed, the agency spheres of influence (SOIs) will be established to accommodate growth within the next five to 15 years because LAFCo must review SOIs every five years. The 20-year projections are provided as a courtesy for readers such as municipal planners who typically focus on a 20-year time horizon.

In the MSR interview, each service provider was asked to provide detailed information on workload and performance, such as response time and distribution system breaks. Each agency tracks these indicators using different methods, schedules and categories. The appendix provides the statistics as reported by each agency.

CHAPTER A-1: ALAMEDA COUNTY FLOOD CONTROL DISTRICT

The Alameda County Flood Control and Water Conservation District (ACFCD) provides flood control maintenance—blockage removal, channel cleaning and repair, fence repair, pump maintenance, desilting, and dredging—and engineering, planning and design services for 10 separate zones in Alameda County. Due to its unique characteristics and services provided, Zone 7 Water Agency, one of the 10 zones, is discussed in chapter A-16.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

ACFCD was formed in 1949 by the State Legislature as a dependent special district. The District was created to provide flood control services in Alameda County.

The principal act that governs the District is the Alameda County Flood Control & Water Conservation District Act in the California Water Code, Appendix Section 55.

The District's boundary includes all of the territory in the County. Most of the District's boundary area is within District zones except for the cities of Alameda, Albany, Berkeley and Piedmont as well as unincorporated areas surrounding the Upper San Leandro Reservoir and Lake Chabot. LAFCo has not established an SOI for the District. LAFCo has not established, and is not required to establish SOIs for its zones.

ACFCD is divided into 10 zones corresponding to watersheds or drainage basins. Each zone was approved separately by voters in the relevant area. This piecemeal approach to zone creation was taken due to initial opposition by various cities to joining the District and to subsequent historical flooding patterns. Zone 2A is the only zone formed since LAFCo was created in 1963. A description of each zone will be discussed in the service overview section and the Zone 7 description can be found in chapter A-16.

The total land area within the boundary of the ACFCD is 821 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The ACFCD was formed as a dependent special district with the Alameda County Board of Supervisors as its governing body. There are five members of the governing body of the District. The five supervisors are elected by district to four-year terms of office.

The governing body meets weekly. Agendas for each weekly meeting are posted by the Board Clerk on the Internet and at the County Administration building. Board actions and meeting minutes are available via the Internet. Through the County website, the public has access to live audio webcasts and archived audio webcasts of regular Board meetings for viewing online at their convenience. The agency also discloses finances, plans and other public documents via the Internet.

The Board Clerk provides notice for meetings and disseminates minutes. For capital improvement projects, the Flood Control District mails informational flyers to nearby affected residents and property owners.

The latest contested election was in the November 2002 general election. In the election, voter turnout rate for the County Board was 52 percent, comparable to the countywide voter turnout rate of 53 percent.

ACFCD demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests and cooperated with map inquiries.

ACFCD makes no distinction between service requests and complaints. Complaints and service requests are received by telephone, email, letter or in person by District staff. The District handled 101 service requests and complaints in CY 2002. The District provides a hot line for customers to call as well as information regarding services on the County website. All complaints and service requests receive a preliminary response within two working days. There is an agency representative responsible for responding to website inquires or complaints.

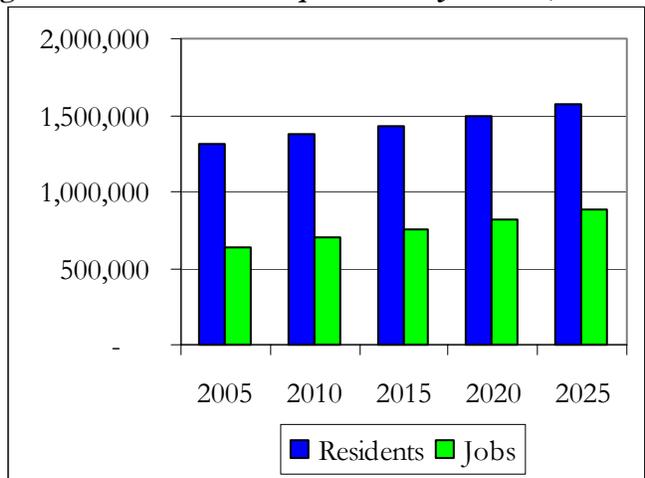
GROWTH AND POPULATION PROJECTIONS

Figure A.1.1. District Population & Job Base, 2005-25

There are 1,308,433 residents and 635,590 jobs in the zoned areas of the District, according to Census and ABAG data.

The District’s population density is 1,881 per square mile, significantly lower than the countywide density of 2,057.

The District population level is expected to grow. ABAG expects the District population to reach 1,491,233 and the job base to grow to 822,680 in the next 15 years, as depicted in Figure A.1.1.

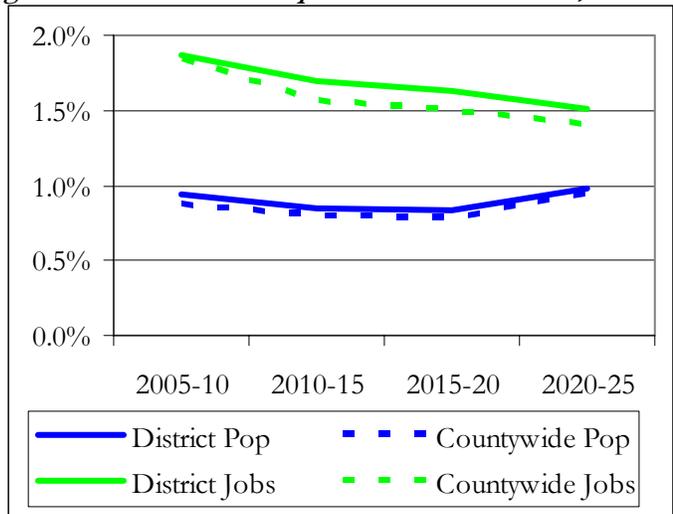


The projected growth rate in population and jobs in the District is almost equal to the countywide growth, as depicted in Figure A.1.2, and is expected to stay that way until 2025.

Figure A.1.2. Annual Population Growth Rates, 2005-25

Current and potential growth areas are described in the city agency overview sections. The District includes several growing cities, such as the eastern cities of Dublin and Livermore, with vacant developable land.

There are limited growth expectations in non-zoned areas—the cities of Alameda, Albany, Berkeley and Piedmont. The only non-zoned unincorporated areas are the Upper San Leandro Reservoir and Lake Chabot areas, which are not currently planned for development. The District can also grow if one of the four cities decided to join, otherwise, growth is constrained by the size of the County. The agency did not identify growth strategies.



EVALUATION OF MANAGEMENT EFFICIENCIES

ACFCD evaluates its performance through annual personnel performance evaluations and an annual financial audit. The maintenance and operations department for the County recently conducted a nationwide benchmarking study to determine how its performance measures up to similar jurisdictions. The County engineering and construction department is currently undergoing the same benchmarking process.

Workload is measured several ways. District engineers develop labor cost estimates and Microsoft Project schedules for each project undertaken. Labor costs and project schedules are monitored monthly. Workload is also monitored through monthly work assignment status updates.

The District’s operations and maintenance recently underwent a nationwide benchmark study and the engineering department is currently undergoing a similar study. The District undergoes annual financial audits.

The County does have a mission statement. No strategic plan has been adopted by the District, the County Public Works Agency or Alameda County as a whole. The District’s flood control master plans were last updated when the zones were formed in the 1950s and 60s. The planning time horizons are unknown.

The District received the Award for Technical Excellence in 2001 from the California Floodplain Management Association.¹

¹ The reason for receiving the award was not stated by the agency.

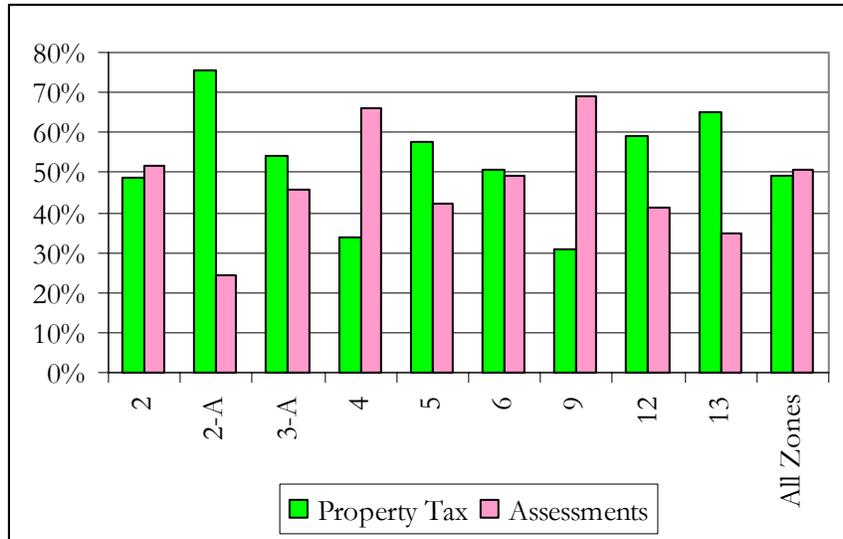
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

The County projects total revenue for the District (excluding Zone 7) of \$36.1 million in FY 2004-05, which amounts to \$33 per capita.²

Figure A.1.3. Revenue Sources by Zone, FY 2002-03

Overall, the District receives 49 percent of its revenues from property taxes and 51 percent from assessments. The District’s property tax revenue during FY 2004-05 and FY 2005-06 is temporarily reduced by State-required ERAF contributions.



As shown in Figure A.1.3, the property tax share of revenue varies by zone from a low of 31 percent to a high of 75 percent of zone revenue.

ACFCD does not have any long-term debt. However, Alameda County does have outstanding debt. The County received an “above-average” (A2) underlying rating from Moody’s.

The County’s flood control fund had an undesignated fund balance of \$79.8 million at the end of FY 2002-03. This amounted to 191 percent of the fund’s operating expenses in FY 2002-03; hence, the District maintained approximately 23 months of working capital.

In addition, the flood control fund had \$32.1 million in reserves designated for capital expenditures at the end of FY 2002-03.

The District’s capital financing approach is pay-as-you-go. The District relies on current revenues and reserves to finance capital projects.

ACFCD engages in joint financing arrangements related to insurance. The County receives excess workers compensation and liability coverage through the California State Association of Counties Excess Insurance Authority—a joint powers authority.

² Calculation based on residents in the zoned portion of the District bounds, excluding Zone 7.

FLOOD CONTROL SERVICE

This section describes the nature, extent and location of the services provided as well as key infrastructure for the District as a whole and for each of the zones. The tables below provide further information and indicators of the agency's flood control services in each of the zones.

DISTRICTWIDE OVERVIEW

ACFCD is the main flood control service provider for the County. Its primary function is to prevent flood-related damage and manage the flow of floodwaters. It also provides for stormwater management for the unincorporated areas of the County.

The nature of flood control, natural watersheds and political boundaries creates a need for the District to service drainage originating from outside the County. Alameda Creek, Arroyo Las Positas and Arroyo Mocho are just a few of the watersheds that drain into the County and thus into the District's flood control system. The system designers consider this when implementing improvements and planning for peak flows.

The service area includes the entire County except for the cities of Alameda, Albany, Berkeley and Piedmont, which provide their own flood control service, and the unincorporated areas surrounding Lake Chabot and the Upper San Leandro Reservoir. ACFCD does not provide services outside its boundaries.

ACFCD is also an active partner with ACRCDD in habitat restoration projects and educational endeavors, including Palomares Creek and the restorations of Mission Creek and Arroyo de la Laguna.

ZONE 2

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.4 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 2 provides maintenance services, including blockage removal, channel cleaning, channel repair, fence repair and pump maintenance. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 2 includes portions of Hayward and San Leandro as well as Ashland, Castro Valley, Fairview and San Lorenzo. The ACFCD provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Two pump stations, underground pipes, and earthen and concrete channels are the key infrastructure. Natural creeks are also critical components of the drainage infrastructure. Planned capital improvements include various capacity enhancements and the construction of a bypass on Line K.

Table A.1.4. Zone 2 Flood Control Service Profile

Service Area				
The service area includes portions of Hayward and San Leandro as well as Ashland, Castro Valley, Fairview and San Lorenzo.				
Watershed Description		Flood Control System Overview		
Many small creeks drain west from Castro Valley toward San Lorenzo Creek and flood control channels in the Zone.	Total Area (sq. mi.)	63	Improved Channel Miles	2
	Creek Miles	81	Earthen Channel Miles	5
	Pipe Miles	44	Concrete Channel Miles	12
Service Needs				
Vegetation Removal	Yes	Dredging		No
Debris Removal	Yes	Earthen Channel Repair		No
Fence Repair	Yes	Bioengineering		Yes
Desilting	No	Pump Station Maintenance		Yes
Service Financing				
Property tax was projected to raise 49% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 51% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 24% of Zone operating revenue.				
Natural Waterways				
Creek Names		Flood Control and Environmental Issues		
Castro Valley, Cull, Crow, Bolinas, Norris, Eden, Hollis and Palomares Creeks		Vegetation removal and erosion control are the biggest concerns. Palomares Creek has been the site of extensive bioengineering.		
Channels				
Name	Needs and Deficiencies			Condition
Line A	From SF Bay to I-880 in San Leandro, line needs \$16 million capacity enhancement.			Fair
Line K in Hayward	Needs capacity enhancement, bypass construction and other improvements.			Fair
San Lorenzo Creek	Creek restoration			Fair
Estudillo Canal	Channel limitations present a possible flood threat.			Fair
Bookman Canal	NP			NP
Line J	No needs			NP
Line G	Drainage improvement is needed.			Poor
Line I	No needs			NP
Pumping Stations				
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies
Sulphur Creek	105,000	1985	good	None identified
Roberts Landing	NP	2000	good	None identified
Service Challenges				
Part of San Leandro was named a Severe Flood Hazard Area by FEMA. Other challenges include fence repair, debris removal and vegetation removal.				

ZONE 2A

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.5 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 2A provides maintenance services including blockage removal. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 2A is located in the eastern portion of San Leandro. The ACFCD provides flood control services throughout the Zone and for all other zones within the District. ACFCD does not provide services outside its boundaries.

Key Infrastructure

Underground pipes are the key infrastructure. No capital improvements are planned.

Table A.1.5. Zone 2A Flood Control Service Profile

Service Area					
The Zone is located in the eastern portion of San Leandro.					
Watershed Description		Flood Control System Overview¹			
Pipes carry water to the channels in Zone 2.		Total Area (sq. mi.)	1	Improved Channel Miles	0
		Creek Miles	3	Earthen Channel Miles	<1
		Pipe Miles	33	Concrete Channel Miles	3
Service Needs					
Vegetation Removal	No	Dredging		No	
Debris Removal	Yes	Earthen Channel Repair		No	
Fence Repair	No	Bioengineering		No	
Desilting	No	Pump Station Maintenance		No	
Service Financing					
Property tax was projected to raise 84% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 16% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 118% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
None		NA			
Channels					
Name	Needs and Deficiencies			Condition	
None	NA			NA	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
None	NA	NA	NA	NA	
Service Challenges					
Static system with little in the way of challenges.					
Note:					
(1) Channel mileages for Zones 2a, 9 & 13 are combined.					

ZONE 3A

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.6 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 3A provides maintenance services, including blockage removal, channel cleaning, fence repair, desilting and pump maintenance. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 3A includes Union City and the southern part of Hayward. The ACFCDD provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Earthen and concrete channels, underground pipes and nine pump stations are the key infrastructure. Natural creeks are also critical components of the drainage infrastructure. Planned capital improvements include various capacity enhancements and detention basin construction.

Table A.1.6. Zone 3A Flood Control Service Profile

Service Area					
The service area covers Union City and the southern part of Hayward.					
Watershed Description		Flood Control System Overview ¹			
Ward, Zeile and Mt. Eden Creeks drain to Old Alameda Creek and to the Bay.		Total Area (sq. mi.)	31	Improved Channel Miles	0
		Creek Miles	21	Earthen Channel Miles	20
		Pipe Miles	43	Concrete Channel Miles	5
Service Needs					
Vegetation Removal	Yes	Dredging		No	
Debris Removal	No	Earthen Channel Repair		No	
Fence Repair	Yes	Bioengineering		No	
Desilting	Yes	Pump Station Maintenance		Yes	
Service Financing					
Property tax was projected to raise 59% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 41% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 81% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
Ward, Zeile, Mt. Eden, and Old Alameda Creeks		Erosion control and tidal action, which causes silt build up, pose the greatest challenges.			
Channels					
Name	Needs and Deficiencies			Condition	
Line A in Hayward	Needs desilting operation.			Poor	
Line D in Hayward	Needs floodwall construction.			Fair	
Line B	No needs			NP	
Line C	Detention basin needed.			Fair	
Line E	No needs			NP	
Line G	No needs			NP	
Line M	None			NP	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
Eden Landing	87,522	1968	fair	None identified	
Ruus Rd.	20,550	1977	poor	Needs overhaul of pump.	
Besco	31,500	1997	good	None identified	
Westview	112,020	1967	fair	None identified	
Alvarado	96,947	1973	fair	None identified	
Industrial	233,376	1974	fair	None identified	
Ameron	40,500	1986	good	None identified	
Stratford	NP	1995	good	None identified	
Eden Shores	NP	2003	excellent	None identified	
Service Challenges					
Silt buildup.					
Note:					
(1) Channel mileages for Zones 3a & 4 are combined.					

ZONE 4

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. TableA.1.7 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 4 provides maintenance services, including blockage removal, channel cleaning, channel repair, fence repair and desilting. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 4 includes the unincorporated areas surrounded by the City of Hayward and the northeastern part of the City of Hayward. The ACFCO provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Earthen and concrete channels are the key infrastructure. Planned capital improvements include capacity enhancement and erosion repair.

Table A.1.7. Zone 4 Flood Control Service Profile

Service Area					
The service area for Zone 4 includes the unincorporated areas of Mohrland and Russell City and the northeastern part of the City of Hayward.					
Watershed Description		Flood Control System Overview ¹			
Channels drain the alluvial plain adjacent to the Bay.		Total Area (sq. mi.)	5	Improved Channel Miles	0
		Creek Miles	21	Earthen Channel Miles	20
		Pipe Miles	43	Concrete Channel Miles	5
Service Needs					
Vegetation Removal	Yes	Dredging		No	
Debris Removal	No	Earthen Channel Repair		Yes	
Fence Repair	Yes	Bioengineering		No	
Desilting	Yes	Pump Station Maintenance		No	
Service Financing					
Property tax was projected to raise 15% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 85% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 132% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
None		NA			
Channels					
Name	Needs and Deficiencies			Condition	
Line A	Needs capacity enhancement and erosion repair.			Poor	
Line E	No needs			NP	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
None	NA	NA	NA	NA	
Service Challenges					
Silt buildup and tidal erosion.					
Note:					
(1) Channel mileages for Zones 3a & 4 are combined.					

ZONE 5

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.8 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 5 provides maintenance services, including blockage removal, channel cleaning, channel repair, bioengineering, dredging, fence repair, and pump maintenance. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 5 includes Newark and a portion of Fremont, Hayward and Union City. The ACFCO provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Earthen and concrete channels, underground pipes and two pump stations are the key infrastructure. Natural creeks are also critical components of the drainage infrastructure. Planned capital improvements include capacity enhancement, basin construction and channel realignment.

Table A.1.8. Zone 5 Flood Control Service Profile

Service Area				
The service area is located in the southeastern part of the County and includes Newark and part of Fremont, Hayward and Union City.				
Watershed Description		Flood Control System Overview		
Alameda Creek drains runoff originating in Livermore-Amador Valley through an alluvial plain adjacent to the Bay.	Total Area (sq. mi.)	71	Improved Channel Miles	9
	Creek Miles	37	Earthen Channel Miles	35
	Pipe Miles	49	Concrete Channel Miles	7
Service Needs				
Vegetation Removal	Yes	Dredging		Yes
Debris Removal	Yes	Earthen Channel Repair		Yes
Fence Repair	Yes	Bioengineering		Yes
Desilting	No	Pump Station Maintenance		Yes
Service Financing				
Property tax was projected to raise 63% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 37% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the FY was 99% of Zone operating revenue.				
Natural Waterways				
Creek Names		Flood Control and Environmental Issues		
Crandall, Dry and Plummer Creeks, Newark and Mowry Sloughs		Vegetation removal, erosion control and sediment accumulation are the biggest threats to effective flood control.		
Channels				
Name	Needs and Deficiencies			Condition
Line B	Crossing improvement and capacity enhancement needed.			Fair
Line M in Union City	Capacity enhancement and basin construction needed.			Poor
Line P	Channel realignment needed.			Fair
Line J	Channel needs capacity enhancement.			NP
Line H	Capacity enhancement needed.			Fair
Line F	Capacity enhancement needed.			Fair
Line L	None			NP
Line A	None			NP
Line C	None			NP
Pumping Stations				
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies
J2	107,712	1973	fair	None identified
J3	45,920	1977	good to fair	None identified
Service Challenges				
Erosion repair to Alameda Creek's earthen channels and the removal of vegetation and debris. Nearly the entire watershed for Alameda Creek lies outside the Zone but passes through on its way to the ocean.				

ZONE 6

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.9 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 6 provides maintenance services, including blockage removal, channel cleaning, channel repair, bioengineering and desilting. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 6 is located in the southern part of the County and includes portions of Fremont, Newark and the surrounding unincorporated area. ACFCD provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Earthen and concrete channels and underground pipes are the key infrastructure. Natural creeks are also critical components of the drainage infrastructure. Planned capital improvements include capacity enhancement and bank stabilization projects.

Table A.1.9. Zone 6 Flood Control Service Profile

Service Area					
The service area is located in the southern part of the County and includes portions of Fremont, Newark and the surrounding unincorporated area.					
Watershed Description		Flood Control System Overview			
Coyote Creek and channels drain the alluvial plain adjacent to the Bay.		Total Area (sq. mi.)	43	Improved Channel Miles	0
		Creek Miles	43	Earthen Channel Miles	20
		Pipe Miles	14	Concrete Channel Miles	6
Service Needs					
Vegetation Removal	Yes	Dredging		No	
Debris Removal	Yes	Earthen Channel Repair		Yes	
Fence Repair	No	Bioengineering		Yes	
Desilting	Yes	Pump Station Maintenance		No	
Service Financing					
Property tax was projected to raise 54% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 46% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 24% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
Laguna, Mission, Canada Del Aliso, Agua Caliente, Agua Fria, Torogues and Scott Creeks		The flat nature of the zone makes sediment accumulation a serious challenge to effective flood control.			
Channels					
Name	Needs and Deficiencies			Condition	
Line E in Fremont	Capacity enhancement needed.			Fair	
Line M in Fremont	Bank stabilization and capacity enhancement needed.			Fair	
Line I	Capacity enhancement needed due to lowered levees.			Fair	
Line D	Bank stabilization needed.			Poor	
Line K	Capacity enhancement needed.			Fair	
Line L	Bank stabilization and outfall improvements needed.			Poor	
Lines A, C, F, G, H, J and N	None			NP	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
None	NA	NA	NA	NA	
Service Challenges					
Silt buildup					

ZONE 9

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.10 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 9 provides maintenance services, including blockage removal, fence repair and pump maintenance. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 9 is located in central San Leandro. ACFCD provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Earthen and concrete channels, four pump stations and underground pipes are the key infrastructure. Planned capital improvements include an overhaul of all four pumps.

Table A.1.10. Zone 9 Flood Control Service Profile

Service Area					
The Zone is located in central San Leandro.					
Watershed Description		Flood Control System Overview ¹			
Pipes and channels carry water to the Bay.		Total Area (sq. mi.)	4	Improved Channel Miles	0
		Creek Miles	3	Earthen Channel Miles	<1
		Pipe Miles	33	Concrete Channel Miles	3
Service Needs					
Vegetation Removal	Yes	Dredging		No	
Debris Removal	Yes	Earthen Channel Repair		No	
Fence Repair	Yes	Bioengineering		No	
Desilting	No	Pump Station Maintenance		Yes	
Service Financing					
Property tax was projected to raise 33% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 67% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 41% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
None		NA			
Channels					
Name	Needs and Deficiencies			Condition	
None	NA			NA	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
F	39,270	1965	fair	Needs overhaul of motor and possible replacement of large pump.	
D1	61,396	1968	fair	Needs overhaul of pump.	
Belvedere	48,760	1968	fair	Needs overhaul of pump.	
H	6,463	1964	fair	Needs overhaul of pump.	
Service Challenges					
Aging equipment					
Note:					
(1) Channel mileages for Zones 2a, 9 & 13 are combined.					

ZONE 12

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.11 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 12 provides maintenance services, including blockage removal, channel cleaning, fence repair and pump station maintenance. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 12 includes the cities of Oakland and Emeryville. ACFCD provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Earthen and concrete channels, four pump stations and underground pipes are the key infrastructure. Natural creeks are also critical components of the drainage infrastructure. Planned capital improvements include capacity enhancement, creek restoration and pump station overhaul.

Table A.1.11. Zone 12 Flood Control Service Profile

Service Area					
The service area covers the cities of Oakland and Emeryville.					
Watershed Description		Flood Control System Overview			
Several small creeks drain to the Bay and Lake Merritt.		Total Area (sq. mi.)	80	Improved Channel Miles	1
		Creek Miles	17	Earthen Channel Miles	4
		Pipe Miles	49	Concrete Channel Miles	7
Service Needs					
Vegetation Removal	Yes	Dredging		No	
Debris Removal	Yes	Earthen Channel Repair		No	
Fence Repair	Yes	Bioengineering		No	
Desilting	No	Pump Station Maintenance		Yes	
Service Financing					
Property tax was projected to raise 67% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 33% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 32% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
Temescal, Glen Echo, Pleasant Valley, Trestle Glen, Sausal, Peralta, Courtland, Lion, Arroyo Viejo, Elmhurst, Stonehurst and San Leandro Creeks		Creek restoration, erosion control and pollution prevention are the biggest challenges in this highly urbanized zone.			
Channels					
Name	Needs and Deficiencies			Condition	
Line C in Oakland	Capacity enhancement needed.			Poor	
Line F in Oakland	Capacity enhancement and creek restoration needed.			Poor	
Line B	Capacity enhancement needed.			Poor	
Line I	Capacity enhancement needed.			Poor	
Lines A, D, E, G, H, J, K, M, N, and R	No needs			NP	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
Ettie	120,000	1955	fair	Needs overhaul of pump.	
McKillop	NP	1973	fair	Needs overhaul of pump.	
Merritt	104,000	1971	fair to poor	Overhaul of pump is needed. Equipment is good, but structure is poor.	
Temescal	NP	NP	fair	Needs overhaul of pump.	
Service Challenges					
Debris and vegetation removal, fence repair and pump maintenance.					

ZONE 13

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. Table A.1.12 provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 13 provides maintenance services, including blockage removal, channel cleaning, fence repair and pump station maintenance. The District provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 13 is located in the northern portion of San Leandro. ACFCD provides flood control services throughout the Zone and for all other zones within the District.

Key Infrastructure

Concrete channels and underground pipes are the key infrastructure. San Leandro Creek is also a critical component of the drainage infrastructure. There are no planned capital improvements.

Table A.1.12. Zone 13 Flood Control Service Profile

Service Area					
The Zone is located in the northern portion of San Leandro.					
Watershed Description		Flood Control System Overview¹			
The Zone comprises the watershed for San Leandro Creek.		Total Area (sq. mi.)	5	Improved Channel Miles	0
		Creek Miles	3	Earthen Channel Miles	<1
		Pipe Miles	33	Concrete Channel Miles	3
Service Needs					
Vegetation Removal	Yes	Dredging		No	
Debris Removal	Yes	Earthen Channel Repair		No	
Fence Repair	Yes	Bioengineering		Yes	
Desilting	No	Pump Station Maintenance		No	
Service Financing					
Property tax was projected to raise 59% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 41% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 20% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
San Leandro Creek		Vegetation and debris removal.			
Channels					
Name	Needs and Deficiencies			Condition	
None	NA			NA	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
None	NA	NA	NA	NA	
Service Challenges					
Erosion of creek bed.					
Note:					
(1) Channel mileages for Zones 2a, 9 & 13 are combined.					

CHAPTER A-2: ALAMEDA COUNTY RESOURCE CONSERVATION DISTRICT

Alameda County Resource Conservation District (ACRCD) provides information, financial and technical assistance for resource conservation efforts, including creek restoration, equine facilities management, watershed management, and erosion prevention services. The District also facilitates federal conservation programs in partnership with the U.S. Department of Agriculture's National Resources Conservation Service (NRCS).

AGENCY OVERVIEW

FORMATION AND BOUNDARY

ACRCD was formed on May 9, 1972 by consolidation of two districts (the Eastern Alameda County Soil Conservation District established in 1946 and the Western Alameda County Soil Conservation District established in 1955) into a single independent special district. The two districts shared a contiguous boundary. The District was created to conduct and lead conservation efforts primarily for agricultural lands.

The principal act that governs the District is Division 9 of the California Public Resources Code.

The boundary area includes all of Alameda County except for most of the urban areas of the County, such as the cities of Albany, Alameda, Berkeley, Emeryville, Oakland, Piedmont, and San Leandro and the unincorporated communities of Ashland, Cherryland, San Lorenzo, Castro Valley, and Fairview. Portions of the cities of Hayward, Fremont, Newark and Union City are included but contain mostly undeveloped hill and marshland areas. Only three small areas are excluded from the District in eastern Alameda County; two are in the cities of Livermore and Pleasanton and the third is an unincorporated area southwest of Pleasanton.

The SOI was established on April 19, 1984 as coterminous with its bounds. No SOI amendments have been adopted since SOI creation.

The land area within the District's boundaries is 568 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The District is governed by a five-member Board of Directors. The Board is appointed at large by the Alameda County Board of Supervisors to serve four-year terms. Board members are

landowners within the District’s boundaries, have served as associate director of the District for a period of at least two years, or serve as agent of a landowner within the District.³

The Board of Directors meets on the second Tuesday of each month. Prior to the monthly meeting, the agenda is posted on the District’s office window and distributed to the Board, Associate Directors and other interested parties. The District mails annual reports to all project partner organizations and staff, cities, the County, advisors, NRCS partners, and other interested parties. The District does not broadcast meetings on local television.

To update constituents on District activities, ACRCDD sends out occasional press releases, posts a description of programs and activities on the District’s website, and gives presentations at constituent and partner meetings.

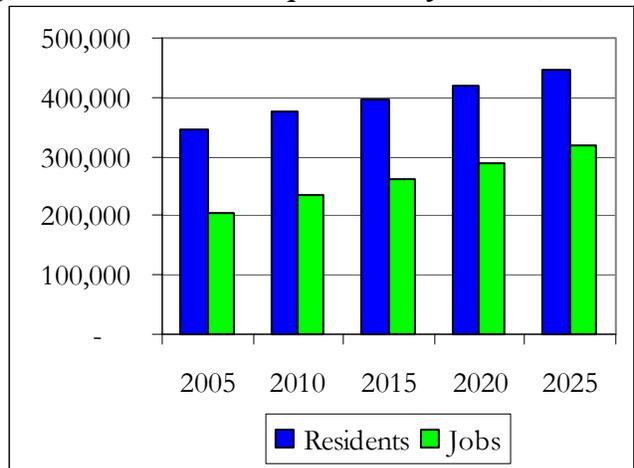
The District demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The District responded to LAFCo’s written questionnaires and document requests and cooperated with map inquiries.

Although no formal complaint process or forms exist, any complainants are urged to contact the District’s Executive Officer. The District does not track complaints received and is unaware of any complaints received.

GROWTH AND POPULATION PROJECTIONS

Figure A.2.1. District Population & Job Base, 2005-25

ACRCDD has a current population of 345,126 and that figure is expected to grow to 420,215 over the next 15 years. There are 203,070 jobs in the District, which is expected to grow to 288,997 in the next 15 years, as depicted in Figure A.2.1.



The District’s population density is 607 per square mile, significantly lower than the countywide density of 2,057.

The District’s boundary excludes the older mostly developed area of the County and includes many of the newly developed higher growth areas of the County such as the cities of Dublin, Pleasanton and Livermore. Due to the higher growth areas in the District’s boundary, ABAG projections show that the District’s growth rate will outpace the countywide growth rate by a substantial margin. The projected growth rate for the County varies between 0.8 percent and 0.9 percent per year while the growth rate for the District is projected to fall between 1.1 percent and 1.6 percent per year (see Table A.2.2). The job growth rate is expected to outpace countywide projections by an even greater margin than population due to the inclusion of higher non-residential growth in the District.

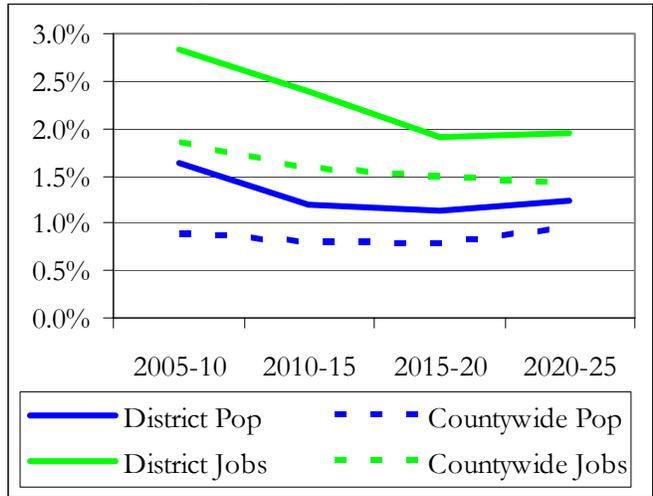
³ Associate Directors provide expertise to the District.

Figure A.2.2. Annual Population & Job Growth Rates, 2005-25

Current and potential growth areas match those discussed in the Tri-Valley area and in southern portions of the County, including the cities of Union City, Fremont, Newark, and Hayward.

For the most part, ACRCDD land area is consistent with areas preserved for open space.

Growth in the undeveloped portion of the District is constrained, but not entirely precluded, by the urban growth boundaries of the County and the cities of Dublin, Livermore, Pleasanton, Fremont and Hayward. There are development opportunities inside the County UGB north of Dublin, three areas south of Pleasanton and various mixed used and industrial lands west of Pleasanton. Around Livermore, there are developable areas to the west and on the east side south of the Lawrence Livermore National Laboratory.



The District’s goal is to preserve and enhance rural lands. The District is not a land use authority, has no opportunity to influence growth within its boundaries and is officially neutral with respect to growth strategies.

EVALUATION OF MANAGEMENT EFFICIENCIES

ACRCDD conducts performance evaluations with annual financial audits, as well as monthly and midyear staff reports to the Board of Directors. The District’s finance committee reviews expenditures, project status and budget status on a monthly basis.

The District monitors productivity with monthly staff reports to the Board that portray each staff person's workload in the District’s annual work plan. Another report tracks contract and grant budgets, timeline and staff assignments. Finance committee reports demonstrate budget status and indicate workload and progress.

The District does not conduct performance-based budgeting or benchmark studies. The District does perform an annual financial audit.

The District’s performance goals and priorities are highlighted by its current mission statement and objectives as well as its detailed annual work plan. The District’s most recent long-range plan covers the years 1999-2005. The planning efforts include review of future goals and opportunities, District capacity and past performance.

Two awards have been granted to the District in recent years: the 2001 Award for Outstanding California District for local leadership, project planning and program improvement by the California

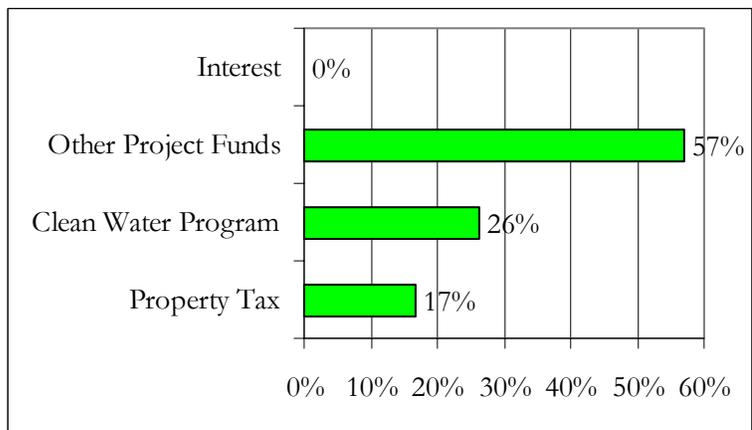
Association of Resource Conservation Districts and the 2002 Governor’s Environmental and Economic Leadership Award.⁴

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

ACRCD’s total revenue was projected to be \$0.6 million in FY 2004-05. The total revenue amounts to \$2 per capita.

Figure A.2.3. Revenue Sources, FY 2002-03



The District’s primary revenue source is project funds, which accounted for 83 percent of revenues, as depicted in Figure A.2.3.

The District receives 26 percent of its revenue from the Alameda County Clean Water Program which supports the District’s Watershed Adventures program and San Lorenzo Creek restoration projects.

Other project funds account for 57 percent of District revenue. These sources include the State Water Resources Control Board, the California Bay Delta Authority, the California Department of Water Resources, and NRCS. The NRCS provides funding to assist farmers, ranchers and other landowners through conservation technical assistance and cost-share programs; the NRCS aid, which passes through ACRCD, addresses environmental and agricultural challenges on the beneficiaries’ lands. NRCS also contracts with the District to provide outreach and technical assistance for Farm Bill programs.⁵

The District relied on property taxes for 17 percent of revenues in FY 2002-03.

The District had no long-term debt at the end of FY 2002-03. Because it has no bonded indebtedness, the District has not received a credit rating from Moody’s or Standard and Poor’s.

By way of reserves, the District had an unreserved fund balance of \$295,000 at the end of FY 2002-03.⁶ This amounted to 50 percent of the District’s operating expenses in FY 2002-03, or approximately six months of working capital. The District’s reserve policy is to maintain in reserve the amount of the prior year’s property tax revenues.

⁴ The agency did not state the reason for receipt of the Governor’s Award.

⁵ NRCS administers the District’s federal contracts.

⁶ Undesignated fund balance at the end of FY 2002-03, according to the District’s *Basic Financial Statements*, as of June 30, 2003.

Due to reliance on the property tax, ACRCO is affected by the State budget crisis. RCDs are required to contribute a portion of property tax revenues to the Educational Revenue Augmentation Fund (ERAF) during fiscal years 04-05 and 05-06.⁷ On net, ACRCO's tax revenues have not changed yet, because increased property values offset the ERAF adjustment.

CONSERVATION SERVICES

This section describes the nature, extent and location of the services provided as well as key infrastructure.

Nature and Extent

ACRCO provides creek restoration, permit coordination, education, and technical and grant administration services. It serves as an advisor to many other agencies and stakeholder groups, primarily at the county level.

Educational activities are the largest sector of the conservation services provided by the District and include technical assistance for proper equine facilities management, watershed awareness, responsible agriculture programs, and programs for schoolchildren. Specific programs include Watershed Adventures, an interactive program for fourth-grade students, and watershed tours.

The permit coordination program is designed to assist landowners who are required to hold agency permits for conservation projects. The District holds the master permit for such projects to streamline permitting, expedite projects and economize on fees. The program is conducted as the Conservation Partnership in collaboration with NRCS. The Conservation Partnership also serves as the gateway for several Farm Bill programs funded by the NRCS, including the Environmental Quality Incentive Program, Wildlife Habitat Incentive Program and the Grassland Reserve Program.

In addition, the District performs outreach and technical services under contract with NRCS.

ACRCO is also an active partner with ACFCD and others in several habitat restoration projects and educational endeavors, including Palomares Creek and the restorations of Eden and Cull Canyons, Mission Creek and Arroyo de la Laguna.

The District serves as lead organization for agriculture enhancement programs.⁸ This involves serving as liaison between government agencies, non-governmental organizations, landowners and media groups, advising the Alameda County Agriculture Advisory Committee, and participating in community-based planning to enhance agriculture. The District also participates in the Alameda Creek Watershed Management Planning Group.

⁷ These ERAF III payments are temporary payments ending after FY 05-06.

⁸ Agriculture enhancement generally refers to implementation of business plans for the agricultural community, such as streamlining the permit process and holding workshops on agri-tourism and estate planning.

Location

In nearly every one of its programs the District works in partnership with another county, state, federal or local agency. The District's primary partner organizations are Tri-Valley Vision 2010, the Alameda County Flood Control and Water Conservation District, Zone 7 Water Agency, Alameda County Clean Water Program, Alameda County Planning Department, Regional Water Quality Control Board, California Department of Fish and Game, local school districts, and United States Fish and Wildlife Service.

ACRCD has also been an active collaborator with citizen and landowner organizations such as the Livermore Valley Winegrowers Association, Alameda County Agriculture Advisory Committee, various equine advocacy groups, Cattleman's Association, South Livermore Valley Agricultural Land Trust, and Tri-Valley Conservancy.

The District serves as a resource for several agencies and offices outside its service boundaries, including the cities of Oakland, Berkeley, San Ramon, and Danville, East Bay Municipal Water District, East Bay Regional Park District, San Francisco Public Utilities District, Bay Area Open Space Council, and Contra Costa County.

Key Infrastructure

The District's facilities consist of its office space. These facilities have recently been upgraded by a move to the new Alameda County Agriculture Center, which also houses the Alameda County Department of Agriculture's field office, various County branch offices, University of California Cooperative Extension's Master Gardener program, and the Livermore Valley Winegrowers Association.

The District shares its offices with the Local Partnership Office of the NRCS. This promotes synergies, staffing and equipment efficiencies, and the sharing of expertise between the two programs.

CHAPTER A-3: ALAMEDA COUNTY WATER DISTRICT

The Alameda County Water District (ACWD) provides retail water delivery services. The District also provides conservation/protection of the Niles Cone Groundwater Basin, one of its sources of water supply.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

ACWD was formed on January 5, 1914 as an independent special district. The District was originally created to protect the groundwater basin, conserve Alameda Creek Watershed, and develop supplemental water supplies, primarily for agricultural use. In 1930, the District became a main water distributor and now primarily services an urban population.

The principal act under which the District was formed is the County Water District Act of 1913.⁹

The District's boundary area includes most of the land area in the cities of Fremont, Newark and Union City and a southwest portion of the City of Hayward.

The District's SOI includes territory outside the District's boundaries in the hill areas and marshlands around the cities of Fremont, Newark and Union City and in the Eden Shores area in Hayward. The District's SOI has not changed since it was adopted on April 19, 1979. There have been approximately 83 annexations into the District bounds since SOI adoption, but all have involved territory in the SOI.

The land area within the District's bounds constitutes 105 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, customer service, responsiveness to LAFCo's MSR process, and community outreach.

ACWD is governed by five Board of Directors elected at large by voters within the cities of Fremont, Newark and Union City. Each Board member is elected to serve a four-year term.

The Board of Directors meets two times a month on the second and fourth Thursday. Each of the Board's five committees meets monthly. The meetings are not broadcast live on local television.

⁹ California Water Code, Div. 12, comprising §§ 30000-33901.

The agenda for each upcoming meeting is posted at the ACWD headquarters and on the District’s website where the public has access to both current and past Board agendas and minutes.

To keep citizens aware of District activities, agendas, staff reports and minutes are sent to a local newspaper and posted on the District’s website. All customers are updated on District projects and activities through a bimonthly newsletter included with their water bills and through press releases. The District distributes a Consumer Confidence Report each year to all customers and water users. Community meetings are held and mailings are sent out to advise residents of new construction projects in their neighborhoods. The District discloses plans, finances and other public documents via the Internet. Public documents, such as the current Urban Water Management Plan (UWMP) and other planning and financial documents, public notices, and news releases, are posted on the District’s website.

The latest contested election was held in November 2002. The voter turnout rate was 50 percent, slightly lower than the countywide voter turnout rate of 53 percent.

The District demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and document and interview requests. The agency responded to LAFCo’s written questionnaires and cooperated with map inquiries.

ACWD receives constituent complaints by telephone, in person, in writing or via email. Routine matters are resolved by customer service representatives. Complaints about the quality of service provided or about District employees are directed to the General Manager’s office. The District investigates all such complaints and responds in writing. In CY 2002, there were 3,909 calls regarding operational problems with water service, 398 complaints about water quality, fewer than 10 complaints regarding billing or payment issues, and three complaints regarding quality of service.

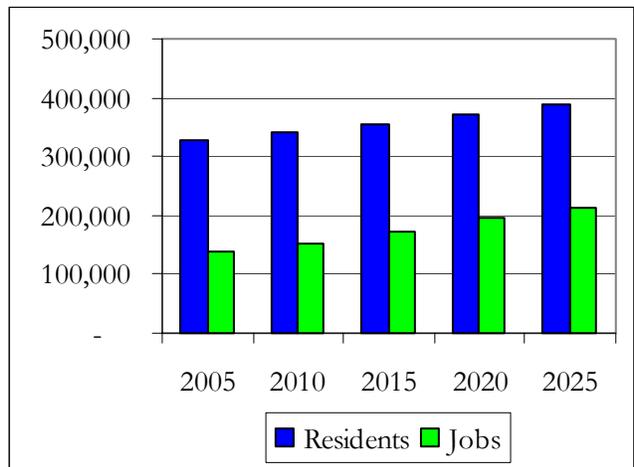
POPULATION AND GROWTH PROJECTIONS

Figure A.3.1. District Population & Job Base, 2005-25

There are 328,793 residents in the District and 138,140 jobs, according to Census and ABAG data.

ACWD’s population density is 2,679 per square mile, slightly higher than the countywide density of 2,057.

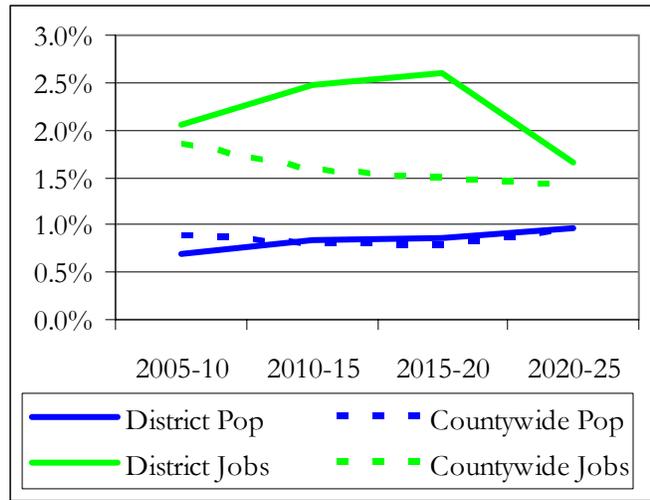
The District population level is expected to grow. ABAG expects the District population to reach 370,439 and the job base to grow to 196,624 in the next 15 years, as depicted in Figure A.3.1.



Per ABAG population projections, the rate of growth in the District is expected to be slower than the countywide growth rate in the short term. Thereafter, ABAG expects growth in the District to occur at the same rate as the countywide growth rate, as depicted in Figure A.3.2. ABAG expects the job growth rate in the District to be higher than countywide job growth over both the short and long term.

Figure A.3.2. Annual Population & Job Growth Rates, 2005-25

The projected rate of water demand growth in the ACWD service area is somewhat slower than projected population and job growth. From 2005 through 2020, water demand is projected to grow by 11 percent; population and the job base are expected to grow by 13 and 42 percent, respectively. In addition to ACWD’s demand projections, the San Francisco Public Utilities Commission (SFPUC) and the Bay Area Water Supply and Conservation Agency (BAWSCA) prepared water demand projections and account for expected changes in accounts and future demand in new accounts.



Current and potential growth areas match those discussed in the chapters on the cities of Fremont, Newark and Union City.

Growth strategies identified by the District include demand management with various water conservation practices; the District stated that it has the capacity to provide service to any area within its current SOI.

EVALUATION OF MANAGEMENT EFFICIENCIES

ACWD’s management practices include routine evaluations of District operations. The General Manager and the three department heads each follow an individual performance plan tailored to their responsibilities. Each performance plan is updated annually and includes assignments to evaluate specific programs under these individuals’ direction for efficiency and effectiveness. In addition to specific project measures, there are 60 level-of-service standards where performance is evaluated throughout the District’s Operations and Maintenance Department. Similar standards are also in place in other departments. The standards identify and implement ways to improve productivity and operational efficiency. The District’s Suggestion Award Program, which collects ideas from District employees, has been successful in creating several cost-effective procedures resulting in significant savings to the District. The District has also sent out surveys to its customers to gather information on the level of satisfaction with services that exists and to identify potential areas for improvement. Based on survey responses, an action plan was developed to address areas where improvements can be made.

Annually, goals and objectives are developed by each department and presented to the Board of Directors. The Board also reviews a summary of the year’s performance as compared to the goals and objectives previously set. Productivity is also monitored and reported to the Board on a monthly basis by the various District departments. The reports include performance indicators relative to the various service and performance standards, safety and environmental regulations, and capital budget projects.

Management practices performed by the District include benchmarking and financial audits. The District does not conduct performance-based budgeting.

The District's Integrated Resources Plan (IRP) serves as its strategic planning document. The scope of planning efforts include a review of city general plans and long-range planning of system reliability, costs, water quality and supply, as well as environmental impacts. The ACWD IRP was adopted in 1995 and has a planning time horizon of 35 years. The District has adopted a mission statement and annually adopts goals and objectives.

ACWD completed a terrorism vulnerability assessment of its water treatment and supply facilities, as mandated by federal law. This assessment identifies security risks and provides a prioritized plan for addressing risks.

In accordance with state law, the District has developed a water shortage contingency plan that includes rationing stages for customer water consumption, water allotments and water use priorities. The District has both groundwater and reservoir storage for emergency use as well as water transfer agreements. The District has identified various facilities that could be impacted significantly by seismic events and proposed seismic upgrades to various facilities as part of its 1996-2001 engineering report. The District's water shortage plan has four stages starting with voluntary reduction of water consumption to mandatory reductions of 50 percent or more of water use. In case of an emergency, the District has the water storage capacity to meet one day of peak demand and up to two days at average daily demand levels.¹⁰

The District has received various awards and accomplishments. In 2002, ACWD was an Association of California Water Agencies (ACWA) Clair Hill Award finalist for its exemplary water main flushing program. In 2004, ACWD received an environmental award from ACWA for its lead weight fishing tackle exchange program. In 2005, the District received the National Honor Award for Engineering Excellence from the American Council of Engineering for its Newark Desalination Facility. The District's field employees have excelled in various competitions among utility service providers throughout California and Nevada that are held annually by the American Water Works Association. In 2004, ACWD received the five-year Directors Award for its Mission San Jose Water Treatment Plant as part of the U.S. Environmental Protection Agency and American Waterworks Association's "Partnership for Safe Water" program. The Directors Award acknowledged ACWD for excellence in treatment practices and performance.

FINANCING CONSTRAINTS AND OPPORTUNITIES

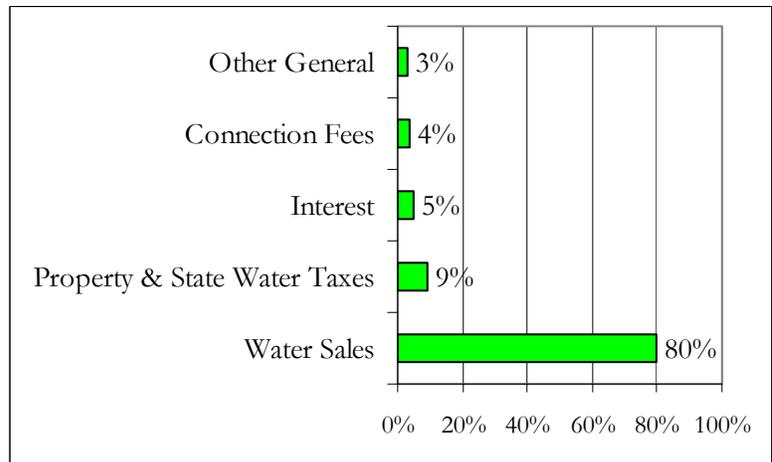
Agency financing constraints and opportunities compare a community's public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

¹⁰ According to the Bay Area Water Users Association, Annual Survey, FY 2001-02.

ACWD’s total revenue is projected to be \$62 million in FY 2004-05. The total revenue amounts to \$189 per capita.

Figure A.3.3. Revenue Sources, FY 2002-03

The District’s primary revenue source is water service charges, which accounted for 80 percent of total revenue in FY 2002-03, as shown in Figure A.3.3.



Water connection fees accounted for four percent of revenues. These fees finance capital improvements relating to system capacity. Other revenue sources include property taxes, state water contract taxes and interest.

The District relied on property taxes for five percent of revenues in FY 2002-03. As a result of the State budget crisis, the District anticipates losing 85 percent of its property tax revenue, or approximately \$2.8 million annually in ERAF III payments.

The District had \$37 million in long-term debt at the end of FY 2002-03. The debt amounted to \$116 per capita. The District’s bonded debt at that time consisted of revenue bonds that financed a groundwater desalination plant and expansion of the District’s treatment capacity.¹¹ The District received a “very strong” (Aa3) underlying rating from Moody’s and a “very strong” (AA-) underlying rating from Standard and Poor’s for its Certificates of Participation issued in 2003.

By way of reserves, the District had unrestricted net assets of \$78.6 million at the end of FY 2002-03. This amounted to 138 percent of the District’s expenses in FY 2002-03; approximately 17 months of working capital. The District has adopted a reserve policy to provide a rate stabilization reserve constituting at least 10 percent of annual budgeted operating expenses, and a reserve fund for capital projects and contingencies consistent with the District’s long-term financial plan.¹²

The District finances capital projects with connection fees, service charges, reserves and bonded debt. The District had \$61.5 million in capital reserves at the end of FY 2002-03. The capital reserve funds are designated for capital projects. The District planned to spend \$24 million in FY 2005-06 on rubber dam seismic upgrades, Whitfield Reservoir pump stations, main extension, and other capital improvements. In recent years, the District’s capital improvement costs have totaled as much as \$48 million due to construction of a desalination facility and treatment plant upgrades.

¹¹ The debt consisted of revenue bonds issued in 1998 to refund 1992 and 1995 Certificates of Participation. The 1992 and 1995 bonds funded facility construction and other water system improvements.

¹² The rate stabilization fund is to be used in the event of natural disaster, water shortage or other unanticipated expense. The capital projects and contingences reserve fund may be used for capital improvements and for unanticipated capital and operating expenses.

Due to its reliance on property tax, ACWD has been affected by the state budget crisis and related ERAF payments. The District anticipates losing 85 percent of its property tax revenue, or approximately \$2.8 million annually. ACWD uses local property tax revenue to fund groundwater-related improvements to its water delivery and water treatment facilities, capital projects, and vital water quality and water supply programs. In response to this fiscal challenge, the District increased water rates by 6.5 percent on January 1, 2005; the rate increase will remain in effect for two years or until the revenue shortfall has been recouped, whichever comes first. In addition to the temporary 6.5 percent rate increase, ACWD implemented a commodity rate increase of 7 percent in January 2005 while keeping the bimonthly service charge unchanged for most residential customers.¹³

The District is involved in joint financing arrangements through various Joint Powers Authorities. Employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan. The District acquires workers compensation coverage through the Special Districts Risk Management Authority.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy, and facilities.

Nature and Extent

ACWD provides water retail and distribution, water treatment, desalination, groundwater extraction, groundwater recharge, and water conservation services. The District plans to develop recycled water capability.

Location

The ACWD service area includes developed areas in the cities of Fremont, Newark and Union City and the southwestern portion of Hayward. ACWD provides limited service outside its boundaries in two areas—the Mayfield Housing property and an 11-acre property—that are inside Fremont boundaries as well as 14 percents in southern Hayward. LAFCo has approved out-of-area service in all areas.

Key Infrastructure

The District's sources of water supply are the State Water Project (SWP), the San Francisco Public Utility Commission (SFPUC) Hetch Hetchy system and local groundwater from the Niles Cone Ground Water Basin.

At the Mission San Jose Water Treatment Plant (WTP), the District pumps water from the Alameda-Bayside Takeoff of the South Bay Aqueduct (SBA) water, which collects water from the State Water Project. The California Department of Health Services (DHS) has detected contaminants (e.g., pathogens, organic carbon and nutrients) in SWP water at its point of entry to the WTP, but these are removed during the treatment process. Treatment Plant No. 2, constructed

¹³ The commodity rate is a charge on the customer's amount of water use.

in 1993, provides additional surface water treatment of SBA water pumped from the Alameda-Bayside Takeoff. Turbines installed at the facility also generate enough hydroelectric power to run the entire treatment process. The blending facility is used to combine softer SFPUC water with harder groundwater to produce more uniform supply; its capacity is 60 mgd. The new (2003) desalination facility has a capacity of 5.0 mgd.

ACWD maintains an aquifer system known as the Niles Cone Basin, a series of flat-lying gravel aquifers separated by extensive clay layers that do not readily transmit water. The Niles Cone Basin is formed at the western front of the Mission Hills that extends west under the San Francisco Bay. The Hayward Fault divides the basin in two. Runoff from much of the southeast portion of the Alameda Creek Watershed is collected in Del Valle Reservoir, some of which is diverted to ACWD via the South Bay Aqueduct. Runoff from the northern region flows to tributaries of Alameda Creek, where it is carried to ACWD facilities. Alameda Creek runoff is used to recharge the Niles Cone aquifer system. It is diverted to percolation ponds using inflatable dams. The water percolates into the groundwater basin through the channel bed and through off-stream recharge pits. ACWD is restoring fish passage in Alameda Creek by replacing one rubber dam blocking fish passage, installing fish ladder at the other dams, and installing screens at diversion pipelines to prevent fish from being trapped in the water supply system.

Saltwater intrusion in the Newark Aquifer has been reversed by pumping out saline water and by raising the water level, but this aquifer is subject to future intrusion if the water level drops more than five feet below sea level. Brackish water pockets remain in the Centerville-Fremont and Deep Aquifers. The District has been conducting recharge, pumping, desalination and other efforts to restore these aquifers to potable use. Water is pumped out from nine Aquifer Reclamation Program wells and discharged into the Bay through flood control channels.¹⁴ The SWRCB considers the Niles Cone basin vulnerable to surface source contamination due to urban runoff; total dissolvable solid (TDS) levels meet MCL standards but are slowly increasing.¹⁵

Sixteen wells are used to extract water from the groundwater basin on both sides of the Hayward fault. Groundwater uses include aquifer recharge, aquifer reclamation from seawater intrusion, private pumping, and natural groundwater outflow. DHS has not detected contaminants in the wells from which drinking water is extracted, but has identified vulnerabilities including known contaminant plumes, leaking underground storage tanks and gas stations.

ACWD and Zone 7 share approximately 15,000 acre-feet of raw water storage made available annually in the Del Valle Reservoir located south of Livermore. In addition, ACWD has contracted for 150,000 acre-feet of storage capacity with the Semitropic Water Storage District in the event of drought. The District has a total of 12 reservoirs and distribution tanks, including the Whitfield and Patterson Reservoirs in Fremont, with a total usable storage capacity of 82 mg. All distribution reservoirs are covered to prevent evaporation and contamination. Water reserves include emergency supplies to cover one day based on peak demand. Water reserved for firefighting purposes varies by

¹⁴ The Aquifer Reclamation Program began in 1973 and was developed to stop the spread of salt water already in the basin and to reclaim the intermediate and lower aquifers of the basin for future use. This is accomplished by pumping the salt water into surface drainage channels through which it then flows to the Bay.

¹⁵ California State Water Resources Control Board, July 2002.

community based on the criteria of the local fire department; the requirements vary from 180,000 gallons to 480,000 gallons.¹⁶

In the event of emergencies such as earthquakes, ACWD would rely on water sharing through emergency interties with SFPUC, Hayward and Milpitas. The District’s emergency planning efforts are discussed in its 1995 Integrated Resource Plan and 2005 Urban Water Management Plan. The District prepared a terrorism vulnerability assessment, as required by the EPA.

Table A.3.4. ACWD Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	Direct		Groundwater Recharge	Direct				
Wholesale Water	SFPUC and Direct		Groundwater Extraction	Direct				
Water Treatment	Direct		Recycled Water	None				
Service Area Description								
Retail Water	The cities of Fremont, Newark and Union City.							
Wholesale Water	None							
Recycled Water	None							
Boundary Area (Alameda)	104.7 sq. miles		Population (2005)	328,793				
System Information								
Average Daily Demand	49.82 mgd		Reservoirs	12				
Peak Day Demand	73.9 mgd		Storage Capacity (mg)	82				
Average Annual Demand Information (Acre-feet per Year) ²								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	47,939	45,755	57,241	56,500	59,457	61,413	63,152	64,289
Residential	31,323	29,861	35,817	38,763	39,817	40,942	41,430	41,963
Commercial/Industrial	9,485	9,781	13,233	13,353	15,240	15,993	16,424	17,060
Irrigation/Landscape	NP	NP	NP	NP	NP	NP	NP	NP
Other	7,131	6,113	8,191	4,384	4,400	4,478	5,298	5,266
Service Connections			Total	Outside Bounds				
Total			78,389	209				
Domestic			71,357	208				
Commercial/Industrial/Institutional			5,015	0				
Irrigation/Landscape			1,858	0				
Recycled			0	0				
Other			159	1				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								
(2) For 2005 through build-out, demand for each category reflects a pro-rated share of estimated conservation (natural but not programmatic). Demand includes prorated amount of system losses (at 8 percent loss rate), as reported in the Draft 2005 UWM								

continued

¹⁶ The requirements range from 1,500 gpm for two hours up to 2,000 gpm for four hours.

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	57,400	63,700	77,500	78,700	82,200	83,300	86,000
Imported	35,700	30,800	39,400	46,900	48,000	49,100	50,200
Groundwater	19,000	27,600	37,900	23,200	25,700	25,700	25,700
Surface	2,700	5,300	200	3,500	3,400	3,400	3,400
Recycled	0	0	0	0	0	0	1,600
Desalination	0	0	0	5,100	5,100	5,100	5,100
Supply Constraints							
Local supplies from Lake del Valle have varied from zero to 16,700 acre-feet per year due to hydrologic conditions and quality. ACWD is using pumping and desalination to remedy seawater intrusion in the Newark Aquifer. SFPUC can reduce the District's water supply as much as 50% under worst case conditions. SWP supplies are vulnerable to conflicting water supply and environmental demands facing the Delta; CALFED was formed to resolve these issues.							
Water Sources		Supply (Acre-feet per Year)					
Source	Type	Average	Maximum	Safe/Firm			
State Water Project	imported	28,800	42,000	1,600			
SFPUC	imported	15,000	15,300	11,700			
Alameda Creek Watershed & Niles Cone Basin	local runoff & groundwater	21,400	40,000	7,600			
Arroyo del Valle Watershed	local runoff	7,100	20,200	-			
Desalination	groundwater	5,100	5,600	5,100			
Groundwater Recharge							
Alameda Creek run-off and some SWP supply is used to recharge the Niles Cone aquifer system. It is diverted to percolation ponds using inflatable dams. Pumping and desalination is used to address seawater intrusion and reclaim the upper and middle aquifers for future potable water use.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	65,100	Year 2:	77,500	Year 3:	70,700	
Significant Droughts: 1976-1977, 1988-1991							
Storage Practices: The ACWD has secured 150,000 acre-feet of storage capacity with the Semitropic Water Storage District, including available Semitropic takes.							
Plan: The District will use water stored in local aquifers and the Semitropic groundwater banking program.							
Agriculture Effects: Not applicable. ACWD does not supply agricultural water.							
Water Conservation Practices							
CUWCC Signatory	Yes						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	Yes	7,133 multi-family units surveyed.					
2 - Retrofits	Yes	Retrofits residential plumbing.					
3 - Water Audits	Yes	Unaccounted for water is less than 10% of water used.					
4 - Metering	Yes	All accounts are metered.					
5 - Landscape Audits	Partial	Implemented budget program for 771 landscape accounts.					
6 - Washing Machine Rebate	Yes	Over 7,400 rebates provided since 1996.					
7 - Public Information	Yes	Active public information program.					
8 - School Education	Yes	Active school education program.					
9 - CII Audits	Yes	Over 290 audits since 1997. Commercial ULFT rebate program offered with USD.					
10 - Wholesale Assistance	NA	Not applicable to ACWD.					
11 - Conservation Pricing	Yes	Uniform rate structure. Inverted block rate structure during droughts.					
12 - Conservation Coordinator	Yes	Position staffed.					
13 - Water Waste	Yes	All necessary ordinances in place.					
14 - Toilet Replacement	Yes	Program in place for low-income multi-family units.					

continued

Water Infrastructure				
Major Facilities				
Facility Name	Type	Capacity	Condition	Yr Built
Mission San Jose WTP	WTP	10 mgd	Good	1975
WTP Number 2	WTP	21 mgd	Good	1993
Newark Desalination Facility	Desalination	5 mgd	Excellent	2003
Blending Facility	Water blending	50 mgd	Good	1992
Other Infrastructure				
Reservoirs	12	Storage Capacity (mg)		82
Pump Stations	14	Pressure Zones		20
Production Wells	16	Pipe Miles		834
Other: 13 aquifer recharge pits, 9 saline water control wells				
Infrastructure Needs and Deficiencies				
One new pump station is needed at the Whitfield Reservoir. The Patterson and/or Whitfield Reservoirs will need expansion for future demand. ACWD completed a major upgrade of its Mission San Jose WTP during 2004. Additionally, ACWD is performing seismic upgrades as it completes major maintenance and upgrade projects.				
Facility Sharing and Regional Collaboration				
Current: The South Bay Aqueduct is shared with Zone 7 and Santa Clara Valley Water District. ACWD shares storage with Zone 7 in DWR's Del Valle Reservoir. ACWD participates in multi-agency groundwater banking of drought supplies through the Semitropic Water Storage District. ACWD has interties with Hayward and Milpitas. Member of BAWAC and BAWSCA.				
Opportunities: ACWD and USD are pursuing joint development of water recycling projects. As an SFPUC customer, the agency will benefit from a \$16.5 million project to connect the SFPUC and EBMUD water systems for shared use in the event of emergencies. Potential for sharing CCWD's Los Vaqueros Reservoir for drought management and reliability.				

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	1	A treatment technique violation in April 1996.	
Monitoring Violations	0		
Service Adequacy Indicators			
Water Pressure Adequacy	40+ normal day; 20+ psi fire flow		
Response Time Policy	< 45 mins. to site	Response Time Actual	< 45 mins.
Distribution Loss Rate	8%	Connections/FTE	361
Distribution Breaks & Leaks	491	Distribution Break Rate ²	37
Renewal/Replacement Rate ³	10%	O&M Cost Ratio ⁴	\$ 392
DW Compliance Rate ⁵	100%	MGD Delivered/FTE	0.23
Employee Indicators			
Total Employees (FTEs)	217	Certified as Required?	Yes
Health/Severity Rate ⁶	86	Employee Vacancy Rate	2%
Training Hours/Employee	122	Employee Turnover Rate	1%
Service Challenges			
Reclaiming intermediate and deep aquifers for potable use.			
Water Planning	Description		Planning Horizon
Water Master Plan	Integrated Resources Plan (IRP)		35 years
UWMP	2000, 2005 (Draft)		20 years
Capital Improvement Plan	FY 02-03		25 years
Plan Item/Element	Description		
Emergency Plan	In IRP		
Other Plans			
SFPUC Water Demand Study (2004)			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Retail Water Rates-Ongoing Charges FY 04-05¹			
Rate Description		Avg. Monthly Charges	Consumption²
Residential	Flat Bimonthly: \$9.60 Water Use: \$2.13 per ccf	\$ 30.05	12 ccf/month
Non-Residential ³			
Retail	Flat Bimonthly: \$13.75 Water Use: \$2.13 per ccf	\$ 86.89	38 ccf/month
Industrial	Flat Bimonthly: \$34.85 Water Use: \$2.13 per ccf	\$ 475.48	215 ccf/month
Special Rates			
In areas of 390 or more feet in elevation, there is an additional charge of \$0.06 per ccf per 100 feet of lift. Customers outside ACWD boundaries pay a 15% premium.			
Wholesale Water Rates			
NA			
Rate-Setting Procedures			
Policy Description	The District establishes water rates annually on a cost-of-service basis.		
Most Recent Rate Change	12/11/04	Frequency of Rate Changes	Annual
Water Development Fees and Requirements			
Connection Fee Approach	The fee is based on meter size. Large developments also pay acreage charges.		
Connection Fee Timing	After plan approval and prior to meter installation.		
Connection Fee Amount ⁴	¾ inch meter: \$5,384	1 inch meter:	\$11,484
Land Dedication Requirements	Require land dedications via easements for utility infrastructure if needed to serve new development.		
Development Impact Fee	None		
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03
Source	Amount	%	Amount
Total	\$53,799,900	100%	Total \$52,368,300
Rates & Charges	\$42,833,200	80%	Administration \$8,700,900
Property Tax	\$4,867,400	9%	O & M \$21,860,800
Grants	\$0	0%	Capital Depreciation \$8,959,700
Interest	\$2,602,500	5%	Debt \$3,411,400
Connection Fees	\$1,981,500	4%	Purchased Water \$9,435,500
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes. Rates include a temporary 6.5 percent supplemental water rate increase to expire by the end of 2006.			
(2) Water use assumptions by customer type were used to calculate average monthly bills. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.			
(3) Flat bimonthly service charges are applied consistent with characteristics of the prototype retail (one-inch meter) and industrial (two-inch meter) business.			
(4) ACWD connection fee was available for 3/4 inch meter, but not 5/8 inch meter. For comparisons, refer to Chapter 3.			

continued

Water Wells and Source Assessments					
Source Name	Type	Source	Detected Contam.	Vulnerabilities	Date Assessed
Mowry Well 01	Groundwater	Niles Cone	None	Dry cleaners Known contaminant plumes Leaking underground storage tanks	Dec 02
Mowry Well 02	Groundwater	Niles Cone	None	Sewer collection systems Known contaminant plumes Leaking underground storage tanks	Dec 02
Mowry Well 03	Groundwater	Niles Cone	None	Known contaminant plumes Leaking underground storage tanks	Dec 02
Mowry Well 04	Groundwater	Niles Cone	None	Dry cleaners Known contaminant plumes Leaking underground storage tanks	Dec 02
Mowry Well 06	Groundwater	Niles Cone	None	Known contaminant plumes Leaking underground storage tanks	Dec 02
Mowry Well 09	Groundwater	Niles Cone	None	Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta-Tyson Well 01	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta-Tyson Well 02	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta-Tyson Well 03	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta-Tyson Well 04	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta-Tyson Well 05	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta-Tyson Well 06	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta-Tyson Well 07	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02

continued

Water Wells and Source Assessments (continued)					
Source Name	Type	Source	Detected Contam.	Vulnerabilities	Date Assessed
South Bay Aqueduct-MSJ WTP	Aqueduct	Delta Sacramento San Joaquin	Pathogens, organic carbon, nutrients, salt, and bromide have been detected, but are removed during the treatment	Agricultural drainage Wastewater treatment plant discharges Urban runoff Recreational usage of the Delta Seawater intrusion	Feb 03
Mowry Well 07	Groundwater	Niles Cone	None	Dry cleaners Known contaminant plumes Leaking underground storage tanks	Dec 02
Mowry Well 08	Groundwater	Niles Cone	None	Dry cleaners Known contaminant plumes Leaking underground storage tanks	Dec 02
Peralta Tyson Well 8	Groundwater	Niles Cone	None	Automobile - gas stations Historic gas stations Known contaminant plumes Leaking underground storage tanks	Dec 02
Cedar Well 01	Groundwater	Niles Cone	None	Automobile - gas stations Dry cleaners Historic gas stations Known contaminant plumes Metal plating/finishing/fabricating Leaking underground storage tanks	Sep 02
Cedar Well 02	Groundwater	Niles Cone	None	Automobile - gas stations Dry cleaners Historic gas stations Known contaminant plumes Metal plating/finishing/fabricating Leaking underground storage tanks	Sep 02
Darvon Well 01	Groundwater	Niles Cone	None	Automobile - gas stations Dry cleaners Historic gas stations Known contaminant plumes Metal plating/finishing/fabricating Leaking underground storage tanks	Sep 02
Darvon Well 02	Groundwater	Niles Cone	None	Automobile - gas stations Dry cleaners Historic gas stations Known contaminant plumes Metal plating/finishing/fabricating Leaking underground storage tanks	Sep 02

CHAPTER A-4: CASTLEWOOD CSA

The Castlewood CSA (R-1967-1) provides retail water and sewer collection services to some areas in the CSA. SFPUC is the wholesale water supplier; Zone 7 manages the groundwater basin. The CSA contracts with the City of Pleasanton for conveying and treating wastewater; DSRSD is the wastewater treatment provider through its contract with the City of Pleasanton. The CSA contracts with the California Water Services Company for water operations and maintenance services.

The CSA's street maintenance services will be reviewed in MSR Volume III.

FORMATION AND BOUNDARY

The CSA was formed on September 17, 1968 as a dependent special district. The District was created to provide services for the Castlewood unincorporated area adjacent to the City of Pleasanton.

The principal act that governs the District is County Service Area Law.¹⁷

The boundary area includes an unincorporated area near southern Pleasanton, with Castlewood Country Club making up a large portion of the area covered.¹⁸

The SOI was established on April 19, 1984. All of the areas in the Castlewood CSA SOI were annexed shortly after SOI adoption in August 1984. The SOI is currently coterminous with the District bounds.

The total land area within the boundary of the CSA is approximately one square mile.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The CSA was formed as a dependent special district with the Alameda County Board of Supervisors as its governing body. There are five members of the governing body of the CSA. The five supervisors are elected by district to four-year terms of office.

The governing body meets weekly. Agendas for each weekly meeting are posted by the Board Clerk on the Internet and at the County Administration building. The Board Clerk provides notice

¹⁷ California Government Code, Title 3, Div. 2, Pt. 2, Ch. 2.2, §§ 25210.1- 25211.33.

¹⁸ The proprietary club and its golf course were built on the site of a former home of George and Phoebe Hearst, parents of William Randolph Hearst. Water rights in this area originate with an agreement between Phoebe Hearst and the Spring Valley Water Company.

for meetings and disseminates minutes. Board actions and meeting minutes are available on the Internet. Through the County website, the public has access to live audio webcasts and archived audio webcasts of regular Board meetings for viewing online at their convenience. The agency also discloses finances, plans and other public documents via the Internet.

The Castlewood Property Owners Association, which represents most of the residential property owners in the CSA, the Castlewood Country Club’s representatives as well as other interested property owners attend occasional public meetings to review and discuss service programs. CSA services are addressed directly with CSA property owners through the public meetings as well as through informational mailings and community workshops.

The latest contested election was the November 2002 general election. The voter turnout rate for the County Board was 52 percent, comparable to the countywide voter turnout rate of 53 percent.

The CSA demonstrated partial accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests and cooperated with map inquiries. The CSA did not provide water demand and supply projections, drought supply information and wastewater response time.

Customer complaints, requests for services and information are received by telephone, email, in writing, or in person. All requests/complaints are tracked together. A response is typically issued within two working days. In CY 2002, the District completed 174 service requests, including requests about service charges, services changes or district administration.

GROWTH AND POPULATION PROJECTIONS

Figure A.4.1. District Population & Job Base, 2005-25

There are an estimated 832 residents in the CSA and 187 jobs in the CSA; estimates are based on Census and ABAG data.¹⁹ The CSA’s population density is 1,085 per square mile, significantly lower than the countywide density of 2,057.

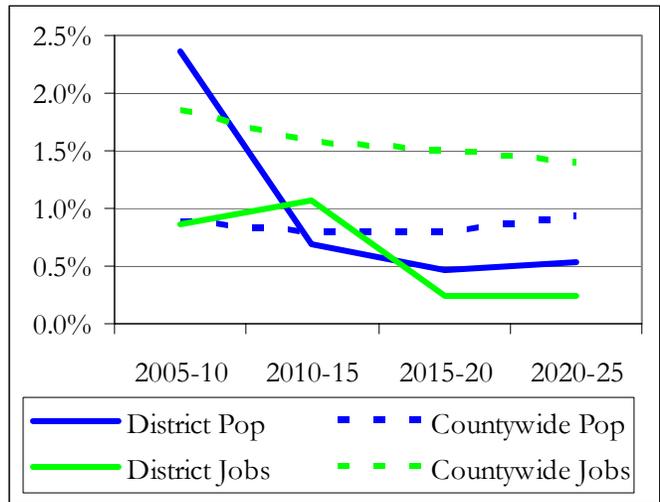
The CSA population level is expected to grow. ABAG expects the CSA population to reach 990 and the job base to grow to 208 in the next 15 years, as depicted in Figure A.4.1.



¹⁹ Population estimates were derived from Census block-level data based on whether or not a block centroid is located within a particular district. The ABAG census tract projected growth rates were applied to each block allocated to a particular district.

Figure A.4.2. Annual Population Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in the CSA is expected to be faster than the countywide growth rate through 2010. Thereafter, ABAG expects growth in the CSA to occur slower than the countywide growth rate, as depicted in Figure A.4.2. ABAG expects job growth in CSA to remain slower than countywide job growth over both the short and long term.



Water growth projections were not available for comparison with population projections. The CSA is not required to prepare an Urban Water Management Plan because its population is less than 3,000.

Current or potential growth areas include a southern area adjacent to the CSA boundaries. The CSA currently conveys sewage through CSA lines to the City of Pleasanton’s sewer lines for treatment and disposal. Growth can only be expected if the CSA expands its boundaries to include the southern area.

Growth strategies were not identified by the agency. According to the county specific plan for the area, the CSA is within the County’s urban limit line and Pleasanton’s SOI.

EVALUATION OF MANAGEMENT EFFICIENCIES

The CSA is staffed by the County Public Works Agency on an as-needed and reimbursable basis and, through contractual arrangements, by the City of Pleasanton and the California Water Services Company.

The CSA conducts performance evaluations through annual service reviews on site at the CSA facilities and in the service area with interested property owners and residents. The results are discussed at public meetings and a recommendation is sent to the County Board of Supervisors regarding possible changes in service or service charges. Monthly and quarterly reports are provided to the Alameda County Public Works Agency management regarding work plans and performance.

The CSA indicated that it monitors productivity with the results reported monthly and quarterly in reports provided to the Public Works Agency management, as discussed above.

Management practices conducted by the agency includes performance-based budgeting and annual financial audits. The CSA did not identify benchmarking practices.

The CSA does not have a strategic plan; neither the County Public Works Agency nor Alameda County has adopted a strategic plan. The CSA’s water and wastewater master plans were last updated in 2004 and have a one-year planning horizon.

In the event of emergency, the CSA could access water stored in the SFPUC reservoir located on the Club grounds.

There were no awards or accomplishments identified by the agency.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community's public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Total CSA revenues in FY 2004-05 were projected at \$382,205, which amounts to \$479 per capita. Most (91 percent of) revenue is from assessments, eight percent is from property taxes, and the remainder from interest.²⁰

The CSA does not have any long-term debt. However, Alameda County does have outstanding debt. The County received an "above-average" (A2) underlying rating from Moody's.

The CSA had a fund balance of \$73,217 at the end of FY 2002-03, which amounts to 22 percent of appropriations.

The CSA's capital financing approach is pay-as-you-go. The CSA relies on current revenues and reserves to finance capital projects. The CSA maintains a capital replacement fund for both roads and storm drainage.

The CSA engages in joint financing arrangements related to insurance. As an entity of the County, the CSA receives excess workers compensation and liability coverage through the California State Association of Counties Excess Insurance Authority—a joint powers authority.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy, and facilities.

Nature and Extent

The CSA provides water distribution and storage services to those properties within the CSA with water rights.²¹ The Castlewood area relies on SFPUC for water supplies and treatment, although the CSA itself is not party to water rights and supply agreements. The CSA contracts with the California Water Service Company for pump station and other system maintenance and for

²⁰ Revenue sources reflect actual revenues in FY 2002-03, according to the Auditor-Controller.

²¹ Although most properties have water rights, the few without water rights are served by private wells.

meter reading. The City of Pleasanton’s water distribution lines run through the CSA, serving as an emergency back-up connection.²²

Location

The CSA provides retail water services to the area within its bounds. Some lots are served by private water wells. Some lots are undeveloped with no water service. The City of Pleasanton provides water service to approximately 15 parcels, and would provide service to approximately 25 currently undeveloped lots within the CSA if these are developed.

Key Infrastructure

CSA water infrastructure includes two pump stations, a reservoir, three tanks and water distribution lines.

The Country Club and the homeowners have rights to 90 million gallons (mg) of free water and 62 mg of purchased water from SFPUC annually.²³ The SFPUC water is delivered through two separately metered accounts—one for the potable water system and another for the irrigation (untreated) system. The potable water distribution system was reconstructed in 1997 and is in good condition. The irrigation system serves the Country Club; this non-potable system is owned and maintained by the Club.

Some parcels within the CSA bounds extract water directly from the groundwater basin through private wells. Zone 7 recharges and monitors the groundwater basin. As groundwater basin manager, Zone 7 is authorized to impose pumping quotas or fees to reimburse the costs of groundwater recharge. The Zone does not currently impose pumping quota or fees on these parcels.

As a contract service provider, Cal Water maintains the potable distribution system. The Club owns and maintains several pump stations for non-potable water.

SFPUC owns and maintains a concrete reservoir located at the Castlewood Country Club; CSA water deliveries are conveyed through the reservoir. The Club maintains two irrigation reservoirs with non-potable water.

Both the Country Club and the homeowners have fire protection water delivery systems. The homeowners rely on water stored in tanks for fire protection. The Club has a separate fire protection water system.

In the event of an emergency, the CSA would rely on water stored in the SFPUC reservoir located on Club grounds. The CSA also has an intertie with the City of Pleasanton that could be used in an emergency.

²² The City of Pleasanton lines run through the CSA to serve the Oak Tree Farm Drive area south of the CSA that is within the city limits.

²³ The Castlewood water rights are privately administered by property owners in the CSA. The rights to 90 mg of free water originate with an agreement made by Phoebe Hearst and the Spring Valley Water Company; these rights are shared equally by the Castlewood Country Club and the Castlewood Property Owners Association. The Club retains the rights to the 62 mg of purchased water, but shares the purchased water with the homeowners.

Table A.4.3. Castlewood CSA Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	Direct		Groundwater Recharge	Zone 7				
Wholesale Water	SFPUC		Groundwater Extraction	None				
Water Treatment	SFPUC		Recycled Water	None				
Service Area Description								
	Most of the territory within the CSA, specifically those properties with water rights. Some of the parcels are self-providers on wells. Some are served by the City of Pleasanton.							
Retail Water	None							
Wholesale Water	None							
Recycled Water	None							
Boundary Area (Alameda)	0.8	sq. miles	Population (2005)	832				
System Information								
Average Daily Demand	0.4 mgd		Reservoirs	1				
Peak Day Demand	0.8 mgd		Storage Capacity (mg)	1				
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	NP	NP	454	473	NP	NP	NP	NP
Residential	NP	NP	204	254	NP	NP	NP	NP
Commercial/Industrial	NP	NP	14	13	NP	NP	NP	NP
Irrigation/Landscape	NP	NP	236	206	NP	NP	NP	NP
Other	0	0	0	0	0	0	0	0
Service Connections			Total	Outside Bounds				
Total			193	0				
Domestic			186	0				
Commercial/Industrial/Institutional			5	0				
Irrigation/Landscape			2	0				
Recycled			0	0				
Other			0	0				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	NP	NP	454	473	NP	NP	NP
Imported	NP	NP	454	473	NP	NP	NP
Groundwater	0	0	0	0	0	0	0
Surface	0	0	0	0	0	0	0
Recycled	0	0	0	0	0	0	0
Supply Constraints							
Water rights and supply are based on agreements between private parties and SFPUC. Although the current contract limits supply to 466 acre-feet, SFPUC has been supplying more than this amount while the parties negotiate a new contract. The new contract is expected to increase the available supply to the Castlewood area. SFPUC supply constraints include precipitation levels in the Tuolumne River watershed and local runoff. Zone 7 manages the groundwater supply.							
Water Sources		Supply (Acre-feet per Year)					
Source	Type	Average	Maximum	Safe/Firm			
SFPUC	purchased	473	NA	466			
Groundwater Recharge							
Conducted by Zone 7.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	NP	Year 2:	NP	Year 3:	NP	
Significant Droughts: 1987-1992							
Storage Practices: SFPUC reservoir is located on Club grounds.							
Plan: SFPUC will use reserves in local and regional reservoirs and attempt to purchase additional supply. With a 5-10% shortfall, SFPUC will encourage voluntary reductions. With greater shortfalls, SFPUC institutes rationing, excess use charges and conservation.							
Agriculture Effects: If rationing is required, irrigation accounts would receive a 90 percent cut.							
Water Conservation Practices							
CUWCC Signatory	No						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	No						
2 - Retrofits	No						
3 - Water Audits	No						
4 - Metering	No	Users are not metered.					
5 - Landscape Audits	Yes	Separate meter for irrigation account.					
6 - Washing Machine Rebate	No						
7 - Public Information	Yes	Property owners association newsletter and CSA efforts during drought periods.					
8 - School Education	No	No school education program.					
9 - CII Audits	No						
10 - Wholesale Assistance	NA	NA					
11 - Conservation Pricing	No	Rate structure is flat.					
12 - Conservation Coordinator	No	The position is not staffed.					
13 - Water Waste	NP	NP					
14 - Toilet Replacement	No						

continued

Water Infrastructure			
Reservoirs	1	Storage Capacity (mg)	1
Pump Stations	2	Pressure Zones	2
Production Wells	0	Pipe Miles	5
Other: 3 storage tanks			
Infrastructure Needs and Deficiencies			
None. The system was replaced in 1998.			
Facility Sharing and Regional Collaboration			
Current: The CSA relies on SFPUC for water supply and contracts with the California Water Service Company for operations and maintenance. Emergency intertie with the City of Pleasanton.			
Opportunities: None identified.			

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	0		
Monitoring Violations	1	From 1993 thru 2000, tap sampling for lead and copper was not performed.	
Service Adequacy Indicators			
Water Pressure Adequacy	40+ psi peak day; 20+ psi fire flow		
Response Time Policy	< 1 hr.	Response Time Actual	< 1 hr.
Distribution Loss Rate	NP	Connections/FTE	NA
Distribution Breaks & Leaks	0	Distribution Break Rate ²	0%
Renewal/Replacement Rate ³	NA	O&M Cost Ratio ⁴	\$ 136
DW Compliance Rate ⁵	NA	MGD Delivered/FTE	NA
Employee Indicators			
Total Employees (FTEs)	-	Certified as Required?	NA
Health/Severity Rate ⁶	NA	Employee Vacancy Rate	NA
Training Hours/Employee	NA	Employee Turnover Rate	NA
Service Challenges			
None identified.			
Water Planning		Description	Planning Horizon
Water Master Plan		2004	1 year
UWMP		NA	
Capital Improvement Plan		County FY 01-02	7 years
Plan Item/Element		Description	
Emergency Plan		None formalized.	
Other Plans			
None identified.			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Retail Water Rates-Ongoing Charges FY 04-05¹			
Rate Description		Avg. Monthly Charges	Consumption²
Residential	Flat Annual: \$880	\$ 73.33	12 ccf/month
Special Rates			
Water rates are the same throughout the CSA.			
Wholesale Water Rates			
NA			
Rate-Setting Procedures			
Policy Description	Service charges and capital charges are levied on a cost-of-service basis.		
Most Recent Rate Change	7/1/04	Frequency of Rate Changes	Annual
Water Development Fees and Requirements			
Connection Fee Approach	Any new property owners are required to pay the cost of connecting to the system.		
Connection Fee Timing	Upon connection.		
Connection Fee Amount	5/8 inch meter: Cost	1 inch meter:	Cost
Land Dedication Requirements	None		
Development Impact Fee	None		
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03
Source	Amount	%	Amount
Total	\$135,560	100%	Total \$145,700
Rates & Charges	\$135,560	100%	Administration \$6,000
Property Tax	\$0	0%	O & M \$64,500
Grants	\$0	0%	Capital Depreciation \$20,200
Interest	\$0	0%	Debt \$0
Connection Fees	\$0	0%	Purchased Water \$55,000
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.			

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

Within its service area, the CSA administers billing, financial and service issues. The CSA contracts with the City of Pleasanton to inspect, clean and repair sewer structures such as pipes and manholes. Contract service by Pleasanton includes preventive maintenance services—closed-circuit television inspection of sewer lines and cleaning sewer lines. The County staffs the CSA on an as-needed basis. The CSA discharges sewage into the City of Pleasanton collection system; Pleasanton conveys the wastewater to DSRSD for treatment services. Wastewater disposal services are provided by Livermore-Amador Valley Water Management Agency (LAVWMA) and East Bay Dischargers Authority (EBDA).

Location

The CSA provides collection services to a service area that includes some of the territory within its bounds; other developed parcels in the CSA rely on septic systems. The CSA also allows wastewater flows from a small tract in the City of Pleasanton to pass through CSA pipes, per a contract agreement with the City.

Key Infrastructure

Key infrastructure includes one pump station and approximately five miles of sewer lines. The wastewater collection system was reconstructed in 1997, and is in good working order. No infrastructure needs or deficiencies were identified.

Table A.4.4. Castlewood CSA Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Pleasanton & Direct		
Wastewater Treatment		DSRSD		
Wastewater Disposal		LAVWMA & EBDA		
Service Area				
Collection: an unincorporated area adjacent to the City of Pleasanton's southern boundary.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: a City of Pleasanton tract located south of the CSA.				
Onsite Septic Systems in Service Area²				
Not all of the CSA parcels receive sewer services; some parcels use septic tanks.				
Septic Regulatory/Policies				
In unincorporated areas, all properties within 200 ft. of a sewer line must connect to that line. In the event a sewer connection becomes available through the extension of sewer lines, all properties must connect to the line and abandon their septic system.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	242	1	0.2	NP
Residential	240	1	0.2	NP
Commercial	1	0	0.0	NP
Industrial	0	0	-	NP
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. Independent information on septic in the area was unavailable.				

continued

Wastewater Infrastructure	
Regional Collaboration	
The City of Pleasanton conveys the CSA wastewater to the DSRSD treatment plant.	
Facility Sharing Opportunities	
None identified.	
Wastewater Collection & Distribution Infrastructure	
Collection & Distribution Infrastructure	
Sewer Pipe Miles	5
Pumping Stations	1
Infrastructure Needs and Deficiencies	
None	
Infiltration and Inflow	
Infiltration and inflow has been a problem in this area historically.	

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
None				
Service Adequacy Indicators				
Reported Spills		0	Sewer Overflows 2004	0
Sewer Overflow Rate ²		0	Sewer Miles/FTE	NA
Response Time Policy ³		NP	Response Time Actual	NP
Total Employees (FTEs)		Contract	Accounts/FTE	NP
Renewal/Replacement Rate ⁴		NP	O&M Costs/Account	\$360
Regulatory Compliance Record				
Compliant				
Collection System Inspection Practices				
Pleasanton conducts CCTV inspection and smoke tests of problem areas.				
Service Challenges				
The accumulation of fats, oils and grease in the sewer collection system is a concern, as a potential cause of overflows.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	NA	NA		
Wastewater Collection Plan	2004	1 year		
Capital Improvement Plan	County FY 01-02	7 years		
General Plan (Resource)	County (1981-83)	NP		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	None			
Seismic/Emergency Plan	None			
Wet Weather Flow Capacity Plan	None			
Other Relevant Plans				
None				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Collection Rates and Financing				
Wastewater Rates-Ongoing Charges FY 04-05¹				
	Rate Description	Avg. Monthly Charges		Demand²
Residential	Flat Annual: \$578	\$48		12 ccf/month
Rate Zones				
None				
Rate-Setting Procedures				
Policy Description: Service charges and capital charges are levied on a cost-of-service basis.				
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual				
Wastewater Development Fees and Requirements				
Connection Fee Approach	Any new property owners are required to pay the cost of connecting to the system.			
Connection Fee Timing	NA			
Connection Fee Amount ³	Residential: Cost	Restaurant:	Cost	
Land Dedication Req.	None			
Development Impact Fee	None			
Wastewater Enterprise Revenues, FY 02-03			Expenditures, FY 02-03	
Source	Amount ⁴	%	Amount	
Total	\$117,896	100%	Total	\$116,700
Rates & Charges	\$117,596	100%	Administration	\$7,000
Property Tax	\$0	0%	O & M	\$87,200
Grants	\$0	0%	Capital Depreciation	\$22,500
Interest	\$300	0%	Debt	\$0
Connection Fees	\$0	0%	Other	\$0
Notes:				
(1) Rates include any relevant collection service charges, assessments and sewer parcel taxes. Average monthly charges are based on average consumption. Rates and demand information are rounded for presentation, but not for calculation.				
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.				
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.				
(4) Miscellaneous revenue not displayed.				

CHAPTER A-5: CASTRO VALLEY SANITARY DISTRICT

The Castro Valley Sanitary District (CVSD) provides wastewater collection services. The Oro Loma Sanitary District provides wastewater treatment, and East Bay Dischargers Authority provides wastewater disposal. CVSD provides refuse collection and recycling service by contract with Waste Management of Alameda County, Inc.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

CVSD was formed on July 25, 1939 as an independent special district. The District was formed to provide sewer services to the growing Castro Valley residential community.

The principal act governing the District is the Sanitary District Act of 1923.²⁴

The District's boundary area includes the unincorporated area of Castro Valley.

The District's SOI was established on April 21, 1983 and, similar to the boundary, includes the unincorporated area of Castro Valley. The CVSD SOI and boundary are not coterminous.²⁵ There are SOI areas north of the District that extend beyond the District's bounds. The CVSD SOI generally follows the Castro Valley Planned Urban Area in existence at the time of SOI adoption.

Since its creation, the CVSD SOI was amended twice, both amendments occurring in 1990. There were 25.6 acres located on the east and west sides of Sunnyslope Avenue in eastern Castro Valley added to the SOI in order to provide services to a residential development. There was also a small (0.24 acres) area detached from the CVSD and annexed to Oro Loma Sanitary District, with corresponding SOI adjustments made for both districts. There have been 17 annexations into the District bounds since SOI adoption, all but one (Grove Way) have involved territory in the SOI.

The land area within the District's bounds constitutes eight square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

²⁴ California Health & Safety Code, Div. 6, Pt. 1, §§ 6400-6830.

²⁵ Alameda LAFCo Resolution No. 83-3, established SOI for Oro Loma and Castro Valley Sanitary Districts.

Castro Valley Sanitary District is governed by a five-member Board of Directors elected by district voters to serve four-year terms. Each Board member must be a resident of the District. The Board meets once a month on the first Tuesday of the month.

Board meeting agendas and minutes are posted on the District’s website and agendas are sent to various community organizations, public entities and the local newspaper. The meetings are not broadcast on local television.

To keep citizens informed of District Board meeting information and activities, semi-annual newsletters are mailed to all District residents. The District also discloses plans, finances and other public documents via the Internet.

The latest contested election was held in November 2004. The voter turnout rate was 81 percent, higher than the countywide voter turnout rate of 77 percent.

The District demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests and cooperated with map inquiries.

In fiscal year 2002-03, the District reports that it did not receive any constituent complaints. The District monitors complaints related to legal or District policy violations, and does not track service-related complaints. The District has adopted complaint resolution procedures in which complaints are first addressed at the lowest administrative level and, if not resolved, are filed with the General Manager.

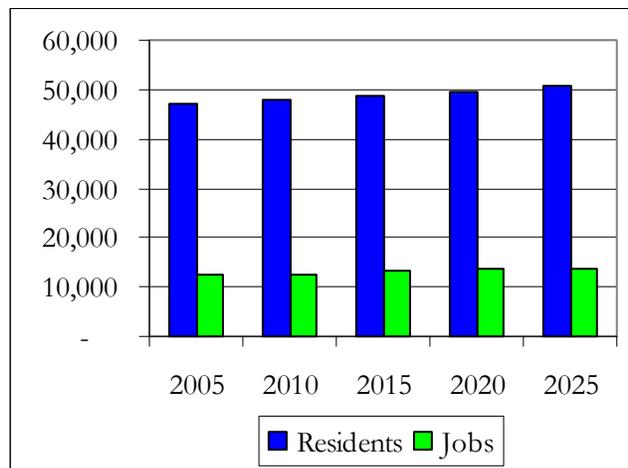
GROWTH AND POPULATION PROJECTIONS

Figure A.5.1. CVSD Population & Job Base, 2005-25

There are 47,256 residents in the District and 12,636 jobs in the District, according to Census and ABAG data.²⁶

The District’s population density is 5,741 per square mile, significantly higher than the countywide density of 2,057.²⁷

The District population level is expected to grow. ABAG expects the District population to reach 49,666 and the job base to grow to 13,758 in the next 15 years, as depicted in Figure A.5.1.

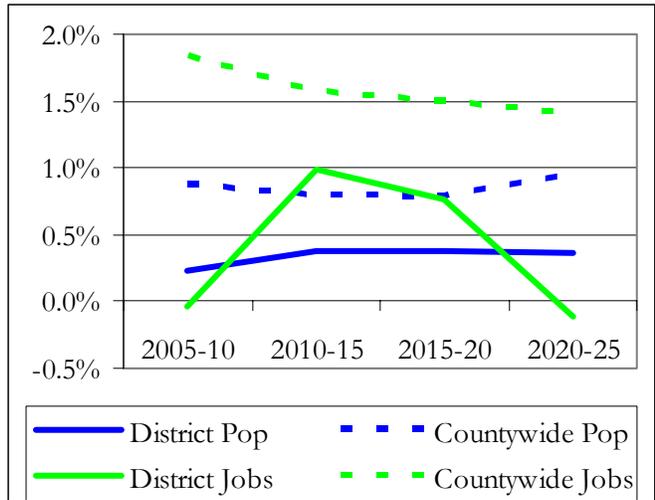


²⁶ CVSD estimates the population in the boundary area as 55,000.

²⁷ The population density in the District bounds is significantly higher than the countywide population density. The District is an urban area, whereas, the County includes substantial territory that is not populated.

Figure A.5.2. Annual Population Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in the District is expected to be slower than the countywide growth rate in both the short- and long-term, as depicted in Figure A.5.2. ABAG expects job growth in the District to increase through 2010, but to also remain slower than countywide job growth over both the short and long term.



CVSD current growth areas include some remaining development potential in the El Portal Ridge area, according to the Castro Valley Incorporation Initial Study dated March 2002. Future growth areas not currently within the District bounds include the Palo Verde area with 142 developable acres and the Crow Canyon drainage area with 2,410 developable acres.²⁸ Additional current and potential growth areas identified by the District include the areas surrounding Fraga Road, Grove Way and Sunnyslope Avenue located on the eastern side of the District.²⁹

The CVSD did not identify growth strategies. Growth and land use are under the jurisdiction of Alameda County.

EVALUATION OF MANAGEMENT EFFICIENCIES

The District evaluates its performance through customer service surveys for sewer operations. It prepares monthly reports on solid waste service referrals and solid waste collection to track performance.

The District tracks productivity and workload through monthly collection system and engineering project reports. The District also conducts a review of each employee’s performance annually.

The District conducts annual financial audits. The District evaluates its performance through customer service surveys for sewer operations and presents quarterly performance indicators to its Board of Directors. The District does not conduct performance-based budgeting or benchmarking studies.

The District adopted a strategic plan in 2002 that has a planning time horizon of five years. The District also has a mission statement. The scope of planning efforts includes reducing sewer overflows, customer service, planned maintenance and rehabilitation to the District’s wastewater system, and continued solid waste diversion efforts. The CVSD wastewater master plan is outdated,

²⁸ Castro Valley Sanitary District, Master Planning Studies Phase I Annexation Issues, Final Report, September 1991.

²⁹ The Fraga Road area is adjacent to CVSD, but not within CVSD bounds or SOI. Most of the Grove Way area is within CVSD boundaries, but a portion extends beyond the boundaries. Most of the Sunnyslope area is within CVSD bounds and SOI, although a portion extends beyond the bounds and SOI.

as it was last updated in 1991 and has a planning time horizon of five years. The District is preparing a wastewater collection master plan, which is scheduled to be completed in 2005.

The District’s wastewater master plan did not include seismic or emergency planning efforts.

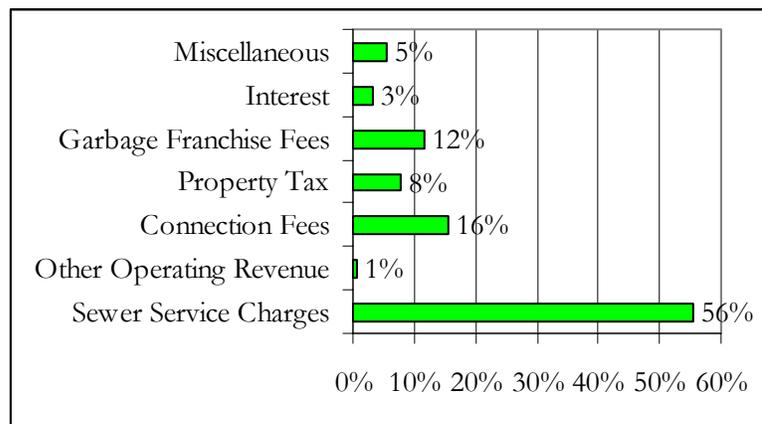
In 2002, the District received two awards, Collection System of the Year and Who’s Who in Professionals from the California Water Environment Association (CWEA).

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

The District’s total revenue is projected to be \$5.3 million in FY 2004-05. The revenue amounts to \$111 per capita.

Figure A.5.3. Revenue Sources, FY 2002-03



The District’s primary revenue source is sewer service charges, which account for 99 percent of operating revenues and 56 percent of total revenues, as depicted in Figure A.5.3. Sewer service charges finance operating expenses, plant and pump station equipment, and infrastructure replacement funds.

Connection fees accounted for 16 percent of total revenues in FY 2002-03; this revenue stream is highly cyclical and varies significantly over the business cycle. Connection fees finance capital improvements relating to system capacity, collection system maintenance and environmental compliance. Solid waste franchise fees accounted for 12 percent of District revenues. Interest earnings accounted for three percent of District revenues.

The District relies on property taxes for eight percent of revenues. The District’s property tax revenue during FY 2004-05 and FY 2005-06 is temporarily reduced by State-required ERAF contributions.

The District had \$0.5 million in long-term debt at the end of FY 2002-03. This debt amounts to \$10 per capita. The District’s debt consists of “deposits.” The District does not have any outstanding bonded indebtedness. Individual property owners on Jensen Road formed an assessment district and have outstanding bonded indebtedness; however, this debt is not the obligation of CVSD. The District has not been assigned an underlying credit rating from Moody’s or by Standard & Poor’s.

By way of reserves, the District had retained earnings of \$17 million at the end of FY 2002-03. This amounted to 452 percent of the District’s expenses in FY 2002-03; the District maintained approximately 54 months of working capital. The District’s policy is to use reserves for capital

projects, solid waste programs and revenue stabilization. The District does not currently have a stated policy on target reserve levels. The District maintains reserves separately for its collection system, treatment and solid waste. In its most recently adopted biennial budget, the District indicates that it plans to expend most of its existing reserves on treatment plant upgrades in FY 2004-05 and FY 2005-06.

The District finances capital projects by pay-as-you-go financing. Infrastructure extensions are primarily financed from connection fees and reserves. The District plans to spend \$2.7 million on wastewater treatment plant capacity expansion, preparation of a wastewater collection system master plan, and collection system improvements in FY 2005-06, according to its most recent capital improvement plan.

Due to reliance on the property tax, the District faces revenue vulnerability related to the State budget crisis. The District faced \$0.4 million annual reduction in property tax revenue in FY 2004-05 and FY 2005-06 due to the State budget deficit. The District faces significant costs (\$6.35 million) for upcoming renovations to the WWTP jointly owned with Oro Loma Sanitary District. The District expects to increase sewer service charges by 3.5 percent annually over the next several years. In addition, the District plans to expend \$3.3 million in reserve funds to finance the treatment plant renovations.

The District is involved in joint financing arrangements through various Joint Powers Authorities (JPAs). The District has an interest in East Bay Dischargers Authority (EBDA)—a five-member JPA which operates an export pumping facility through which all sewage in the area is discharged. The District owns a 25 percent interest in a treatment facility jointly owned with OLSLSD. Employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan. For general liability insurance coverage, the District is a member of the California Sanitation Risk Management Authority.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The District provides wastewater collection services. Wastewater treatment services are provided by Oro Loma Sanitary District (OLSD) at a facility partly (25 percent) owned by CVSD. Within its service area, CVSD inspects, cleans, maintains, and replaces or repairs sewer structures such as pipes, manholes and pump stations. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The District's engineer and selected representatives plan and design sewer rehabilitation projects.

Location

CVSD provides collection services to the unincorporated community of Castro Valley. The District provides service to three connections located outside its boundaries, including a personal care facility on Palo Verde Road and two connections at Anthony Chabot Regional Park.

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and the District's share in the EBDA-owned outfall and dechlorination facility.

The Oro Loma Wastewater Treatment Plant has a permitted capacity of 15 mgd, although it will be restored to its original design capacity of 20 mgd by 2008 to comply with a 2003 RWQCB order. CVSD is entitled to treatment capacity of five mgd in dry weather flow, and uses on average 4.2 mgd, according to OLSD. The plant is currently at capacity for dry weather treatment (14 to 15 mgd).³⁰ The facility provides secondary treatment for its average dry weather flow. Treatment consists of screening, grit removal, primary sedimentation, activated sludge, secondary clarification, and chlorination. In wet weather conditions, the plant is designed to allow excess flows to be diverted around the secondary treatment process.³¹ Treated effluent is transported to the EBDA system for chlorination and disposal. Sludge is anaerobically digested, dewatered using a belt filter press, and/or dried in open drying beds, and disposed at an authorized site.

CVSD and OLSD jointly have capacity rights to 69.2 mgd (of a total 189.1 mgd capacity) at the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and Livermore-Amador Valley Water Management Agency facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

The District's collection system includes eight pump stations and 155 miles of sewer lines.

³⁰ Average dry weather flow refers to the average wastewater flow during days when no rain occurs. Peak wet weather flow refers to the maximum wastewater flow on rainy days.

³¹ Primary treatment involves removing solids, such as rags, sticks and grit, from wastewater. Secondary treatment uses biological processes to further clarify wastewater; the secondary phase removes about 85 percent of organic matter in sewage by making use of bacteria to break down organic matter into harmless byproduct and by eliminating the bacteria with chlorination.

Table A.5.4. CVSD Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type	Service Provider(s)			
Wastewater Collection	Direct			
Wastewater Treatment	OLSD (jointly owned)			
Wastewater Disposal	EBDA			
Service Area ²				
Collection: the unincorporated community of Castro Valley.				
Wholesale: the unincorporated community of Castro Valley.				
Service Outside Bounds: serves nursing facility south of bounds and two connections (EBRPD and golf course) near Lake Chabot north of bounds.				
Onsite Septic Systems in Service Area ³				
In unspecified unincorporated areas.				
Septic Regulatory/Policies				
In unincorporated areas, all properties within 200 ft. of a sewer line must connect to that line. In the event a sewer connection becomes available through the extension of sewer lines, all properties must connect to the line and abandon their septic system.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	16,001	3	4.2	7
Residential	15,500	0	3.6	NA
Commercial	500	3	0.4	NA
Industrial	1	0	0.0	NA
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) Wholesale wastewater service refers to treatment and disposal.				
(3) As reported by agency. 1990 Census documented 271 septic systems in Castro Valley.				

continued

Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity ¹	Condition	Yr Built
25% of the Oro Loma WWTP	15 mgd ²	Fair	1969
EBDA Marina Dechlorination Facility	69.2 mgd ³	Good	1978
EBDA Joint Outfall	69.2 mgd ³	Good	1978
Infrastructure Needs and Deficiencies			
The jointly owned treatment plant capacity is being restored to 20 mgd pursuant to a RWQCB order, with completion targeted for 2007.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	150	Pumping Stations	8
Infrastructure Needs and Deficiencies			
Most of the sewer lines were built in the 1950s and 1960s. The District's collection system is subject to infiltration and inflow. CVSD needs to invest in the improvement and upgrade of sewer lines where there are structural or capacity deficiencies.			
Infiltration and Inflow			
Wet weather infiltration is a service challenge. The District has installed meters for flow monitoring and plans to analyze flow data to plan future improvements. The District offers inspection and grant funding to eliminate infiltration and inflow from privately-owned laterals.			
Note:			
(1) Capacity reflects this agency's share of capacity at jointly-owned facilities, unless otherwise noted.			
(2) Permitted treatment is 15 mgd ADWF. By 2008, the plant will be restored to its original 20 mgd design capacity.			
(3) The EBDA capacity is shared with Oro Loma Sanitary District.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
1/26/2005	Residence	Blocked sewer line	2,281	Yes
10/29/2004	Road	Main sewer line blockage	5,500	Yes
1/26/2004	Residence, Creek	Vandalism to a manhole	5,025	Yes
Service Adequacy Indicators				
Reported Spills	3	Sewer Overflows 2004	3	
Sewer Overflow Rate ²	2	Sewer Miles/FTE	17	
Response Time Policy ³	30 mins.	Response Time Actual	30-60 mins.	
Total Employees (FTEs)	9	Accounts/FTE	1,778	
Renewal/Replacement Rate ⁴	5%	O&M Costs/Account	\$142	
Regulatory Compliance Record				
TSO imposed in 2003 requires restoration of treatment plant capacity to 20 mgd. TSO resulted from the plant's 33 effluent exceedances from 1999 to mid-2002 (not permit violations because EBDA outfall is the compliance point).				
Collection System Inspection Practices				
CVSD has begun a CCTV inspection process and plans to inspect and clean its entire system over a five-year cycle. The District performs smoke testing and dye flooding on a project-by-project basis during the summer months.				
Service Challenges				
Wet weather infiltration reduction through comprehensive maintenance continues to be a service challenge for the District. The reduction in property tax revenue allocated to CVSD presents a fiscal challenge.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	1991	5 years		
Wastewater Collection Plan	Included in WWMP	5 years		
Capital Improvement Plan	FY 03-04	5 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Included in WWMP			
Seismic/Emergency Plan	None			
Wet Weather Flow Capacity Plan	Included in WWMP			
Other Relevant Plans				
Annual Report 02-03 (Online), Master Planning Studies 1991				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Annual: \$157.50	\$13	12 ccf/month
Non-Residential			
Retail	Water Use: \$1.37 per ccf	\$52	38 ccf/month
Restaurant	Water Use: \$2.43 per ccf	\$70	29 ccf/month
Industrial	Water Use: \$1.37 per ccf	\$295	215 ccf/month
Rate Zones			
Wastewater rates are the same throughout the District.			
Rate-Setting Procedures			
Policy Description: The District approved 3.5 percent annual rate increases for the next few years to finance its share of the treatment plant upgrade.			
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is based on number of units; for residential non-dwelling structures the fee is based on number of plumbing fixtures. Non-residential fees are based on water use. An inspection fee also applies.		
Connection Fee Timing	Upon connection permit issuance.		
Connection Fee Amount ³	Residential: \$8,500	Restaurant:	\$25,013
Land Dedication Req.	Developers dedicate pipelines to the District.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount⁴	%	Amount
Total	\$4,577,876	100%	Total \$3,771,547
Rates & Charges	\$3,055,387	67%	Administration \$892,896
Property Tax	\$420,710	9%	O & M \$2,278,558
Grants	\$0	0%	Capital Depreciation \$529,138
Interest	\$182,849	4%	Debt \$0
Connection Fees	\$864,222	19%	Other \$70,955
Notes:			
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.			
(4) Miscellaneous revenue not displayed.			

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.³²

Nature and Extent

CVSD administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the District provides refuse collection at district-owned facilities and on public thoroughfares.

The District provides weekly solid waste collection and recyclable collection services to residents through a private hauler. The District requires businesses to use the private hauler for solid waste collection and compostables; businesses may choose their own recycling collection service.

Location

The District's solid waste and recycling services are provided throughout the District and are not provided outside the District boundaries.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the District.

³² In Table A.5.5 and the following solid waste service profile tables, the #1-7 plastics and containers mentioned in "other efforts" are resin codes that identify the type of resin used to make the plastic container. The various products bought by consumers are made with different types of plastics and each are marked with a resin code.

Table A.5.5. CVSD Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	Waste Management, Inc.	weekly	weekly	open market																				
Service Demand ²		Recycling Efforts																						
<p style="text-align: center;">Solid Waste Disposed (Tons)</p> <table border="1"> <caption>Solid Waste Disposed (Tons) Data</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~85,000</td></tr> <tr><td>1996</td><td>~85,000</td></tr> <tr><td>1997</td><td>~85,000</td></tr> <tr><td>1998</td><td>~85,000</td></tr> <tr><td>1999</td><td>~80,000</td></tr> <tr><td>2000</td><td>~85,000</td></tr> <tr><td>2001</td><td>~95,000</td></tr> <tr><td>2002</td><td>~85,000</td></tr> <tr><td>2003</td><td>~95,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~85,000	1996	~85,000	1997	~85,000	1998	~85,000	1999	~80,000	2000	~85,000	2001	~95,000	2002	~85,000	2003	~95,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	~85,000																					
		1996	~85,000																					
		1997	~85,000																					
		1998	~85,000																					
		1999	~80,000																					
2000	~85,000																							
2001	~95,000																							
2002	~85,000																							
2003	~95,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	Yes																							
Food Waste Composting	Yes																							
Landfill Diversion Rate ²		Other Efforts																						
	Year	Rate	CVSD provides weekly pickup of used motor oil and filters, latex paint, and aerosol cans. Plastics accepted by the District are subject to detailed rules on container type and resin code.																					
IWMA Requirement ³	2000	50%																						
Actual Diversion ⁴	2000	65%																						
	2001	60%																						
	2002	63%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁵	\$	18.05																				
		Commercial rate (per cu. yd.)	\$	76.06																				
Disposal Facilities 2003 ²																								
Facility Name	Location	Share ⁶	Estimated Closure Date																					
Altamont Landfill	Livermore	85%	2025																					
Vasco Road Landfill	Livermore	8%	2022																					
Redwood Landfill	Novato	4%	2039																					
Notes: (1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste. (2) The service demand, diversion rate, service financing, and facility sections include the entire unincorporated area. (3) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances. (4) Board-approved diversion rate. (5) The residential rate is for a 32 gallon cart. (6) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-6: CONTRA COSTA WATER DISTRICT

The Contra Costa Water District (CCWD) is not a service provider in Alameda County, although some uninhabited territory in an unincorporated area of the County east of Dublin and north of Livermore is included in the District. Within its principal county—Contra Costa County—CCWD provides retail water delivery, wholesale water supply and water treatment services. Contra Costa LAFCo has not yet adopted a municipal service review of this agency.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

CCWD was formed as an independent special district in 1936.³³ The District was formed to contract, purchase and distribute water provided by the United States Bureau of Reclamation (USBR) from the Central Valley Project.

The principal act that governs the District is County Water District Law.³⁴

The District is a multi-county agency with territory in Contra Costa and Alameda County. The District's customers are all located in Contra Costa County. The boundary area within Alameda County includes a southern portion of the Los Vaqueros watershed located east of Dublin and north of Livermore. The territory is located where Kellogg Creek crosses the Alameda-Contra Costa County line, west of Vasco Road. CCWD owns the territory in Alameda County, having acquired these watershed properties to protect water quality in the nearby Los Vaqueros Reservoir located downstream in Contra Costa County.

In April 1988, Contra Costa LAFCo placed the entire Los Vaqueros watershed area including the territory in Alameda County within a “special” sphere of influence (SOI). The purpose of the special SOI was to allow CCWD to annex territory purchased by the District upstream from the reservoir.³⁵

Since SOI adoption, there have been four annexations in Alameda County. The last annexation occurred in 1994. The SOI includes some territory outside the District's boundaries. The District continues to purchase relatively small parcels in the SOI area and intends to annex these parcels once it has completed its land purchases.

³³ The source for CCWD formation information is Alameda County LAFCo archive files. The sources for agency overview information include the Contra Costa LAFCo Municipal Service Review, Request for Information, as well as CCWD financial documents.

³⁴ California Water Code, Div. 12, comprising §§ 30000-33901.

³⁵ Contra Costa LAFCo Executive Officer's Report, February 3, 1993; interview with CCWD planner Mark Seedall, March 15, 2005.

The watershed consists of approximately 43.7 square miles of which approximately 1.6 square miles are in Alameda County.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

CCWD is governed by a five-member Board of Directors elected by district to serve four-year terms. Board meetings are held twice a month on the first and third Wednesday. Board meetings are not broadcast on local television.

Board meeting agendas are first available to the public the Friday before the meeting and are posted on the District's website. Board meeting minutes are also posted on the District's website.

To keep constituents updated about District activities, CCWD distributes a customer newsletter and bill inserts, provides a website, sponsors educational programs, and conducts surveys and focus groups. CCWD has also formed customer feedback groups and technical advisory committees to solicit customer input on District issues and projects. The District maintains a public reading room and posts financial and planning documents via the Internet.

Complaints received by the District typically involve water taste and odor or high water bills. Water quality complaints are addressed by a complaint inspector dispatched to take water samples; after analysis of the sample, the inspector informs the customer of action to be taken to correct the situation. The District's customer service department handles high bill complaints. After inspection, the District representative informs the customer whether the high bill is due to a misread meter or a water leak. The District received no service complaints originating in Alameda County, and is not a service provider in Alameda County.

GROWTH AND POPULATION PROJECTIONS

According to the CCWD, there are no inhabitants located on the District's property in Alameda County. The vacant land is a natural preserve and part of the District's Los Vaqueros watershed. The area is designated as open space and there are no plans to develop the area.

The District's territory in Contra Costa County includes approximately 460,000 residents. The District's retail water service area includes approximately 250,000 residents and 59,500 connections. The District provides wholesale service to five municipal customers, which in turn distribute water to about 210,000 people.

The District plans for growth within the service area. Future demand is projected based on land uses identified in general plans, municipal customer planning, surveying of industrial customers, and historical growth trends. CCWD anticipates growth in service demand of five percent over the next five years.

EVALUATION OF MANAGEMENT EFFICIENCIES

CCWD conducts performance evaluation by monitoring expenditures and capital improvement projects.

Management practices conducted by the District include annual financial audits and the use of performance measures.

The District does not have a strategic plan but has a set of goals and performance measures as well as a mission statement. The scope of performance measures includes customer satisfaction, cost effective service, work safety, and meeting all laws and regulations.

CCWD completed a terrorism vulnerability assessment of its water treatment and supply facilities, as mandated by federal law. This assessment identifies security risks and provides a prioritized plan for addressing risks.

The District’s seismic and emergency planning efforts include contingency planning and seismic improvement planning. The District’s Emergency Operations Plan outlines emergency response procedures. The District recently completed a seismic rehabilitation improvement program that included a new multipurpose pipeline to supplement the District’s raw water emergency system and to improve fire fighting flows after a major earthquake. Other seismic projects enhance capacity and reinforce infrastructure.

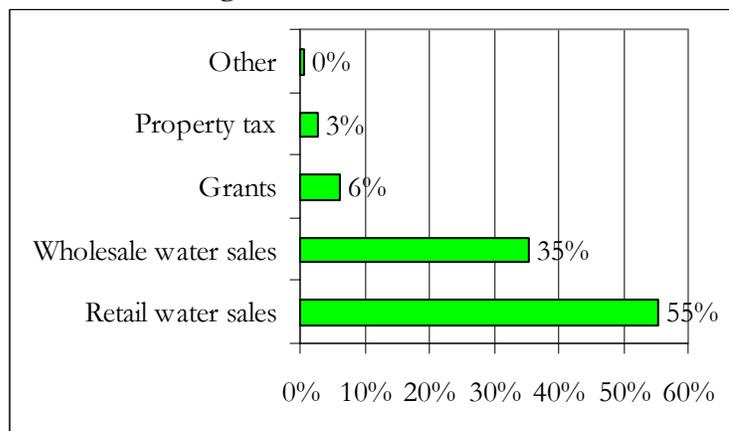
CCWD’s Los Vaqueros Reservoir project was awarded for outstanding civil engineering by the American Society of Civil Engineers (ASCE). The District has also been awarded for financial reporting by the Government Finance Officers Association and by the California Society of Municipal Finance Officers.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

CCWD’s total revenue was \$96 million in FY 2002-03. The total revenue amounts to \$208 per capita.

Figure A.6.1. Revenue Sources, FY 2002-03



The District’s primary revenue sources are retail and wholesale water sales. Retail water sales account for 55 percent of revenue, while wholesale water sales account for 35 percent of revenue, as depicted in Figure A.6.1. Also, grants account for six percent of revenue.

The District relies on property taxes for two percent of revenues.

The property tax is paid by Contra Costa County. There is a property tax-sharing agreement in place between Alameda and Contra Costa counties. However, the only property owner in the District's territory is the District; no property tax is collected from the Alameda County portion.

The District had \$582.6 million in long-term debt at the end of FY 2002-03. The debt amounts to \$1,266 on a per capita basis. The District's bonded debt was issued to finance dam, multipurpose pipeline, reservoir, and water conveyance facilities. The District's underlying credit rating is "very strong" (AA) with Standard and Poor's and "very strong" (Aa3) with Moody's.

The District's reserve policy is to have enough reserves to cover six months of debt service and operating expenses. Unrestricted fund balances and certain designated reserve funds are used to implement the Board policy that rate increases should be kept at or below inflation levels. By way of reserves, the District had \$88.6 million in unrestricted net assets at the end of FY 2002-03, in addition to reserves restricted for capital projects and debt service. The District maintained approximately 16 months of working capital.

CCWD finances capital projects with water rates, fees, and charges and/or reserves, with some outside funding through grants, partnerships and other sources. Connection fees are also used to pay for capital costs associated with growth. Large developers pay directly to extend service to subdivisions.

The District is involved in joint financing arrangements through various JPAs. The District and the Diablo Water District formed the Contra Costa Water Authority, a JPA to finance a water treatment facility.

WATER SERVICE

CCWD's water services have not yet been reviewed by Contra Costa LAFCo. CCWD does not provide water service in Alameda County. This section provides an overview of existing service in Contra Costa County and the long-term potential for CCWD to provide water storage service to various Bay Area water agencies.

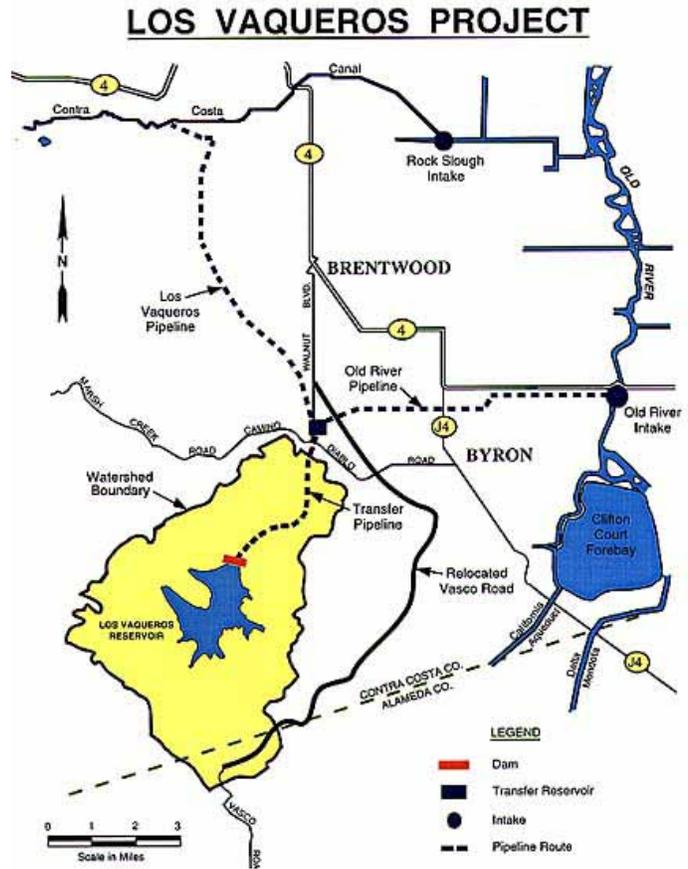
CONTRA COSTA COUNTY

The District provides retail water service to residents of Concord, Clayton, Clyde, Porta Costa, some unincorporated areas and parts of Pleasant Hill, Walnut Creek and Martinez. The District provides wholesale water service to the cities of Antioch, Pittsburg, Martinez, and Brentwood, as well as the Diablo Water District and the Southern California Water Company.

Figure A.6.2. Los Vaqueros Map

The District’s main water supply source is the Central Valley Project, which provided 91 percent of the District’s water in 2002. This source is obtained from the Central Valley Project by diversion from the Delta under a long-term contract with United States Bureau of Reclamation (USBR). The water is diverted from the Delta at Los Vaqueros intake on Old River near Highway 4 and Rock Slough. Diverted water is conveyed to the District’s water treatment facilities through the Contra Costa Canal. Other water supplies include an entitlement from the East Contra Costa Irrigation District and permission to divert from Mallard Slough in the Delta under a state water permit.

The District’s water facilities include two treatment plants (Bollman and Randall-Bold), two reservoirs (Mallard and Los Vaqueros), pipelines, pump stations, and canals. The District is responsible for operating and maintaining certain USBR-owned facilities: Contra Costa Canal system, Contra Loma and Martinez reservoirs, a pipeline, four pump units, and various lateral connections.



The Los Vaqueros Reservoir is a recently constructed, 100,000 acre-foot reservoir, as depicted in Figure A.6.2. Its facilities include the reservoir, pipelines, pumping stations, a Delta intake, watershed lands, and recreation facilities. The water is stored in the Reservoir for delivery when water from the Delta does not meet the District’s quality standards. Particularly in the late summer and early fall, high levels of salt creep into the Delta from the San Francisco Bay and cannot be treated. The District pumps high-quality water into the Reservoir and stores it. When water in the Delta becomes salty, the District blends water from the Delta with the quality water from Los Vaqueros.

ALAMEDA COUNTY

CCWD is not currently a service provider in Alameda County. The CCWD’s Los Vaqueros watershed property is an uninhabited natural preserve. The District includes territory purchased in Alameda County to protect water quality at the nearby Los Vaqueros Reservoir.

Although the District is not a service provider currently in Alameda County, a contemplated project (described below) could cause the District to provide water storage and conveyance to water wholesalers in Alameda County. In addition, this contemplated project could lead to proposed annexation of additional territory in Alameda County to CCWD. If approved, the expansion project

would require CCWD to acquire additional property and/or easements (100 acres) in Alameda County for purposes of conveying water from Los Vaqueros Reservoir to the South Bay Aqueduct.³⁶

As part of a Bay Area initiative, the California Bay-Delta Authority (a consortium of state and federal agencies) is studying a potential expansion of Los Vaqueros to provide water quality and drought reliability benefits to Bay Area water agencies.³⁷ Potential partners in the project include ACWD, the Zone 7 Water Agency, the Santa Clara Valley Water District, as well as state and federal agencies managing water for the environment. The contemplated expansion would not expand water supplies but would provide flexible locations and timing for partners to draw water from the Bay-Delta.

In March 2004, a majority (62 percent) of CCWD voters approved Measure N, an advisory measure to allow expansion of the Reservoir. Support for Measure N allowed environmental and engineering studies of the potential reservoir expansion to continue. The potential project is in the environmental review process, expected to be completed in 2007. The expansion of Los Vaqueros Reservoir is one of several policy options under consideration; other options include source control, water exchanges, storage, advanced treatment, and other water management actions.

³⁶ California Bay-Delta Authority, 2004.

³⁷The California Bay-Delta Authority, also known as CALFED, is a collaborative effort of USBR and the California Department of Water Resources.

CHAPTER A-7: CURBSIDE RECYCLING CSA

The County Service Area for Curbside Recycling provides curbside recycling services for six residential neighborhoods in the Fairview area and unincorporated islands surrounded by the City of Hayward.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The CSA was formed on May 13, 1999 as a dependent special district. The CSA was created to provide curbside recycling services to residents in unincorporated areas in the Fairview area and unincorporated islands in Hayward, because these residents were not being served. The areas are outside the boundaries of both the Oro Loma Sanitary District and the City of Hayward. The County needed recycling services extended to these areas in order to meet State requirements to reduce the amount of solid waste disposed in landfills. Private recycling service providers would extend service to the areas only through a contract with a public agency. The CSA was formed to serve this purpose.

The principal act that governs the CSA is the County Service Area Act.³⁸

The boundary area includes four unincorporated areas in the Fairview area and two unincorporated islands—the West A Street and Mt. Eden areas—in Hayward.

The SOI was established on May 13, 1999 as coterminous with the CSA's bounds. No SOI amendments have been adopted since SOI creation.

The total land area within the boundary of the CSA is three square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The CSA was formed as a dependent special district with the Alameda County Board of Supervisors as its governing body. There are five members of the governing body of the CSA. The five supervisors are elected by district to four-year terms of office.

The governing body meets weekly. Agendas for each weekly meeting are posted by the Board Clerk on the Internet and at the County Administration building. The Board Clerk provides notice

³⁸ California Government Code, section 25210.

for meetings and disseminates minutes, and Board actions and meeting minutes are available via the Internet. Through the County website, the public has access to live audio webcasts and archived audio webcasts of regular Board meetings for viewing online at their convenience. The agency also discloses finances, plans and other public documents via the Internet.

The latest contested election was the November 2002 general election. In the election, the voter turnout rate for the County Board was 52 percent, comparable to the countywide voter turnout rate of 53 percent.

The CSA demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and cooperated with map inquiries.

The CSA did not identify how constituent complaints are handled.

GROWTH AND POPULATION PROJECTIONS

Figure A.7.1. District Population & Job Base, 2005-25

There are 12,821 residents in the CSA and 4,957 jobs in the CSA, according to Census and ABAG data.

The CSA’s population density is 4,293 per square mile, significantly higher than the countywide density of 2,057.

The CSA population level is expected to grow. ABAG expects the CSA population to reach 13,833 and the job base to grow to 5,687 in the next 15 years, as depicted in Figure A.7.1.

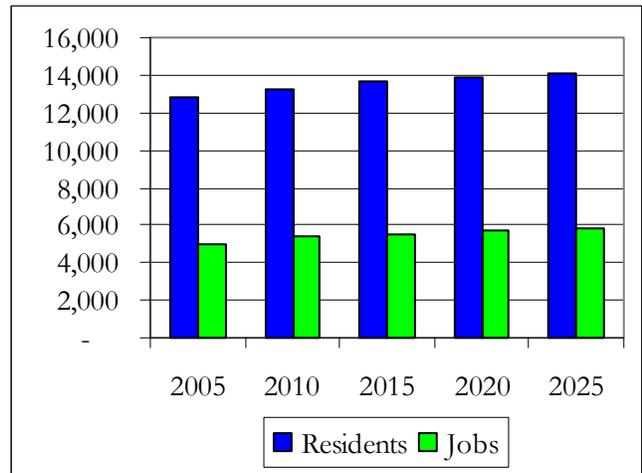
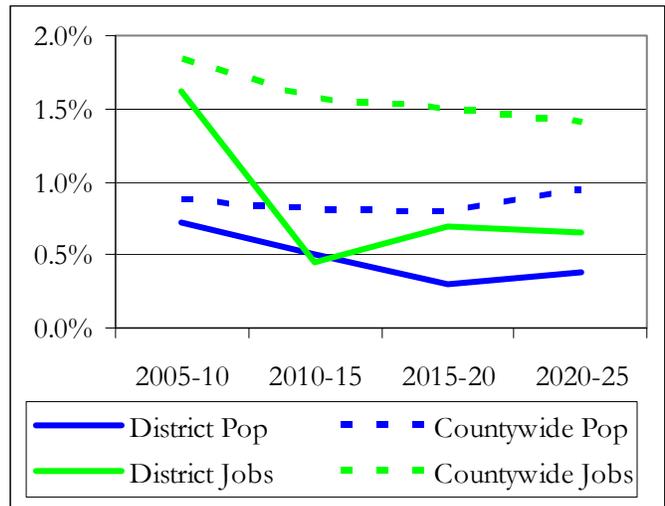


Figure A.7.2. Annual Population Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in the CSA is expected to be slower than the countywide growth rate through 2025, as depicted in Figure A.7.2. ABAG expects job growth in the CSA to remain slower than countywide job growth over both the short and long term.

There are no current and potential growth areas within the CSA. The CSA boundaries match exactly the neighborhoods receiving service. Growth can be expected in adjacent areas if additional unincorporated neighborhoods request curbside recycling services. Growth strategies were not identified by the agency.



EVALUATION OF MANAGEMENT EFFICIENCIES

The CSA has no direct staff. The Alameda County Community Development Agency is responsible for CSA administration, and Waste Management, Inc. is the direct service provider. The CSA did not identify how performance evaluation is conducted or how productivity is monitored.

Management practices conducted by the Alameda County Community Development Agency include performance-based budgeting and annual financial audits. The CSA did not identify benchmarking practices.

Neither the CSA nor Alameda County have strategic plans adopted. The CSA does not have service-related, master planning documents.

There were no awards or accomplishments identified by the agency.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community's public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

The CSA is not a financial entity; does not maintain a budget, and has no funds administered by the County. Residents pay service fees directly to the private hauler—Waste Management, Inc.

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The CSA administers a franchise agreement with a solid waste collection and recycling provider. The County Community Development Agency offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills.

The CSA offers weekly solid waste collection and biweekly recyclable collection services to residents through a private hauler—Waste Management, Inc. The CSA requires businesses to use the private hauler for solid waste collection, but allows them to choose their own recycling provider.

Location

The CSA's solid waste and recycling services are provided throughout the CSA and are not provided outside the District's boundaries.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the CSA.

Table A.7.3. Recycling CSA Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	Waste Management, Inc.	biweekly	biweekly	none																				
Service Demand ²		Recycling Efforts																						
<p style="text-align: center;">Solid Waste Disposed (Tons)</p> <table border="1"> <caption>Solid Waste Disposed (Tons) Data</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~85,000</td></tr> <tr><td>1996</td><td>~85,000</td></tr> <tr><td>1997</td><td>~85,000</td></tr> <tr><td>1998</td><td>~85,000</td></tr> <tr><td>1999</td><td>~85,000</td></tr> <tr><td>2000</td><td>~85,000</td></tr> <tr><td>2001</td><td>~100,000</td></tr> <tr><td>2002</td><td>~85,000</td></tr> <tr><td>2003</td><td>~100,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~85,000	1996	~85,000	1997	~85,000	1998	~85,000	1999	~85,000	2000	~85,000	2001	~100,000	2002	~85,000	2003	~100,000	Resid. Curbside Recyclable	Yes	
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Food Waste Composting	No																							
Landfill Diversion Rate ²		Other Efforts																						
	Year	Rate	The CSA provides weekly pickup of used motor oil.																					
IWMA Requirement ³	2000	50%																						
Actual Diversion ⁴	2000	65%																						
	2001	60%																						
	2002	63%																						
Service Financing		Rates																						
Service charges paid to private hauler		Residential rate (per month) ⁵	\$	14.33																				
		Commercial rate (per cu. yd.)	\$	16.63																				
Disposal Facilities 2003 ²																								
Facility Name	Location	Share ⁶	Estimated Closure Date																					
Altamont Landfill	Livermore	85%	2025																					
Vasco Road Landfill	Livermore	8%	2022																					
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Notes:																								
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(4) Board-approved diversion rate.																								
(5) The residential rate is for a 30-35 gallon cart.																								
(6) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-8: DUBLIN SAN RAMON SERVICES DISTRICT

The Dublin San Ramon Services District (DSRSD) provides retail water delivery service to the city of Dublin and the Dougherty Valley, and provides wastewater collection, treatment and disposal, and recycled water services to the city of Dublin and the southern portion of the City of San Ramon. The District provides wastewater treatment service by contract to the City of Pleasanton.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

DSRSD was formed in April 1953 as an independent special district to provide services to the growing Dublin and San Ramon communities, and was originally known as the Parks Community Services District.³⁹ DSRSD provided fire, solid waste, parks and recreation services, until 1988 when all but water and sewer services transferred to the cities. The District first entered into an agreement with the Zone 7 Water Agency in 1963 to acquire additional treated water supplies.

The principal act governing the District is the Community Services District Act.⁴⁰

DSRSD is a multi-county district and includes territory in both Alameda and Contra Costa counties. The District's boundary within Alameda County includes the City of Dublin, except a portion of a federal government property in northeast Dublin. The District's boundary in Contra Costa County includes the southern portion of the City of San Ramon and the unincorporated area of Dougherty Valley.

The District's Alameda County SOI was established on March 15, 1984 as coterminous with the City of Dublin's SOI. In western Dublin, the SOI lies outside both the District boundary and the City of Dublin's adopted 30-year UGB. In northeastern Dublin, the SOI lies outside the District boundary and is partially outside the City's adopted 30-year UGB. Also in northeastern Dublin, the District's SOI was not updated to remove the upper portion of Doolan Road near Croak Road; this area remains within DSRSD's SOI but has been removed from Dublin's SOI.⁴¹ Within Contra Costa County, the District's SOI is coterminous with its bounds. There have been three annexations into the District bounds since SOI adoption.

The land area of the Alameda County portion of the territory within the District's boundaries is 14 square miles. The entire DSRSD service area is 26.3 square miles.

³⁹ The District's name changed in 1962 to the Valley Community Service District; in 1977, it adopted the current name.

⁴⁰ California Government Code, Title 6, Div. 3, comprising §§ 61000-61800.

⁴¹ Alameda LAFCo Resolution No. 90-27, Doolan Road/Croak Road Sphere of Influence Amendment. In 1990, LAFCo found there is not a need for public facilities and services in Doolan Canyon. In addition, LAFCo found the upper Doolan Canyon area to be geographically distinct and within a separate watershed when it decided to remove the area from the City of Dublin's SOI.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

DSRSD’s five-member Board of Directors is elected at large to serve staggered four-year terms. Board meetings are held twice a month on the first and third Tuesday. The meetings are not broadcast live on local television.

Board agendas are posted at the District Office, Dublin Library, San Ramon Senior Center, and mailed to interested persons and local media. Board meeting agendas, schedules, and minutes are posted on the District’s website.

To keep citizens informed of District activities, DSRSD publishes a customer newsletter twice a year. The District discloses plans, finances, and other public documents via the Internet. The DSRSD website posts news releases and informs citizens about services and current construction projects.

The latest contested election was held in November 2004. The voter turnout rate was 81 percent, higher than the countywide voter turnout rate of 77 percent.

The District demonstrated accountability in its disclosure of information and cooperation with LAFCo questionnaires and document and interview requests. The agency responded to LAFCo’s written questionnaires and cooperated with map inquiries.

The District accepts customer complaints filed in person at the customer service counter, via telephone, in writing, or online. The majority of complaints received deal with water service. In FY 2001-02, the District received 562 complaints regarding both water and wastewater services.

GROWTH AND POPULATION PROJECTIONS

There are 59,381 residents in the District and 22,486 jobs, according to Census and ABAG data. Of the total, Alameda County has a majority of the population with 41,013 residents and 21,459 jobs.

The District’s population density in Alameda County is 1,735 per square mile, slightly lower than the countywide density of 2,057. The District’s population density in Contra Costa County is 1,965—slightly higher than Alameda County.

Figure A.8.1. District Population Base, 2005-25

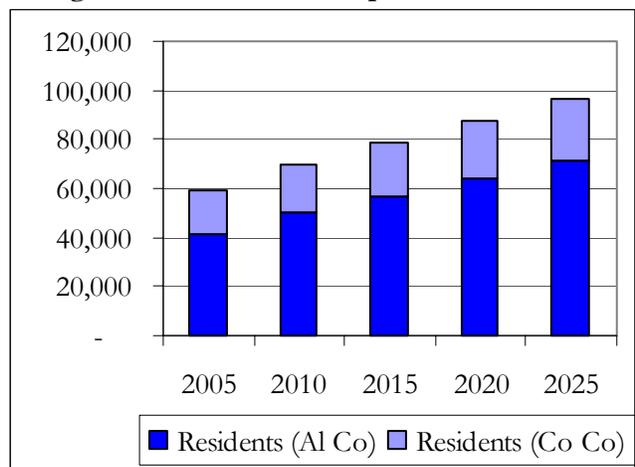
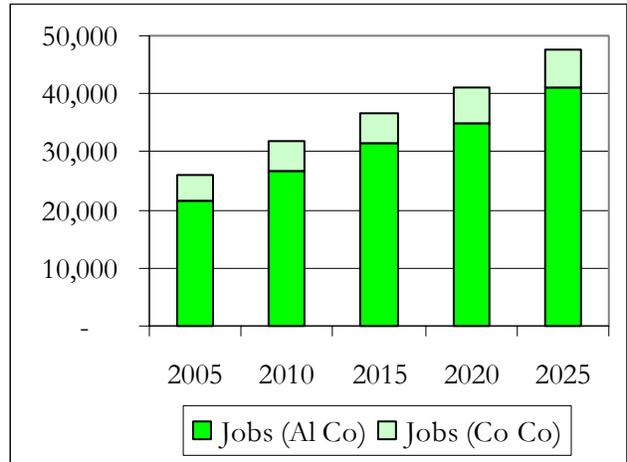


Figure A.8.2. District Job Base, 2005-25

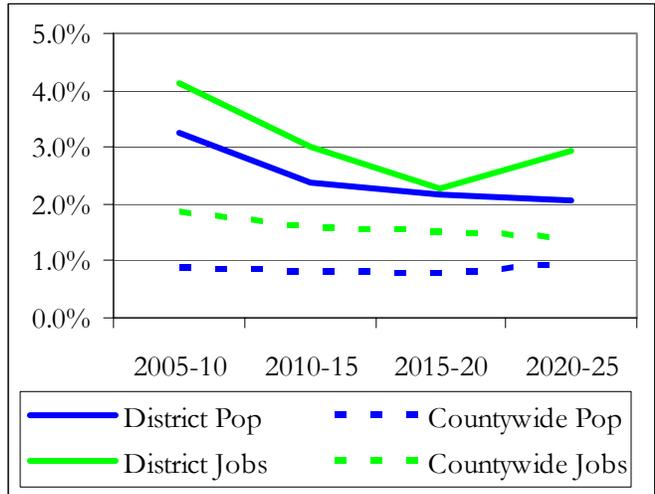
DSRSD’s population level is expected to grow. ABAG expects the District population to reach 87,407 and the job base to grow to 41,153 in the next 15 years, as depicted in Figures A.8.1 and A.8.2.



Per ABAG population projections, the rate of growth in the District is expected to be faster than the countywide growth rate through 2025, as depicted in Figure A.8.3. ABAG expects job growth in the District to be faster than countywide job growth over both the short and long term.

Figure A.8.3. Annual Population Growth Rates, 2005-25

The projected rate of water demand growth in the DSRSD service area is slightly higher than projected population growth and comparable to job growth. From 2005 through 2020, water demand is projected to grow by 59 percent. The District projects population and job growth in its water service area of 62 and 65 percent, respectively, over this period. Water demand projections were prepared by DSRSD, as reported in the 2005 UWMP.



DSRSD’s current and future growth areas include those areas identified in the City of Dublin’s General Plan and Eastern Extended Planning Area. DSRSD current growth has included expansion of its distribution system in both western and eastern Dublin.

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Dublin’s General Plan indicates that it has the potential to grow as predicted by ABAG. Dublin anticipates that as many as 32,500 additional residents and 28,100 additional jobs may be added in eastern Dublin. In western Dublin, the City anticipates modest growth of as many as 1,517 people in the Schaefer Ranch area.

Growth strategies identified include the routine provision of utility planning information regarding the availability of water and wastewater capacity and facilities to serve new development to the cities and counties served by the District. The cities and counties make the actual land use decisions.

EVALUATION OF MANAGEMENT EFFICIENCIES

The District routinely evaluates performance with an adopted Strategic Plan and evaluates its progress toward achieving strategic goals. The District also sets financial goals for each primary

utility service and monitors performance on a monthly basis with annual cost-of-services targets set by the Board to guard against budgetary surprises.

Annually, DSRSD participates in a peer review process (QualServe) sponsored by the American Water Works Association. This program helps utility service providers improve performance. The peer review process includes an examination of 26 different categories and identifies areas for improvements.

The District uses several methods in various departments to track workload. One method includes monitoring the unit cost of providing service on a monthly basis for water and for local and regional sewer service. Various productivity goals are set based on budget expenditures. The District's customer service representatives and meter readers maintain daily logs that collect various indicators used to ensure proper staffing levels and for analysis of billing costs. Logs are also maintained in the District's engineering department for all plans reviewed and permits issued.

DSRSD management practices include performance-based budgeting and benchmarking. Performance-based budgeting is conducted through the District's Strategic Plan as it corresponds with the District's two-year budget cycle. The District regularly performs benchmarking and compares its service performance to similarly situated and neighboring agencies. The District compares its rates and service charges, staff turnover rate, energy use, and operational performance at its treatment and distribution facilities.

The District's current strategic plan spans FY 2003-04 to 2008-09 and includes a mission statement and a statement of core values. The District's strategic goals include maintaining competitive rates, providing safe water through safe operations and facilities, maintaining good customer service, attracting and retaining employees, and developing and sustaining effective partnerships in the community. The strategic plan is prepared with a six-year planning horizon and is updated every two years. The District's water and wastewater master plans were last updated in 2000 and have a planning time horizon of 10 years.

The District was not required to conduct the EPA-mandated vulnerability assessment because it does not have a direct public water source.⁴² The District has conducted a preliminary system vulnerability assessment and implemented security upgrades. The District has begun contracting for security patrols and is escalating these patrols in accordance with the Homeland Defense terrorist alert system. In addition, the District uses technology to improve monitoring of water supplies and facilities.

In the event of a seismic event or other emergencies, the District plans to use Zone 7 groundwater to meet customer demand. Zone 7 can pump up to 75 percent of its maximum daily demand with groundwater. If needed, the District will ask customers to voluntarily reduce water consumption; the first likely targets are irrigation customers. The District's water shortage plan has four stages starting with voluntary reduction of water consumption to mandatory reductions of 50 percent or more of water use. Water stored in the Main Basin can be used for meeting demands in the Dougherty Valley during emergency conditions. For emergencies of significant duration, the District will rely on supplemental water from EBMUD or the City of Pleasanton.

⁴² The District purchases all water from the Zone 7 Water Agency which, in turn, acquires water from the State Water Project.

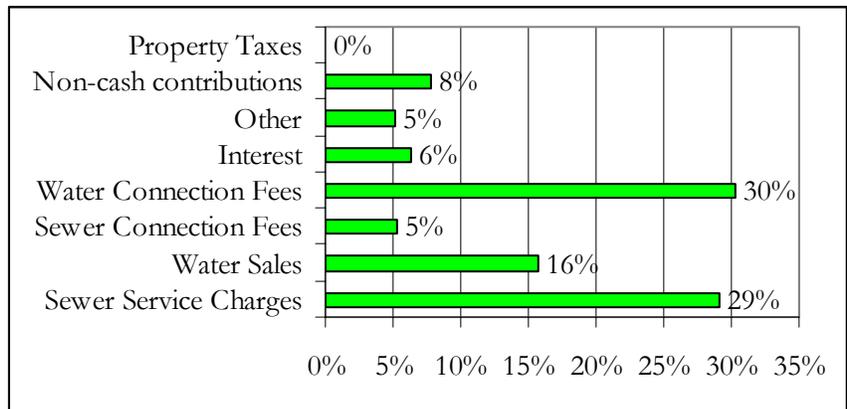
The District’s awards and accomplishments in the last five years are numerous. The California Environmental Protection Agency has awarded the District for exemplary work in pollution prevention on four occasions. The District received the Water Management Gold Star Certification for conservation and efficient use of water from the Association of California Water Agencies in 2000. The District’s performance pay incentive program received awards from the California and National Public Employer Labor Relations Associations in 2004 and 2005, respectively. The District was certified as a green business in 2004 by the Alameda County Green Business Program. Other awards recognized the District’s conservation program, financial reporting, operational budgeting and drinking water excellence, among other accomplishments.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

DSRSD’s total revenue is projected to be \$47.9 million in FY 2004-05. The total revenue amounts to \$826 per capita.

Figure A.8.4. Revenue Sources, FY 2002-03



The District’s primary revenue sources are sewer service charges, water sales and water connection fees, as shown in Figure A.8.4. Sewer service charges account for 58 percent of operating revenues and 29 percent of total revenues. Sewer service charges finance operating expenses and equipment replacement.

Revenue from water sales accounts for 31 percent of operating revenues and 16 percent of total revenues.

Water connection fees accounted for 30 percent of revenues in FY 2002-03 and sewer connection fees accounted for five percent of District revenues. Connection fees finance capital improvements relating to system capacity. Non-cash contributions—primarily developer dedications of pipeline—accounted for eight percent of revenue. Interest earnings accounted for six percent of District revenues.

The District relies on property taxes for less than one percent of revenues. The property tax is paid by Alameda and Contra Costa Counties.

The District had \$84.1 million in long-term debt at the end of FY 2002-03, of which \$59.9 million is sewer debt and \$24.3 million is water debt. The sewer debt amounts to \$504 in debt on a

per capita basis, while the water debt amounts to \$688 per capita.⁴³ The District's bonded debt consists of revenue bonds that financed expansion and improvements at the District's wastewater treatment plant, two reservoir projects, a pump station, a water line and other improvements. The District is also contractually responsible for approximately \$63 million in Livermore-Amador Valley Water Management Agency (LAVWMA) debt. The District has not been assigned an underlying credit rating from Moody's.

By way of financial reserves for the water enterprise, the District had unrestricted net assets of \$17.6 million at the end of FY 2002-03. This amounted to 138 percent of the District's water expenses in FY 2002-03; the District maintained approximately 17 months of working capital. Wastewater unrestricted net assets were \$40 million at the end of FY 2002-03. This amounted to 184 percent of the District's sewer expenses in FY 2002-03; the District maintained approximately 22 months of working capital. The District's reserve policy is to have at least six months of working capital in all operating funds.

DSRSD plans to spend \$11 million on water main extensions, reservoirs and other water-related improvements in FY 2005-06, and \$6 million on wastewater disposal pipeline construction, sewer extension and other wastewater capital improvements. In FY 2003-04 and 2004-05, DSRSD spent \$39 and \$33 million on capital improvement projects. DSRSD finances capital projects with connection fees, reserves and bonded debt. The District had \$59.1 million in capital reserves (fund balances restricted for capital expansion purposes) at the end of FY 2002-03. Most (87 percent) of the capital reserve funds are designated for regional sewer expansion, with some funds designated for expansion of the sewer collection system and water expansion.

DSRSD is involved in joint financing arrangements through various Joint Powers Authorities (JPA). The District is one of three participants in the LAVWMA, a JPA formed in 1974 with the cities of Livermore and Pleasanton to construct and operate an export pumping facility and pipeline through which all area wastewater is conveyed to the East Bay Dischargers Authority (EBDA) system for dechlorination and discharge. The District is a 50 percent participant in the DSRSD/EBMUD Recycled Water Authority (DERWA). Employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan. For general liability insurance and workers compensation coverage, the District is a member of the California Sanitation Risk Management Authority.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy, and facilities.

Nature and Extent

The District provides water retail, recycled water, and water conservation services. The District provides recycled water through a JPA with EBMUD. The District does not provide wholesale

⁴³ Sewer debt per capita is calculated based on the population of the DSRSD wastewater service area, including Pleasanton. Water debt per capita is calculated based on the population of the DSRSD water service area, excluding San Ramon and Pleasanton.

water service directly, and relies on the Zone 7 Water Agency for water supplies, treatment and groundwater management.

Location

DSRSD provides water service to the City of Dublin and to the Dougherty Valley in Contra Costa County. The District does not provide direct service outside its boundaries, although it does supply recycled water to EBMUD through a JPA.

Key Infrastructure

The District receives 100 percent of its water supply directly from the Zone 7 Water Agency. A portion of the water supply is groundwater pumped from a well (i.e., Mocho well number 4) owned and operated by Zone 7 on property owned by DSRSD.⁴⁴ The amount extracted is subject to a Zone 7 groundwater pumping quota. For discussion of Zone 7's water supply, treatment facilities and the groundwater basin, please refer to Chapter A-16.

The District owns a total of 11 potable water reservoirs with a storage capacity of 19 mg and two recycled water reservoirs; it shares capacity in one reservoir with Zone 7. Other infrastructure includes 16 pump stations and four turnouts.

DSRSD maintains a systemwide emergency water reserve of 50 percent of the maximum daily water demand. The District provides differing fire storage by pressure zone depending on the land uses in that zone. The maximum fire storage for the District is 1.08 million gallons, or roughly six percent of total storage capacity.

The District receives all of its water from Zone 7 and has participated in the development of a valley wide plan for potable water distribution during emergencies. The District and other agencies have identified water-critical customers and possible potable water distribution sites to be utilized during emergency water shortages.

In the event of emergencies such as earthquakes, Zone 7 would rely on groundwater reserves and Lake del Valle water. It would be able to make deliveries to its retailers for nearly a full year even without the South Bay Aqueduct (SBA). If a catastrophe were to cause a South Bay Aqueduct outage, Zone 7 would not be able to serve water to its agricultural accounts. The District was not required by the EPA to prepare a terrorism vulnerability assessment because it is not a water producer. However, the District did submit a terrorism vulnerability assessment to the EPA in June of 2004.

⁴⁴ DSRSD may request Zone 7 to pump and provide ground water at a cost of only power, chemical and other incidental charges.

Table A.8.5. DSRSD Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	Direct		Groundwater Recharge	Zone 7				
Wholesale Water	Zone 7		Groundwater Extraction	Direct				
Water Treatment	Zone 7		Recycled Water	Direct				
Service Area Description								
Retail Water	The City of Dublin and the Dougherty Valley in Contra Costa County.							
Wholesale Water	None							
Recycled Water	Irrigation customers in eastern Dublin and Dougherty Valley. Wholesale provider to EBMUD through JPA.							
Boundary Area (Alameda)	13.5 sq. miles			Population (2005)	41,013			
System Information								
Average Daily Demand	8.4 mgd			Reservoirs	11			
Peak Day Demand	16.8 mgd			Storage Capacity (mg)	19			
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total-Alameda Co.	3,807	3,759	7,500	9,300	10,600	11,900	13,700	13,700
Residential	2,510	2,322	2,850	3,534	4,028	4,522	5,206	5,206
Commercial/Industrial	552	28	1,050	1,302	1,484	1,666	1,918	1,918
Irrigation/Landscape	625	785	1,200	1,488	1,696	1,904	2,192	2,192
Other	120	624	2,400	2,976	3,392	3,808	4,384	4,384
Total-Entire Svc. Area	3,807	3,759	7,980	10,550	13,400	15,300	17,100	17,100
Residential	2,510	2,322	3,530	4,009	5,092	5,814	6,498	6,498
Commercial/Industrial	552	28	1,390	1,477	1,876	2,142	2,394	2,394
Irrigation/Landscape	625	785	1,030	1,688	2,144	2,448	2,736	2,736
Other	120	624	2,030	3,376	4,288	4,896	5,472	5,472
Service Connections			Total	Alameda	Outside Bounds			
Total			12,826	10,032	44			
Domestic			11,391	9,041	0			
Commercial/Industrial/Institutional			592	583	0			
Irrigation/Landscape			350	282	0			
Recycled			116	59	44			
Other			181	67	0			

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	3,807	3,759	7,300	12,195	16,855	20,205	20,755
Imported	3,807	3,759	7,100	10,100	13,400	15,700	16,200
Groundwater	0	0	0	645	645	645	645
Surface	0	0	0	0	0	0	0
Recycled	0	0	200	1,450	2,810	3,860	3,910
Supply Constraints							
<p>DSRSD is subject to a 645 acre-feet groundwater pumping quota. Zone 7 has adequate sustainable supplies for 2030 demand levels. The Zone 7 Board policy is to provide 100 percent of municipal demand until 2022 during water years ranging from average to multi-year drought. Current infrastructure is only able to support meeting requested deliveries through 2013 without drawing down the existing groundwater basin below historic low levels. Zone 7 currently has a policy to maintain the groundwater basin above historic lows. Zone 7 is currently pursuing additional out-of-valley storage through Cawelo Water District in Kern County.</p>							
Water Sources		Supply (Acre-feet per Year)					
Source	Type	Average	Maximum	Safe/Firm			
Zone 7 Water Agency	purchased	6,529	NP ¹	NA			
Groundwater Wells	groundwater	645	645	645			
Recycled Water	recycled	7,330	12,200	7,330			
Groundwater Recharge							
Conducted by Zone 7.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	10,550	Year 2:	11,120	Year 3:	11,690	
Significant Droughts: 1976-1977, 1988-1991							
Storage Practices: Zone 7 stores 31,500 acre-feet annually on average in the Main Basin or with the Semitropic Water Storage District.							
Plan: Zone 7 will draw on water stored in the Main Basin and the Semitropic banking program.							
Agriculture Effects: No agricultural accounts in service area.							
Water Conservation Practices							
CUWCC Signatory	Yes						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	No	Required survey planned for FY 06.					
2 - Retrofits	Partial	Full implementation planned for FY 06-07.					
3 - Water Audits	No	Pre-screening not conducted.					
4 - Metering	Yes						
5 - Landscape Audits	No	Scheduled to start in FY 07-08.					
6 - Washing Machine Rebate	Yes	Zone 7 offers rebates through water and energy retailers.					
7 - Public Information	Yes	Active public information program.					
8 - School Education	Yes	School information program.					
9 - CII Audits	Partial	1 of 3 conditions met. Inspections to start in 2007.					
10 - Wholesale Assistance	NA	NA					
11 - Conservation Pricing	Yes	Inclined block rate structure.					
12 - Conservation Coordinator	Yes	Position staffed.					
13 - Water Waste	Partial	Ordinance needs to be updated.					
14 - Toilet Replacement	NP	Rebate program offered.					
Note:							
(1) Zone 7 entitlement is sufficient for ultimate District demand, but is not allocated to individual retailers.							

continued

Water Infrastructure			
Reservoirs	11	Storage Capacity (mg)	19
Pump Stations	13	Pressure Zones	3
Production Wells	0	Pipe Miles	70
Other: 3 recycled water pump stations, 2 recycled water reservoirs, 4 turnouts, 1 turnout under construction			
Infrastructure Needs and Deficiencies			
Development in both western and eastern Dublin require additional Zone 7 supplies as well as an additional DSRSD reservoir and two pump stations. Western Dublin development (Schaefer Ranch area) will require two new pump stations and two reservoirs.			
Facility Sharing and Regional Collaboration			
Current: Emergency interties with EBMUD and Pleasanton. The District is a participant in the DSRSD/EBMUD Recycled Water Authority formed to increase the amount of recycled water delivered in Dublin and the San Ramon Valley. Tri-Valley Water Retailers member.			
Opportunities: None identified.			

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	0		
Monitoring Violations	0		
Service Adequacy Indicators			
Water Pressure Adequacy	50+ psi peak day; 20+ psi fire flow		
Response Time Policy	< 45 mins.	Response Time Actual	< 45 mins.
Distribution Loss Rate	9%	Connections/FTE	439
Distribution Breaks & Leaks	21	Distribution Break Rate ²	30
Renewal/Replacement Rate ³	9%	O&M Cost Ratio ⁴	\$ 511
DW Compliance Rate ⁵	100%	MGD Delivered/FTE	0.43
Employee Indicators			
Total Employees (FTEs)	22	Certified as Required?	Yes
Health/Severity Rate ⁶	2	Employee Vacancy Rate	12%
Training Hours/Employee	22	Employee Turnover Rate	4%
Service Challenges			
Topography; increases in health insurance, pension and security costs.			
Water Planning	Description	Planning Horizon	
Water Master Plan	2000. 2005 plan in progress.	10 years	
UWMP	2005	20 years	
Capital Improvement Plan	FY 03-04	10 years	
Plan Item/Element	Description		
Emergency Plan	In UWMP		
Other Plans			
Water Service Analysis for Eastern Dublin (2001)			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Retail Water Rates-Ongoing Charges FY 04-05¹			
Rate Description		Avg. Monthly Charges	Consumption²
Residential	Flat Bimonthly: \$17 Water Use: \$1.77-1.92 per ccf	\$ 29.51	12 ccf/month
Non-Residential			
Retail	Flat Bimonthly: \$36.40 Water Use: \$1.77-1.92 per ccf	\$ 91.68	38 ccf/month
Industrial	Flat Bimonthly: \$107.50 Water Use: \$1.77-1.92 per ccf	\$ 468.52	215 ccf/month
Special Rates			
Water rates are the same throughout the District. No premium for service outside District boundaries.			
Wholesale Water Rates			
NA			
Rate-Setting Procedures			
Policy Description	The District establishes water rates annually on a cost-of-service basis. The District conducts a comprehensive rate review every two years.		
Most Recent Rate Change	3/1/03	Frequency of Rate Changes	As needed
Water Development Fees and Requirements			
Connection Fee Approach	The DSRSD fee is based on meter size. Zone 7 connection fees are also required.		
Connection Fee Timing	Upon recordation of final map/tract map.		
Connection Fee Amount	5/8 inch meter: \$18,580	1 inch meter: \$46,055	
Land Dedication Requirements	Developers dedicate pipelines and easements to the District.		
Development Impact Fee	None		
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03
Source	Amount	%	Amount
Total	\$25,976,414	100%	Total \$12,723,637
Rates & Charges	\$8,147,745	31%	Administration \$1,496,029
Property Tax	\$35,562	0%	O & M \$4,754,291
Grants	\$0	0%	Capital Depreciation \$1,033,143
Interest	\$679,987	3%	Debt \$556,629
Connection Fees	\$15,635,000	60%	Purchased Water \$4,571,704
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.			

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

DSRSD provides wastewater collection, treatment and disposal services. Within its collection service area, the District inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The District's engineers plan and design sewer rehabilitation projects. The District manages an EPA-certified industrial waste pretreatment program in its service area and in Pleasanton.

Location

The District provides wastewater collection, treatment and disposal services to customers in the City of Dublin and the southern portion of the City of San Ramon in Contra Costa County. In addition, the District provides wastewater treatment and disposal services by contract to the City of Pleasanton. Because the City of Pleasanton provides contract service to Castlewood CSA, the CSA wastewater is ultimately treated at the DSRSD facility. The District does not provide wastewater service to the Dougherty Valley portion of its territory in Contra Costa County.

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and the District's share in the LAVWMA-owned export pipeline, dechlorination facility and wet weather outfall.

The DSRSD Treatment Plant (located in Pleasanton) has a design capacity of 17 mgd (secondary) and 3.5 mgd for recycled water. Average dry weather flow is 10.2 mgd and peak wet weather flow is 32 mgd. The facility provides secondary treatment for its average dry weather flow. Treatment consists of grinding and screening, grit removal, primary clarification, activated sludge, secondary clarification and disinfection. Most of the treated effluent is transported to the LAVWMA and EBDA systems for dechlorination and disposal.⁴⁵ The remaining effluent (up to 3.5 mgd) receives tertiary treatment; the recycled water is used for landscape irrigation. Sludge is anaerobically digested, stabilized and stored in facultative lagoons, and is disposed at a District-owned site.

As a member of LAVWMA, the District has 12.3 mgd in disposal capacity rights (of a total 21 mgd capacity). The completion of the LAVWMA pipeline repair project in September of 2005, has brought the District's disposal capacity to be 28.8 mgd of a LAVWMA total capacity of 41.2 mgd. The LAVWMA effluent is discharged through the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and LAVWMA facilities are combined and dechlorinated using sodium bisulfite

⁴⁵ LAVWMA is a JPA created in 1974 for wastewater disposal for the service areas of Livermore, Pleasanton and DSRSD. LAVWMA has capacity rights in the EBDA outfall system. EBDA is a wastewater disposal JPA with member agencies including San Leandro, Hayward, Union Sanitary District, and Oro Loma Sanitary District/Castro Valley Sanitary District.

solution. The combined effluent flows approximately seven miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

During wet weather events, LAVWMA is authorized to discharge up to 21.5 mgd of treated, dechlorinated effluent to San Lorenzo Creek. Related LAVWMA facilities include a dechlorination facility and emergency outfall. LAVWMA is authorized to discharge treated effluent to the Alamo Canal during 20-year storm events.

The District's collection system includes two pump stations and 171.8 miles of sewer lines.

Table A.8.6. DSRSD Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type	Service Provider(s)			
Wastewater Collection	Direct			
Wastewater Treatment	Direct			
Wastewater Disposal	LAVWMA & EBDA			
Service Area				
Collection: the City of Dublin in Alameda County, the southern portion of the City of San Ramon, and the portion of Camp Parks in Contra Costa County.				
Treatment: the cities of Dublin and Pleasanton and the Castlewood CSA in Alameda County, the southern portion of the City of San Ramon, and the portion of Camp Parks in Contra Costa County.				
Service Outside Bounds: the City of Pleasanton and Castlewood CSA through Pleasanton contract (treatment only).				
Onsite Septic Systems in Service Area²				
In eastern Dublin, eight known properties use septic tanks in areas where sewer lines have not yet been extended. One horse ranch in eastern Dublin is on septic by preference.				
Septic Regulatory/Policies				
Properties with septic systems must connect to central system when main is within 200 feet of property line.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	30,300	18,192	10.6	27.6
Residential	28,951	17,320	NP	NA
Commercial	1,341	864	NP	NA
Industrial	8	8	NP	NA
Treatment Plant Daily Flow				
		Average Dry	Peak Wet	
Wastewater Treatment Plant		10.2 mgd	27.6 mgd	
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented no septic systems in Dublin.				

continued

Wastewater Infrastructure			
Regional Collaboration			
DSRSD provides treatment services to the City of Pleasanton by contract. The District is a LAVWMA member; DSRSD operates and maintains the LAVWMA effluent export pipeline by contract. The District and EBMUD work collectively through a JPA on developing the infrastructure to supply recycled water to central Dublin, south San Ramon and Dougherty Valley.			
Facility Sharing Opportunities			
Through LAVWMA, DSRSD shares storage and pipeline capacity with Livermore and Pleasanton under a long-term arrangement.			
Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity ¹	Condition	Yr Built
Wastewater Treatment Plant	17 mgd	Excellent	2003
EBDA Marina Dechlorination Facility	19.7 mgd ²	Good	1978
EBDA Joint Outfall	19.7 mgd ²	Good	1978
LAVWMA Export Pipeline (New)	28.8 mgd ³	Excellent	2004
LAVWMA Export Pipeline (Old)	28.8 mgd ³	Good	1979
Infrastructure Needs and Deficiencies			
Peak wet weather flows exceeded capacity during the 1998 El Nino storm events. The District has expanded wet weather treatment capacity to 60.7 mgd to service new developments in eastern Dublin. Disposal capacity is inadequate for peak wet weather flow, but DSRSD disposal capacity has been expanded through the LAVWMA project to 28.8 mgd (including Pleasanton). If DSRSD expands recycled water use, the expansion project will accommodate peak flows through 2023.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	172	Pumping Stations	2
Infrastructure Needs and Deficiencies			
The most pressing needs are sewer capacity enhancements and replacement of older pipelines.			
Infiltration and Inflow			
Infiltration and inflow is a concern throughout the LAVWMA service area due to limited wet weather disposal capacity. Infiltration rates are highest in San Ramon and central Dublin east of I-680, and are lowest in newly developed areas.			
Notes:			
(1) Capacity reflects this agency's share of capacity at jointly-owned facilities, unless otherwise noted.			
(2) The EBDA capacity is shared with LAVWMA members. LAVWMA owns 19.7 mgd in EBDA capacity and leases additional capacity when it is available.			
(3) The agency's total disposal capacity (including Pleasanton) upon completion of the pipeline repair project.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
1/14/2005	Other	Blocked sewer line	1,100	Yes
10/7/2004	Sewage Facility	Faulty equipment-effluent	250	Yes
Service Adequacy Indicators				
Reported Spills	2	Sewer Overflows 2004	0	
Sewer Overflow Rate ²	0	Sewer Miles/FTE	2	
Response Time Policy ³	30-45 mins.	Response Time Actual	< 45 mins.	
Total Employees (FTEs)	80	Accounts/FTE	379	
Renewal/Replacement Rate ⁴	8%	O&M Costs/Account	\$435	
Treatment Effectiveness Rate	99.5%	Amount (mg) Processed/FTE	0.13	
Employee Safety Severity Rate ⁵	2	Training Hours per FTE	31	
Employee Turnover Rate	4.5%	Employees Certified?	Yes	
Regulatory Compliance Record				
Penalized for exceeding effluent limitations on four occasions in 2002. Exceedances were due to higher than allowed settleability levels due to increased construction activities.				
Source Control and Pollution Prevention Practices				
The District's pollution prevention program activities include regulating businesses and public education. The District conducts preventative maintenance.				
Collection System Inspection Practices				
The District inspects the entire system over an eight-year cycle and conducts smoke testing in various areas.				
Service Challenges				
Challenges include maintaining enough capacity to handle all new growth within the cities of Dublin and San Ramon. The Camp Parks area has significant infiltration and inflow.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	2000; 2005	10 years		
Wastewater Collection Plan	2000. 2005 plan in progress.	10 years		
Capital Improvement Plan	FY 03-04	10 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	LAVWMA Engineer's Report			
Seismic/Emergency Plan	Emergency Response Plan			
Wet Weather Flow Capacity Plan	Included in WWMP			
Other Relevant Plans				
None				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				
(5) Lost workdays per FTE multiplied by 100.				

continued

Wastewater Rates and Financing				
Wastewater Rates-Ongoing Charges FY 04-05¹				
	Rate Description	Avg. Monthly Charges	Demand²	
Residential	Flat Bimonthly: \$54.50	\$27.25	12 ccf/month	
Non-Residential				
Retail	Water Use: \$2.48 per ccf	\$93.30	38 ccf/month	
Restaurant	Water Use: \$4.16 per ccf	\$120.63	29 ccf/month	
Industrial	Water Use: \$2.48 per ccf	\$534.13	215 ccf/month	
Rate Zones				
Wastewater rates are the same throughout the District.				
Rate-Setting Procedures				
Policy Description: The District conducts a comprehensive rate study every two years. The Board makes annual decisions about rate changes, but does not necessarily change rates every year.				
Last Rate Change: 7/1/2000 Frequency of Rate Changes: As needed				
Wastewater Development Fees and Requirements				
Connection Fee Approach	The residential fee is based on number of units; the non-residential fee is based on water use.			
Connection Fee Timing	Upon connection permit issuance.			
Connection Fee Amount ³	Residential: \$11,050	Restaurant:	\$36,314	
Land Dedication Req.	Developers dedicate pipelines and easements to the District.			
Development Impact Fee	None			
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03		
Source	Amount ⁴	%	Amount	
Total	\$21,592,266	100%	Total	\$21,725,696
Rates & Charges	\$15,056,573	70%	Administration	\$2,780,388
Property Tax	\$0	0%	O & M	\$13,173,184
Grants	\$0	0%	Capital Depreciation	\$2,559,793
Interest	\$2,612,445	12%	Debt	\$1,766,990
Connection Fees	\$2,752,734	13%	Other	\$1,445,341
Notes:				
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.				
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.				
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.				
(4) Miscellaneous revenue not displayed.				

CHAPTER A-9: EAST BAY MUNICIPAL UTILITY DISTRICT

The East Bay Municipal Utility District (EBMUD) provides water treatment, conveyance and retail services, water recycling, and wastewater treatment and disposal services.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

EBMUD was formed on May 8, 1923 as an independent special district. The District was created to provide water service; in 1944 it began providing wastewater treatment for various cities.

The principal act governing the District is the Municipal Utility District Act.⁴⁶

EBMUD is a multi-county district with territory in both Alameda and Contra Costa counties. The District's Alameda County boundary area includes the cities of Alameda, Albany, Berkeley, Emeryville, Oakland, Piedmont, and San Leandro and portions of Hayward. Unincorporated areas in the District bounds include Ashland, Cherryland, Castro Valley, Fairview, San Lorenzo, and the watershed lands east of Oakland. The District's territory in Contra Costa County includes the cities of Richmond, San Pablo, El Cerrito, Pinole, Hercules, Orinda, Lafayette, Moraga, Walnut Creek, Danville and San Ramon, as well as unincorporated areas such as Alamo.

The District's SOI was established on April 21, 1983 and includes only the City of San Leandro and the unincorporated areas of Ashland, Cherryland, Castro Valley, Fairview and San Lorenzo.⁴⁷ The cities of Alameda, Albany, Berkeley, Emeryville, Oakland, and Piedmont are not included in the SOI, even though EBMUD provides water and sewer service in these cities. The exclusion of the six cities appears to have occurred because the District spanned multiple county planning areas.

Since creation, EBMUD's SOI has been amended once to include 548 acres in the Rancho Palomares area in Fairview. In Contra Costa County, the SOI is not coterminous with the District's bounds. There have been seven annexations into the District bounds since SOI adoption, all but one have involved territory in the SOI.

The land area of the Alameda County territory in the District's bounds is 133 square miles. The District's entire water service area (including territory in Contra Costa County) is 325 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process,

⁴⁶ California Public Utilities Code section 11501 et seq.

⁴⁷ Alameda LAFCo Resolution No. 83-5, Exhibit V (Map of EBMUD SOI).

public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

EBMUD is governed by a seven-member Board of Directors elected from wards to serve four-year terms. The Directors must be residents of the ward they represent.

The Board of Directors meets twice a month on the second and fourth Tuesday. The meetings are not broadcast live on local television. The District posts Board notices, agendas and meeting summaries on the District’s website and these are e-mailed to anyone who signs up for the service.

To keep citizens informed of District activities, EBMUD participates in community events, distributes a newsletter, fact sheets and reports, and maintains a website with updates on current projects and press releases. The District also discloses plans, finances and other public documents via the Internet. The District offers media activities and audiovisual presentations, with audiences that include the general community, stakeholder groups, school groups, community leaders, civic groups, and ratepayers.

The latest contested election was held November 2002. The voter turnout rate was 53 percent, comparable to the countywide voter turnout rate of 53 percent.

The District demonstrated accountability in its disclosure of information and cooperation with LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests and cooperated with map inquiries.

Customer complaints are received by phone, fax and email. The District’s customer service and water quality staff routinely handle complaints. Complaint resolution occurs in one to five business days. Customers can also attend regular board meetings and present complaints to the Board. The District’s annual complaint volume is typically 6,300, which includes complaints about high rates, water quality, water pressure, noise, and leaks as well as information requests.

GROWTH AND POPULATION PROJECTIONS

There are 1,350,880 residents in the District and 612,821 jobs according to Census and ABAG data. A majority of the residents in the District are within Alameda County where there are 856,119 residents and 414,813 jobs.

The District’s population density in Alameda County is 6,452 per square mile, significantly higher than the countywide density of 2,057. The District’s Contra Costa population density is 12,814 per square mile, significantly higher than the District’s population density in Alameda County.

Figure A.9.1. District Population Base, 2005-25

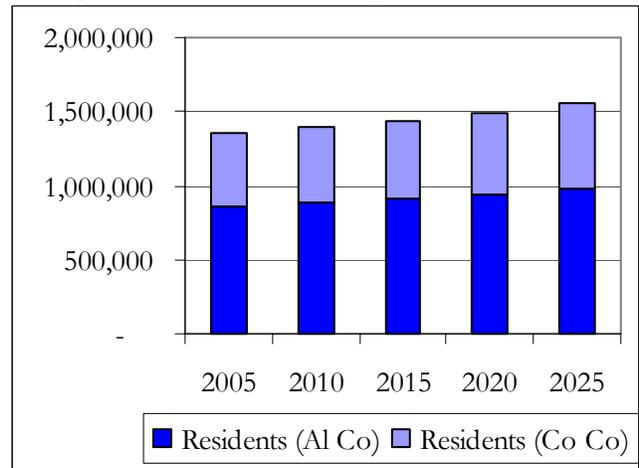
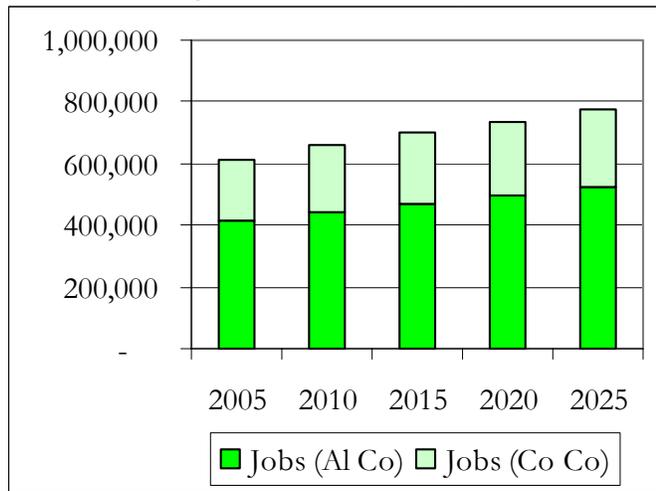


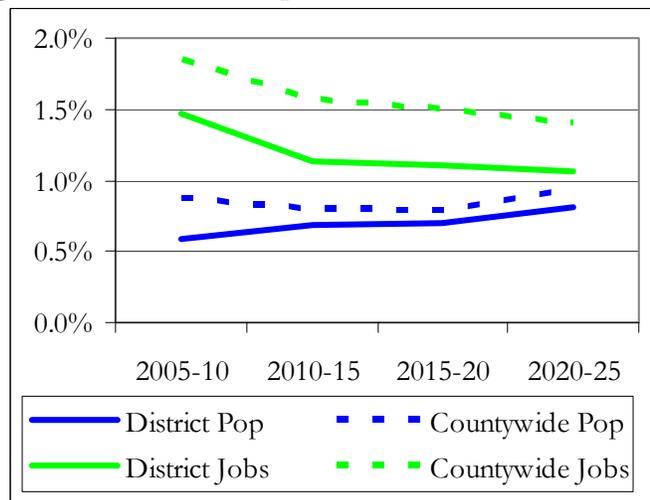
Figure A.9.2. District Job Base, 2005-25



EBMUD population level is expected to grow. ABAG expects the District population to reach 1,490,181 and the job base to grow to 736,771 in the next 15 years, as depicted in Figures A.9.1 and A.9.2.

Per ABAG population projections, the rate of growth in the District is expected to be slower than the countywide growth rate through 2025, as depicted in Figure A.9.3. ABAG expects job growth in the District to remain consistently slower than countywide job growth over both the short and long term.

Figure A.9.3. Annual Population Growth Rates, 2005-25



The projected rate of water demand growth in the EBMUD service area is lower than projected population and job growth. From 2005 through 2020, water demand is projected to grow by three percent; population and the job base are expected to grow by 10 and 20 percent, respectively. Water demand projections were prepared by EBMUD, as reported in the Urban Water Management Plan (UWMP).

EBMUD current and future growth areas include those identified by the cities it serves. EBMUD water demand calculations are based on land use and future changes in land use, as discussed in the general plans of the District’s service area cities and communities.

City of Alameda growth areas include recent growth in the peninsula portion of the City—Bay Farm Island—where recent residential development has occurred and where the Harbor Bay Business Park and a very popular 36-hole municipal golf complex are located. Current growth in the City includes affordable housing and commercial redevelopment. Future growth is expected to be affected most significantly by redevelopment of Alameda Point, formerly the Alameda Naval Air Station. In 1997, the Navy closed the facility, making available for redevelopment an area that includes 1,676 acres of land and 958 acres of submerged tideland in San Francisco Bay. The City's General Plan anticipates 15,000 residents will be added at Alameda Point during the next 20 years.

Albany anticipates residential growth as a result of the construction of University of California (UC) Berkeley housing facilities. The UC Village, located at the corner of Buchanan and San Pablo Avenues, is a 26-acre redevelopment project including retail, commercial, campus housing, a community center, an infant-toddler day care facility, administrative offices, recreational facilities and

open space. The City has changed its zoning ordinance to encourage mixed-use development and affordable housing, primarily on San Pablo Avenue, a state highway and a transit corridor. The City is also encouraging commercial redevelopment adjacent to the freeway on the Eastshore Highway.

Berkeley expects minimal growth in the next 20 years, with all growth resulting from infill development. Berkeley growth areas identified by the City's General Plan include the downtown area as well as the Southside redevelopment area located along the west side of the UC Berkeley campus. In the Southside area, growth is projected to include increased housing opportunities for students, development of the two vacant sites in the area, and redevelopment of under-utilized sites.

Growth areas in the City of Emeryville include redevelopment housing projects on 36th Street and San Pablo Avenue and mixed-use redevelopment on the former King Midas Card Club site. Bay Street is another growth area where five parcels are being redeveloped into a regional retail center with associated residential development.

Oakland growth areas include Chinatown, the airport area, West Oakland and the hill areas. The Chinatown area is growing due to mixed-use housing development and various neighborhood improvements. In the airport vicinity, East Oakland is projected to experience high job growth from airport and related jobs. Another commercial development growth area is west Oakland. The main residential growth areas are in the North and South Hills areas.

San Leandro growth areas include scattered and relatively small potential residential growth. In San Leandro, there are former industrial sites that are available for mixed-use development. As of 2002, only 130 acres of vacant land remained, with the potential for residential development of 170 single-family and 230 multi-family units.

Growth areas in the unincorporated community of Castro Valley include some development potential left in the El Portal Ridge area, according to the Castro Valley Incorporation Initial Study dated March 2002.

EVALUATION OF MANAGEMENT EFFICIENCIES

The District evaluates its performance through annual personnel performance evaluations, annual financial audits and financial trend reports. The District also generates semi-annual and annual budget performance reports. Service operations are routinely evaluated, including water operations, treatment and distribution, customer service and response, wastewater treatment and distribution, and construction of pipeline projects.

EBMUD has developed performance indicators to monitor workload for specific areas as well as districtwide planning and goal setting. The performance indicators track productivity and error rates for the various types of work performed. Performance measures for core services include water supply, treatment and distribution as well as design and construction costs.

District management practices include annual financial audits and benchmarking. The District does not conduct performance-based budgeting.

The District has adopted a strategic plan and a mission statement. EBMUD water and wastewater master plans were last updated in 2000 and have a planning time horizon of 10 years.

The scope of planning efforts includes system capacity, service demand, costs, water quality and supply.

EBMUD conducted a vulnerability assessment, as required by the EPA. The assessment includes an evaluation of critical assets, the likelihood of malevolent acts, potential countermeasures, and development of a prioritized plan for risk reduction. The District retained a consultant to inspect 95 facilities and to collect data on security systems and procedures.

To prepare for a seismic event or other emergencies, the District has developed emergency operation and water shortage contingency plans. EBMUD has various agreements with other water agencies for water transfers during emergency situations, including the City of Hayward, DSRSD and CCWD. If needed, the District will impose water rationing measures on its customers. The District's planning objective is to keep rationing less than 25 percent. When needed, mandatory consumption limits are placed on customers, including rate increases, water allotments and restrictions on specific uses. The District currently has surface storage facilities and plans for future underground storage facilities where water collected during wetter years is stored for drier years or emergencies.

The District has developed a seismic improvement program. The program objectives are to strengthen, reinforce and upgrade water treatment and distribution systems, as well as maintain aqueduct security. The program has been in place for nine years and capital improvement projects dedicated to seismic improvements are scheduled to be completed in FY 2005-06. The District has completed seismic upgrade at its treatment plants, the Southern Loop Pipeline connecting San Ramon and Castro Valley, various pumping plants, water storage tanks, and on pipelines crossing faults and landslide areas. The remaining seismic improvements include two current projects—upgrading the Claremont Tunnel⁴⁸ and upgrading Summit Reservoir in the Berkeley Hills so that the seismically vulnerable Berryman Reservoir may be taken out of service. The District completed seismic evaluation of its wastewater facilities in 1996; seismic improvements to various facilities were recommended and are being conducted through the capital improvement planning process.

EBMUD has been recognized internationally for work on seismic stability of water systems and nationally for protection of the San Francisco Bay from pollution. At the State level, the District has received awards for effective budget development, community involvement and public communication about water quality. EBMUD staff has been recognized for improving the process for producing bio-solids from the wastewater stream. These efforts resulted in money-saving operations of treatment plants. In 2003, the District received Engineering Excellence Awards from the American Council of Engineering Companies. Also in 2003, the District received the Research Achievement Award and a Public Education Award from the San Francisco Bay Section of California Water Environment Association. In 2002, the District received awards from the EPA and the American Water Works Association, along with several others.

⁴⁸ The 3.4-mile Claremont Tunnel, originally constructed from 1927 to 1929, is a large water pipeline that brings treated water from EBMUD's Orinda Water Treatment Plant to customers west of the Oakland-Berkeley hills.

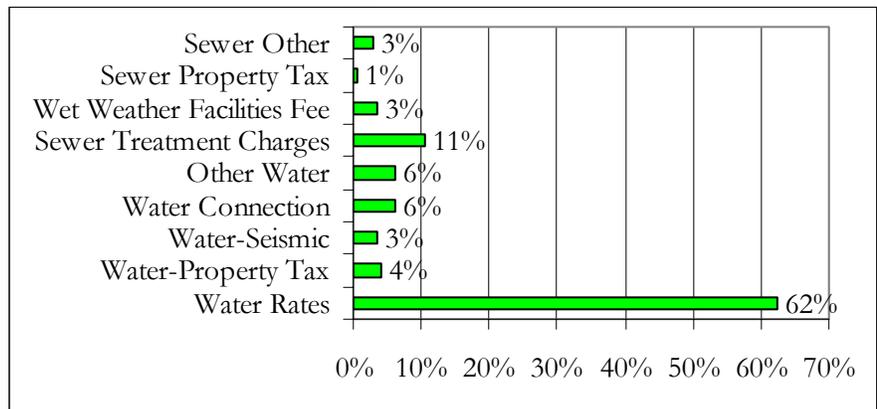
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

The District’s total revenue is projected to be \$397.9 million in FY 2004-05. Of this amount, \$327.2 million in revenues are water-related and the remaining \$70.7 million is sewer-related. The total water revenue amounts to \$243 per capita; sewer revenue amounts to \$83 per capita.⁴⁹

Figure A.9.4. Revenue Sources, FY 2002-03

EBMUD’s primary revenue source is water rates; these include service charges, volume charges and elevation charges, as shown in Figure A.9.4. Water rates account for 62 percent of EBMUD revenue. Seismic improvement surcharge revenues fund three percent of the budget. The District relies



on other water-related charges for six percent of revenue; these charges include sales of dam-generated power, reimbursements, fees and miscellaneous sources.

Sewer treatment charges are the top revenue source financing the District’s sewer operations. These charges are levied on the water service bill for customers in cities that transport sewage through District interceptors and pump stations to the EBMUD treatment plant. The wet weather facilities fee is a per parcel charge paid by all customers to pay for debt service related to peak volume; the charge is \$58.80 per year for a residential parcel.

Water connection fees, called “system capacity charges” by EBMUD, accounted for six percent of revenues. Connection fees finance capital improvements related to system capacity. These charges finance expansion of water mains, distribution reservoirs and acquisition of future water supplies.

The District relies on property taxes for five percent of revenues. The District receives a portion of the one percent county levy on properties within District boundaries. The District’s wastewater enterprise is required to forego a portion of its property tax revenues in FY 2004-05 and FY 2005-06 to make ERAF contributions related to the State budget deficit.

The District had \$1.7 billion in long-term debt at the end of FY 2002-03, of which \$1.4 billion is water debt and \$324 million is sewer debt. The water debt amounts to \$1,064 per capita; the sewer

⁴⁹ Water revenue per capita is calculated based on Districtwide population; whereas sewer revenue per capita is calculated based on the population in the Alameda County portion of the District (i.e., the wastewater service area).

debt amounts to \$386 per capita.⁵⁰ The District's bonded debt consists primarily of water revenue bonds but also includes general obligation bonded debt. The District received a "very strong" (Aa2) underlying rating from Moody's for its water enterprise bonds and a "very strong" (Aa3) underlying rating from Moody's for its sewer enterprise bonds.

By way of financial reserves, the District had unrestricted net assets of \$305 million at the end of FY 2002-03. Of the unrestricted net assets, \$228 million was water-related. The water reserves amounted to 116 percent of the District's expenses in FY 2002-03; the District maintained approximately 11 months of working capital in its water enterprise. The sewer reserves amounted to 114 percent of EBMUD sewer expenses, or 14 months of working capital. The District's reserve levels meet its stated policy on target reserve levels.

EBMUD plans to spend \$104 million on reservoir rehabilitation, seismic projects and other water capital improvements, and \$10 million on wastewater treatment and interceptor improvements in FY 2005-06, according to its most recent capital improvement plan. The District finances capital projects with service charges, connection fees, reserves and bonded debt. The District had \$65 million in capital reserves (in other words, fund balances restricted for capital purposes) at the end of FY 2002-03. The capital reserve funds are designated for the water system.

The District is involved in joint financing arrangements through various Joint Powers Authorities. The District is a 50 percent participant in the DSRSD/EBMUD Recycled Water Authority. EBMUD, along with the Sacramento County Water Agency and the City of Sacramento, have partnered on the Freeport Regional Water Project, which provides supplemental water to EBMUD during dry years. The District has formed a partnership with Alpine, Amador and Calaveras counties to conduct a study of the upper Mokelumne watershed. The District has partnered with a number of agencies to form the Bay Area Water Agencies Coalition, which is devoted to improving water quality and reliability in the Bay Area.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy, and facilities.

Nature and Extent

EBMUD provides water production, distribution, retail, treatment, recycling, and conservation services. EBMUD maintains the water distribution facilities constructed by the United States Navy at the former Naval Air Station in the City of Alameda.

Location

EBMUD provides water service in the cities of Alameda, Albany, Berkeley, Emeryville, Oakland, Piedmont, and San Leandro, as well as the unincorporated communities of Ashland, Cherryland, Castro Valley, Fairview, San Lorenzo, and the watershed lands east of Oakland. The District's

⁵⁰ Water debt per capita is calculated based on the population of the EBMUD water service area, including Contra Costa area. Sewer debt per capita is calculated based on the population of the EBMUD wastewater service area, excluding Contra Costa area.

service area in Contra Costa County includes the cities of Richmond, San Pablo, El Cerrito, Pinole, Hercules, Orinda, Lafayette, Moraga, Walnut Creek, Danville and San Ramon.

Key Infrastructure

Key infrastructure includes the District's water supplies, water treatment plants, reservoirs, pump stations, aqueducts, and tunnels.

Mokelumne River runoff is the source for about 95 percent of the District's water supply. The District has rights to 325 mgd annually, subject to prior water rights. The Mokelumne River supplied a total of 636 to 1,385 mgd on average between 1995 and 2000; in 1977, the lowest year on record, it supplied 115 mgd. On average, 98.7 mgd of the supply is distributed to three Sierra foothill counties—Amador, Calaveras and San Joaquin—with senior water rights to the District. In addition, the State requires the District to release water to protect downstream fisheries. This supply source is expected to decrease in the future, as consumption by senior water rights increases and increased downstream releases are required to protect fish, wildlife and riparian habitat.

The Central Valley Project provides up to 150,000 acre-feet (af) of water from the Sacramento River to EBMUD under contract with the U.S. Bureau of Reclamation (USBR). This supply source is available to EBMUD in drought years; on average, 21,300 af per drought year is available. Its availability is subject to adequate flow to protect fish and other stream uses. When used, it is piped from Freeport to the Folsom South Canal and from there to the Mokelumne Aqueduct.⁵¹

Local watershed runoff in the East Bay contributes 30,000 af of supply in normal years, but contributes no supply (net of evaporation) in dry years.

EBMUD's Orinda Water Treatment Plant (WTP) has a capacity of 176 mgd. This plant serves the EBMUD service area in Alameda County. Other treatment plants (see Table A.9.5) supply water in varying amounts to the balance of the District's service area.

Recycled water is used directly by EBMUD as well as several golf courses, CalTrans projects and the Chevron Oil Refinery. Through a JPA with EBMUD, DSRSD supplies EBMUD with recycled water for distribution by EBMUD. EBMUD is expanding recycled water service, and reports significant interest from irrigation users in the service. New pipelines are being installed to distribute the recycled water to customers. A 4.4-mile long recycled water transmission pipeline along the Eastshore Freeway is mostly in place, and approximately 24 miles of transmission and distribution pipelines in the East Bay are being constructed.

The California Department of Health Services (DHS) has not detected contaminants in its source assessments, with the exception of MTBE detected (but below MCL standards) at the Pardee Reservoir located in Amador and Calaveras counties in 2003.⁵² DHS identified vulnerabilities including equestrian activities, septic systems and golf course pesticides in the vicinity of the reservoirs located in Alameda County.

⁵¹ The CVP water supply is not yet piped from Freeport, but will be soon.

⁵² MTBE, a fuel additive, is a regulated contaminant in California with maximum contaminant level (MCL) limits on its concentration in drinking water. The District's drinking water has not been found in violation of MTBE MCL standards.

The District has a total of 180 reservoirs. The Camanche and Pardee reservoirs are located in the Mokelumne River watershed in Amador and Calaveras counties and have storage capacity of 417,000 and 197,950 af respectively. Major local reservoirs include Upper San Leandro and Chabot in Alameda County and San Pablo and Briones in Contra Costa County. Improvements increasing water treatment capacity at Walnut Creek Water Treatment Plant will be completed by late 2005.

Working reserves are maintained with the intent of minimizing the age of water in a reservoir. Water reserves are maintained in each pressure zone of the system to equal one day of peak demand in that zone. Generally, the top 30 percent is allocated for operational storage, and the bottom 70 percent is allocated for emergency storage. Fire flow storage is dependent on fire flow requirements of each respective fire department and storage volume in the particular zone. In zones with reserves of less than one million gallons (mg), a separate fire reserve is added. If reserves constitute one mg or more, fire reserves are included with emergency reserves.

In the event of emergencies such as earthquakes, EBMUD will rely on reserves stored locally (Upper San Leandro and Chabot Reservoirs) and the Southern Loop Pipeline, an 11-mile emergency transmission pipeline which provides for an alternate water supply route in case of a major earthquake. There are existing emergency interties with DSRSD, Hayward and CCWD, and plans for a regional intertie with SFPUC. An emergency preparedness program has been designed to develop response priorities. The District's emergency planning efforts are discussed in its 2000 Urban Water Management Plan and annual budget. The District prepared a terrorism vulnerability assessment, as required by the EPA.

The distribution network consists of 131 pumping plants, 175 neighborhood reservoirs and 4,000 miles of pipe. The EBMUD service area is divided into 125 pressure zones, ranging in elevation from sea level to 1,450 feet. About 60 percent of water is conveyed to customers by gravity.

Table A.9.5. EBMUD Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service		Provider(s)			
Retail Water	Direct		Groundwater Recharge		Natural			
Wholesale Water ²	Direct		Groundwater Extraction		None			
Water Treatment	Direct		Recycled Water		Direct			
Service Area Description								
Retail Water	The cities of Alameda, Albany, Berkeley, Emeryville, Oakland, Piedmont, San Leandro and portions of Hayward. In addition, the unincorporated communities of Ashland, Cherryland, Castro Valley, Fairview and San Lorenzo. The District also serves a large portion of Contra Costa County.							
Wholesale Water	See retail area. EBMUD produces only for customers, and does not sell to other entities.							
Recycled Water	Various EBMUD facilities, Alameda-Chuck Corica Golf Complex, Harbor Bay Parkway, and Metropolitan Golf Links.							
Boundary Area (Alameda)	132.7 sq. miles		Population (2005)		856,119			
System Information								
Average Daily Demand	221 mgd		Reservoirs		180			
Peak Day Demand	310 mgd		Storage Capacity (mg)		250,889			
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total-Alameda Co.	NP	NP	119,815	123,557	119,113	120,301	121,489	123,043
Total-Entire Svc. Area	215,292	207,899	237,524	248,023	250,547	252,839	255,132	259,431
Residential	NP	NP	162,695	173,147	179,483	181,404	183,326	185,200
Commercial/Industrial	NP	NP	50,967	50,402	46,708	47,173	47,639	49,273
Irrigation/Landscape	NP	NP	12,707	13,051	12,249	11,888	11,527	11,864
Other	NP	NP	11,155	11,423	12,107	12,374	12,640	13,095
Service Connections			Total	Alameda	Outside Bounds			
Total			371,243	223,290	0			
Domestic			NP	205,771	0			
Commercial/Industrial/Institutional			NP	15,021	0			
Irrigation/Landscape			NP	2,495	0			
Recycled			NP	³	0			
Other			0	0	0			
Notes:								
(1) NA: Not Applicable; NP: Not Provided.								
(2) Wholesale encompasses importing and production activities. EBMUD does not sell water to other entities.								
(3) Recycled accounts are included with irrigation/landscape accounts.								

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	225,400	219,235	247,864	255,080	266,340	269,324	272,217
Imported	0	0	0	0	0	0	0
Groundwater	0	0	0	0	0	0	0
Surface	221,593	213,579	241,288	245,300	253,200	255,400	256,500
Recycled	3,807	5,656	6,576	9,780	13,140	13,924	15,717
Supply Constraints							
EBMUD’s Mokelumne River water supply is not sufficient to meet long-term customer demands during a drought. The conditions that restrict the District’s ability to use its Mokelumne River entitlement include upstream water use by prior right holders, downstream water use by riparian and senior appropriators and other downstream obligations, and drought conditions for more than a year. The Central Valley Project water availability during drought years is subject to adequate water flowing for fish and stream uses. EBMUD is studying the potential use of groundwater banking and recharge.							
Water Sources							
Source	Type		Supply (Acre-feet per Year)		Safe/Firm		
			Average	Maximum			
Mokelumne River Watershed	surface water		213,482	364,000	NA		
Central Valley Project	imported-drought only		21,300	150,000	75,000		
East Bay Runoff	surface water		4,951	30,000	0		
Recycled Water	recycled		9,780	9,780	9,780		
Groundwater Recharge							
Treated water from the Mokelumne River is used to recharge the aquifer.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	227,360	Year 2:	183,680	Year 3:	127,680	
Significant Droughts: 1976-1977, 1988-1991							
Storage Practices: EBMUD stores water in reservoirs near the origin, in the San Leandro reservoir, and in other local sites. EBMUD is exploring the use of the Bay Plain and other groundwater basins for long-term groundwater storage.							
Plan: With a 15% shortfall, EBMUD will institute water use restrictions and promote conservation. With a 15-25% shortfall, EBMUD will declare a water shortage emergency and procure a supplemental supply. With a 25% or greater shortfall, the effort will be intensified to increase conservation.							
Agriculture Effects: EBMUD supplies its irrigation accounts with recycled water.							
Water Conservation Practices							
CUWCC Signatory	Yes						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	Partial	Currently not on schedule to meet 10-year coverage requirement.					
2 - Retrofits	Yes	Retrofits residential plumbing.					
3 - Water Audits	No	Full audit not completed.					
4 - Metering	Yes	On track to have all accounts metered within 10 years.					
5 - Landscape Audits	Partial	2 of 3 conditions met. Agency is not on track to meet 90% coverage by year four.					
6 - Washing Machine Rebate	Yes	The District awarded 6,973 rebates in 2004.					
7 - Public Information	Yes	Active public information program.					
8 - School Education	Yes	School information program.					
9 - CII Audits	Yes	All targets for compliance met.					
10 - Wholesale Assistance	NA	NA					
11 - Conservation Pricing	Yes	Conserving rate structure.					
12 - Conservation Coordinator	Yes	Position staffed.					
13 - Water Waste	Yes	All necessary ordinances in place.					
14 - Toilet Replacement	NP	NP					

continued

Water Infrastructure				
Major Facilities				
Facility Name	Type	Capacity	Condition	Yr Built
Orinda WTP	WTP	175 mgd	Good	1935
Upper San Leandro WTP	WTP	55 mgd	Good	1927
San Pablo WTP	WTP	25 mgd	Good	1921
Walnut Creek WTP	WTP	94 mgd	Good	1967
Moraga	Pumping plant	58 mgd	Good	1975
Camanche	Reservoir	417,000 af	Good	1964
Pardee	Reservoir	197,950 af	Good	1929
Briones	Reservoir	60,510 af	Good	1964
Upper San Leandro	Reservoir	41,400 af	Good	1926
San Pablo	Reservoir	38,600 af	Fair	1919
Chabot	Reservoir	10,300 af	Fair	1875
Other Infrastructure				
Reservoirs	180	Storage Capacity (mg)	250,889	
Pump Stations	131	Pressure Zones	123	
Production Wells	0	Pipe Miles	4,000	
Other: 4 aqueducts, 2 tunnels				
Infrastructure Needs and Deficiencies				
The District completed in 2005 a 10-year, \$110 million seismic improvement upgrade program to all major facilities. San Pablo Dam needs to be replaced due to seismic concerns. The District needs various water treatment upgrades for all treatment plants due to new water quality regulations and associated improvements to the distribution system infrastructure.				
Facility Sharing and Regional Collaboration				
Current: EBMUD and the Sacramento County Water Agency are members of the Freeport Regional Water Authority, a JPA formed to promote water reliability, reduce drought rationing and promote conjunctive use in Sacramento by drawing on Sacramento River water south of the City of Sacramento. The District is a participant in the DSRSD/EBMUD Recycled Water Authority formed to increase the amount of recycled water delivered in Dublin and the San Ramon Valley. EBMUD is a member of BAWAC and the Bay Area Regional Water Recycling Program and has emergency interties with DSRSD, Hayward and CCWD.				
Opportunities: Development of intertie with SFPUC. Studying desalination with SFPUC, CCWD and SCVWD.				

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	0		
Monitoring Violations	1	An operations report was not filed on time in 1995.	
Service Adequacy Indicators			
Water Pressure Adequacy	30+ psi normal day; 20+ psi fire flow		
Response Time Policy	NP	Response Time Actual	NP
Distribution Loss Rate	8%	Connections/FTE	209
Distribution Breaks & Leaks	854	Distribution Break Rate ²	21
Renewal/Replacement Rate ³	12%	O&M Cost Ratio ⁴	\$ 365
DW Compliance Rate ⁵	100%	MGD Delivered/FTE	0.12
Employee Indicators			
Total Employees (FTEs)	1,779	Certified as Required?	Yes
Health/Severity Rate ⁶	127	Employee Vacancy Rate	8%
Training Hours/Employee	32	Employee Turnover Rate	8%
Service Challenges			
New regulatory requirements for water treatment.			
Water Planning	Description	Planning Horizon	
Water Master Plan	1999	10 years	
UWMP	2005	20 years	
Capital Improvement Plan	FY 02-03	5 years	
Plan Item/Element	Description		
Emergency Plan	In UWMP and Budget		
Other Plans			
Water Conservation Master Plan (FY 03-04); Watershed Master Plan (1999); Water Supply Engineering Statistical Report (2003)			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Retail Water Rates-Ongoing Charges FY 04-05¹			
Rate Description		Avg. Monthly Charges	Consumption²
Residential	Flat Monthly: \$9.64 Water Use: \$1.53-2.33 per ccf	\$ 29.65	12 ccf/month
Non-Residential			
Retail	Flat Monthly: \$14.46 Water Use: \$2.20 per ccf	\$ 97.22	38 ccf/month
Industrial	Flat Monthly: \$23.63 Water Use: \$2.20 per ccf	\$ 508.54	215 ccf/month
Special Rates			
In areas of 200-600 feet elevation, there is an additional charge of \$0.29 per ccf. In areas above 600 feet elevation, the additional charge is \$0.62 per ccf. Customers outside the District's boundaries pay a 100% premium on water use charges.			
Wholesale Water Rates			
NA. EBMUD produces only for customers, and does not sell to other entities.			
Rate-Setting Procedures			
Policy Description	The District board establishes rates on a cost-of-service basis after a public hearing process.		
Most Recent Rate Change	7/1/04	Frequency of Rate Changes	Annual
Water Development Fees and Requirements			
Connection Fee Approach	The "system capacity charge" is based on meter size, region, and land use.		
Connection Fee Timing	Upon connection.		
Connection Fee Amount	5/8 inch meter: \$3,090	1 inch meter:	\$12,100
Land Dedication Requirements	Require land dedications for utility infrastructure if needed to serve the new development.		
Development Impact Fee	None		
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03
Source	Amount	%	Amount
Total	\$263,246,000	100%	Total \$256,339,000
Rates & Charges	\$214,000,000	81%	Administration \$31,796,000
Property Tax	\$16,469,000	6%	O & M \$90,624,000
Grants	\$0	0%	Capital Depreciation \$51,853,000
Interest	\$13,299,000	5%	Debt \$59,175,000
Connection Fees	\$12,273,000	5%	Purchased Water \$22,891,000
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.			

continued

Water Source Assessments					
Source Name	Type	Source	Detected Contam.	Vulnerabilities	Date Assessed
Briones Reservoir-Raw	Reservoir	Surface Water	None	Landfill/dumps Material dumping Animal operations Recreational use of reservoir	Feb 03
Chabot Lake	Lake	Surface Water	None	Equestrian activities Golf course - pesticides	Feb 03
Lafayette Reservoir	Reservoir	Surface Water	None	Recreational use Parking lot runoff	Feb 03
Pardee Res-Raw	Reservoir	Surface Water	MTBE	Gasoline station-marina Historical mining operations	Feb 03
San Pablo Reservoir-Sobrante Intake-Raw	Reservoir	Surface Water	None	Recreational use	Feb 03
San Pablo Reservoir-San Pablo Intake-Raw	Reservoir	Surface Water	None	Gasoline station-marina Sewer collection systems	Feb 03
Upper San Leandro Res	Reservoir	Surface Water	None	Equestrian activities Sewer collection systems	Feb 03

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency’s wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The District provides wastewater treatment and disposal services. The cities are responsible for wastewater collection and related services. EBMUD bills and collects sewer service charges imposed by a majority of the wastewater collection providers within its service area.

Location

EBMUD provides wastewater treatment and disposal services to the cities of Oakland, Alameda, Albany, Berkeley, Emeryville and Piedmont in Alameda County as well as the Stege Sanitary District in Contra Costa County.⁵³ EBMUD does not provide wastewater service outside its bounds.

EBMUD collects and tests water samples on behalf of East Bay Dischargers Authority. Otherwise, EBMUD does not provide service outside its boundaries.

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and three wet weather overflow facilities. Collectively, the District’s facilities accommodate peak capacity of 760 mgd.

⁵³ The District’s wastewater service area is formally defined as Special District No. 1, as it is a subset of the District’s water service area. The Stege Sanitary District serves El Cerrito, Kensington and part of Richmond.

The EBMUD Treatment Plant has a design capacity of 168 mgd for secondary treatment and can provide partial treatment for up to 325 mgd of wet weather flows. The plant treats an average flow of 80 mgd and peak wet weather flow of 194 mgd. The facility provides secondary treatment for its average dry weather flow. Treatment consists of odor control, grit removal, primary clarification, activated sludge, secondary clarification, disinfection, and dechlorination. The treated effluent is discharged through a submerged diffuser adjacent to the San Francisco-Oakland Bay Bridge more than one mile offshore at a depth of 45 feet. Sludge is anaerobically digested, dewatered and reused as alternative daily cover or land application at a landfill.

The District has three wet weather treatment facilities to provide wet weather storage and blending of primary and secondary effluent during wet weather periods when the secondary treatment capacity at the main plant is exceeded. The facilities were used on six days in FY 2003-04, allowing the excess flows on rainy days to receive primary treatment prior to discharge.

- The San Antonio Creek wet weather facility treats overflow diverted from an interceptor in the central portion of the service area. This facility has a design capacity of 51 mgd. The treated effluent is discharged into Oakland Inner Harbor.
- The Oakport wet weather facility treats overflow diverted from an interceptor in the southern portion of the service area. This facility has a design capacity of 158 mgd. The treated effluent is discharged into East Creek Slough.
- The Point Isabel wet weather facility treats overflow diverted from an interceptor in the northern portion of the service area. This facility has a design capacity of 100 mgd. The treated effluent is discharged into the Bay through a submerged diffuser 300 feet offshore at a depth of eight feet.

The District has 14 pump stations and 27 miles of interceptor pipelines.

Table A.9.6. EBMUD Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Alameda, Albany, Berkeley, Emeryville, Oakland, Piedmont, and the Stege Sanitary District in Contra Costa County.		
Wastewater Treatment		Direct		
Wastewater Disposal		Direct		
Service Area				
Collection: none				
Treatment: the cities of Alameda, Albany, Berkeley, Emeryville, Oakland, and Piedmont, as well as the Stege Sanitary District in Contra Costa County.				
Service Outside Bounds: EBMUD tests water samples for EBDA.				
Onsite Septic Systems in Service Area²				
250 septic systems in the Oakland Hills.				
Septic Regulatory/Policies				
None. Collection providers are responsible.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	177,195	0	80.0	1,100.0
Residential	162,259	0	52.0	NA
Commercial	10,010	0	16.0	NA
Industrial	862	0	4.0	NA
Treatment Plant Daily Flow		Average Dry	Peak Wet	
Main Wastewater Treatment Plant		80 mgd	194 mgd	
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by collection providers. 1990 Census documented 83 in City of Alameda, none in Albany, 95 in Berkeley, 5 in Emeryville, 709 in Oakland, and none in Piedmont.				

continued

Wastewater Infrastructure			
Regional Collaboration			
The District is part of a JPA with DSRSD to develop infrastructure to supply recycled water to central Dublin, south San Ramon and Dougherty Valley. The District is the lead agency in the East Bay Communities JPA and has conducted infiltration and inflow studies.			
Facility Sharing Opportunities			
The main WWTP has excess capacity.			
Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity	Condition	Yr Built
Main Wastewater Treatment Plant	320 mgd	Fair	1950s
San Antonio Creek WWF	51 mgd	Good	1997
Oakport WWF	158 mgd	Good	1988
Point Isabel WWF	100 mgd	Good	1993
Infrastructure Needs and Deficiencies			
The WWTP needs seismic improvements being addressed with planned system upgrades. The WWTP needs replacement of its dewatering centrifuges, rehabilitation of digesters and concrete at basins and channels, as well as replacement of 16 sedimentation tanks. The wet weather facilities require repairs to address corrosion. Odor control work at the San Antonio Creek facility is underway.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	27	Pumping Stations	14
Infrastructure Needs and Deficiencies			
Portions of the interceptor system require repairs to address sulfide corrosion. Three pump stations are in poor condition and require capacity improvements.			
Infiltration and Inflow			
Upstream infiltration and inflow is outside the control of the agency.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
7/23/2003	Business	Maintenance error	25	Yes
1/21/2003	Sewage Facility	Leaking pipeline-chemical	NP	Yes
Service Adequacy Indicators				
Reported Spills	2	Sewer Overflows 2004	0	
Total Employees (FTEs)	277	Accounts/FTE	640	
Renewal/Replacement Rate ³	3%	O&M Costs/Account	\$162	
Treatment Effectiveness Rate	100%	Amount (mg) Processed/FTE	0.26	
Employee Safety Severity Rate ⁴	127	Training Hours per FTE	32	
Employee Turnover Rate	NP	Employees Certified?	Yes	
Regulatory Compliance Record				
Tentative TSO requires EBMUD to complete by 2009 feasibility studies of upgrading wet weather facilities' treatment technologies, expansion of storage capacity for wet weather flows, and inflow improvements by the communities.				
Source Control and Pollution Prevention Practices				
The District regulates the discharges of wastewater from industrial and some commercial businesses through permits, monitoring and reporting requirements, and District inspections and sampling. The District conducts public education programs to protect water quality; its mercury pollution prevention program involves education, outreach, mercury disposal assistance and collaboration with dental organizations.				
Collection System Inspection Practices				
NA				
Service Challenges				
Service challenges include finding uses for excess wastewater treatment capacity and meeting new regulations on the reuse and disposal of biosolids and the prevention of sanitary sewer overflows. Financial challenges include reductions in property tax revenue due to the state budget crisis and increased energy costs.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	2000	10 years		
Capital Improvement Plan	FY 02-03	5 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	None			
Seismic/Emergency Plan	Seismic Evaluation (1994); Seismic Improvement Program			
Wet Weather Flow Capacity Plan	Wet Weather Facilities Plan			
Other Relevant Plans				
Bio-Solids (2004), Interceptor (1997); Land Use (1996); Odor Control (1998); Recycled Water (1991)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				
(3) Lost workdays per FTE multiplied by 100.				

continued

Wastewater Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Water Use and Flat Charges	\$18.05	12 ccf/month
Non-Residential			
Retail	Water Use and Flat Charges	\$57.07	38 ccf/month
Restaurant	Water Use and Flat Charges	\$91.08	29 ccf/month
Industrial	Water Use and Flat Charges	\$252.60	215 ccf/month
Rate Zones			
Wastewater rates are the same throughout the District.			
Rate-Setting Procedures			
Policy Description: The District board establishes rates on a cost-of-service basis after a public hearing process.			
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is based on number of units; the non-residential fee is based on water use and discharger type.		
Connection Fee Timing	Before the meter installation and main extensions are complete.		
Connection Fee Amount ³	Residential: \$605	Restaurant: \$5,538	
Land Dedication Req.	Require land dedications for utility infrastructure if needed to serve the new development.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount ⁴	%	Amount
Total	\$66,741,000	100%	Total \$67,244,000
Rates & Charges	\$55,514,000	83%	Administration \$6,899,000
Property Tax	\$5,777,000	9%	O & M \$28,646,000
Grants	\$0	0%	Capital Depreciation \$15,861,000
Interest	\$2,954,000	4%	Debt \$15,764,000
Connection Fees	\$0	0%	Other \$74,000
Notes:			
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.			
(4) Miscellaneous revenue not displayed.			

CHAPTER A-10: EAST BAY REGIONAL PARK DISTRICT

The East Bay Regional Park District (EBRPD) offers limited water and wastewater services for District staff and park visitors. The District’s public safety services—fire protection, police protection and emergency medical—were reviewed in MSR Volume I. Other services—park maintenance and recreation programming—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The District was established on August 7, 1933 as an independent special district. The principal act under which the agency was formed is California Public Resources Code §5500 et. seq.

The boundary of the District is coterminous with both Alameda and Contra Costa counties.⁵⁴ The District’s SOI is coterminous with its boundary. The service area for EBRPD includes District regional parklands, East Bay Municipal Utility District (EBMUD) owned lands, the San Francisco Water Department Watershed, and the Middle Harbor and Point View Parks operated by the Port of Oakland.

East Bay Regional Park lands encompass a total of 1,745 square miles in both Alameda and Contra Costa counties, according to County Assessor data on acreage of parcels. In Alameda County, the boundary land area of the EBRPD is 737.6 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

The EBRPD has a seven-member Board of Directors; members are elected by geographic district to four-year terms. The Board meets twice a month on the first and third Tuesdays.

Board meeting agendas and minutes are posted in multiple locations. The District updates constituents with a bimonthly newsletter and through community outreach programs. The District also posts public documents on its website.

⁵⁴ Since the City of Livermore annexed to the District in 1992, the District’s territory has encompassed all of Alameda and Contra Costa counties.

Approximately 24 percent of service recipients (i.e., park visitors) are not constituents. At its most recent contested election in Alameda County in November 2002, the voter turnout rate was 53 percent, comparable to the 53 percent countywide voter turnout rate.

The EBRPD demonstrated accountability in its disclosure of information and cooperation with LAFCo. The agency responded to LAFCo’s written questionnaires and cooperated with LAFCo map inquiries and document requests.

With regard to customer service, citizen complaints most often relate to off-leash dogs, speeding mountain bicyclists, trail damage from cattle grazing and potholes in regional trails. Complaints can be submitted through phone calls, email, letters and in-person. The District handles in-person and phone complaints directly when possible. Written complaints and the District’s responses are reviewed by the Board. In 2002, there were no complaints regarding water or wastewater service.

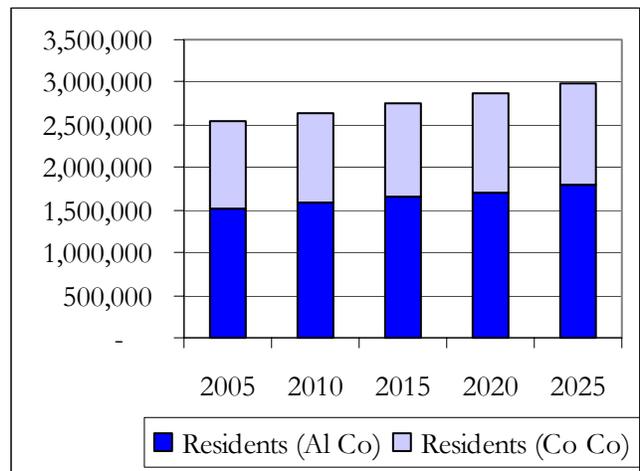
The District’s community service activities include efforts to encourage recycling, waste reduction, green construction and environmentally oriented practices. The District recycles waste at the parks, purchases recycled products and uses alternative building materials.

GROWTH AND POPULATION PROJECTIONS

The District population was 2,392,557 (Alameda and Contra Costa counties), according to the 2000 Census. The District’s current population, according to Census and ABAG data, is 2,533,400, of which 1,517,100 reside in Alameda County.

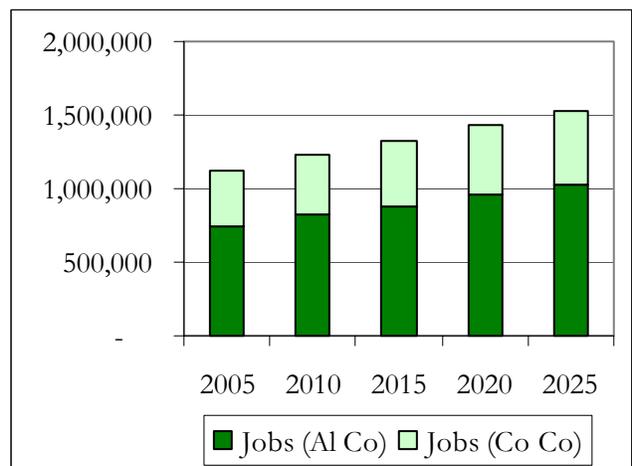
The current and projected population for the District as a whole and for the Alameda and Contra Costa County portions of the District are depicted in Figure A.10.1. The District population is projected to grow to 2.9 million by 2020.

Figure A.10.1. EBRPD Population Base, 2005-25



The current and projected job base for the District as a whole and for the Alameda and Contra Costa County portions of the District are depicted in Figure A.10.2. The District job base is projected to grow to 1.4 million by 2020.

Figure A.10.2. EBRPD Job Base, 2005-25



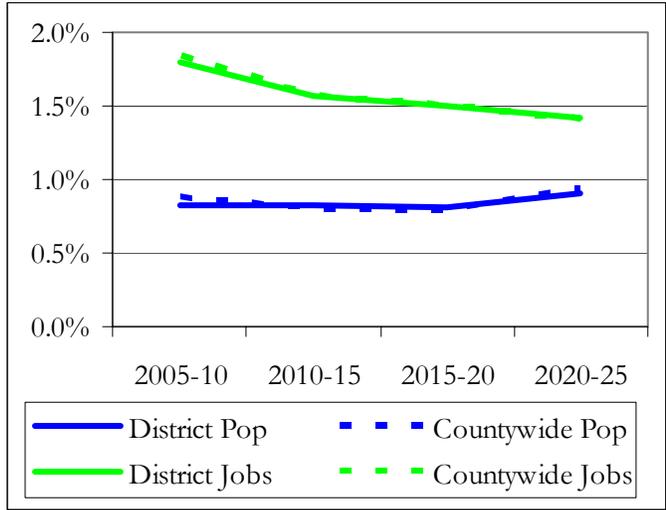
Per ABAG projections, the population growth rate in the District is projected to remain equal to the Alameda County growth rate for the next 15 years. Over that period, the projected rate of population growth in

Contra Costa County is higher than the projected growth rate in Alameda County.

Figure A.10.3. Annual Population Growth Rates, 2005-25

Figure A.10.3 depicts the projected annual population growth rate in the District as a whole and in the Alameda County portion of the District.

According to the District, the parks average a total of 13-14 million visits per year. Residents average six visits per year, and 90 percent of residents visit at least once a year. One-quarter of park visitors are non-residents.



EBRPD anticipates growth in park visitation due to both population growth and increased options for park visitors attributable to the District’s acquisition of new parkland.

EVALUATION OF MANAGEMENT EFFICIENCIES

EBRPD provides annual performance goals for each department. Management reviews performance evaluations and written objectives with each division.

To monitor workload, the District tracks park activities such as recreation programs and maintenance project hours. These indicators are used to re-focus program efforts to reach goals and to provide planning benchmarks for future activity. The assessment of overall workload is required to operate and manage current parks and trails, and is used to plan the financing and construction of new facilities.

The Board’s long-term objectives include expansion of the District’s parks and facilities, increased revenue and diversification of revenue streams, improved customer service, and implementation of activity-based cost budgeting and resource allocation.

Management practices conducted by the District include annual financial audits. The District does not use performance-based budgeting or benchmarking.

The District does not have a strategic planning document, but it does have a mission statement and vision statement. The District has a master plan adopted in 1997. The scope of planning efforts includes resource management, financial resources and public access. The District’s emergency plan for the water system is unknown.

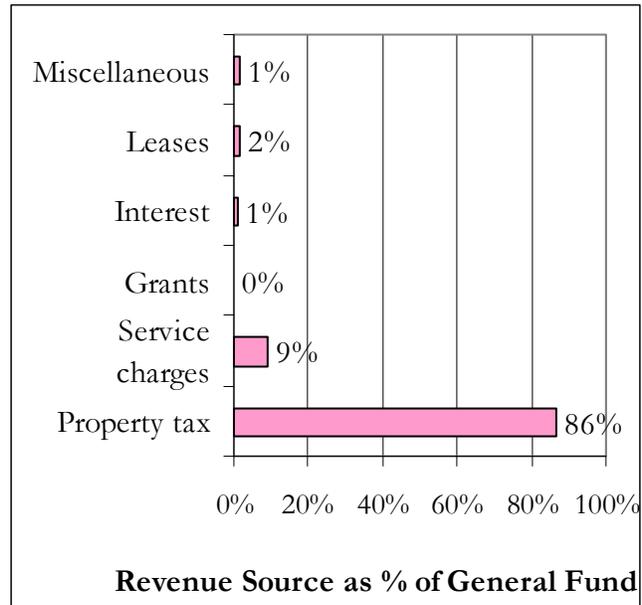
The District and its staff have received numerous awards. The General Manager was recognized in 2000 as the General Manager of the Year by the California Special Districts Association. The District’s Camp Arroyo has received a facility design award from the California Parks and Recreation Society and a “Savings by Design” award from the American Institute of Architects. The District has consistently received the Certificate of Excellence in Financial Reporting from the Government Finance Officers Association since 2000.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Figure A.10.4. District Revenue Sources, CY 2002

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

EBRPD operates on a relatively low level of reserve funds and a relatively low level of long-term debt. General fund revenues were \$73 million, and the District’s total revenues were \$105 million in Calendar Year (CY) 2002.⁵⁵ On a per capita basis, the District’s general fund revenues were \$32 and its total revenues were \$43 in 2002.



The District relies primarily on property tax revenues, and secondarily on special assessments (included in miscellaneous revenues) and service charges, as indicated in Figure A.10.4. Service charges include parking fees, shuttle fees, facility rental fees, concession leases and public safety charges, among others. The District receives \$3.7 million in special assessments for trail maintenance, which is levied districtwide, as well as \$0.1 million in special assessments from East Contra Costa County.⁵⁶ The District’s lease revenues consist of district residences, grazing leases and communication leases. The District receives \$0.7 million in police service charges from EBMUD for police service on its property.

The District’s property tax revenue during FY 2004-05 and FY 2005-06 is temporarily reduced by State-required ERAF contributions.

The EBRPD levies a parcel tax for public safety and park maintenance services. The tax of \$12 per household is scheduled to sunset in 2014, and must be reaffirmed by a two-thirds vote. The District’s voters have twice rejected a special parcel tax to supplement the District’s revenue base. In 1998 and in 2002, voters rejected a parcel tax to be used for park maintenance, operations and safety improvements. Most of the District’s long-term debt is associated with a 1998 general obligation bond that financed land acquisition as well as development and improvement of recreational space. General obligation bonds are authorized by the voters and repaid through ad valorem property taxes levied by the District. The District consistently receives a “very strong” (Aa2) underlying financial rating from Moody’s for its general obligation bond issues.

The District’s reserves for economic uncertainty and disasters at the end of CY 2002 were six percent of general fund revenue. The District’s contingency reserves do not include its reserves for

⁵⁵ District financial figures are from its 2002 Comprehensive Annual Financial Report (CAFR). Its fiscal year is on a calendar year basis.

⁵⁶ The East Contra Costa County assessment is levied through a landscape and lighting district.

cash flow purposes. The District maintained substantially more resources in designated fund balances, with an overall unreserved fund balance of 41 percent of general fund revenue in 2002.

The District participates in various joint financing arrangements, including a Joint Powers Authority with EBMUD for providing police service on EBMUD properties. The District receives general and automobile liability insurance coverage through its membership in the California Public Entity Insurance Authority. The District receives excess workers compensation insurance through the Local Agency Workers' Compensation Excess Joint Powers Authority. District employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan. The District has issued grants to local governments to assist with the acquisition and improvement of park spaces.

WATER SERVICE

This section describes the nature and extent as well as location of the water services provided and key infrastructure.

Nature and Extent

EBRPD provides water services for the following uses: drinking water, irrigation, livestock watering and domestic use at park facilities. Maintenance services include well and plumbing maintenance. The District also monitors groundwater and surface sources for water quality. The District has had no health or monitoring violations in the past decade, according to DHS and EPA.

Location

Water services are provided at three park facilities in the Sunol Regional Wilderness Park, Redwood Spring Regional Park and Del Valle Regional Park. Water service is provided within the District and is not provided outside district boundaries.

Key Infrastructure

District water is supplied by two wells, one spring and surface water.⁵⁷

The wells are located in the Sunol Regional Wilderness Park and serve day hikers, backpackers and park staff. The wells access groundwater from the Livermore-Amador Valley Main Basin. There have been no reported contaminants in the water, but the wells are considered vulnerable to contamination from animal feeding, grazing, retail gasoline outlets and historic retail gasoline outlets.

The spring is located in the Redwood Spring Regional Park and serves staff, day hikers and overnight youth groups. The regional park is located east of Oakland occupying territory in both Alameda and Contra Costa Counties. To date, there have been no contaminants detected, but the source is vulnerable to contamination from septic systems.

Surface water in Del Valle Regional Park located south of Livermore serves staff, boaters, hikers, backpackers and overnight campers. The surface water is located in the Del Valle Regional Park. To

⁵⁷ The District parks not served by wells are served by neighboring cities and special districts.

date, there have been no contaminants detected, but the source is vulnerable to contamination from pesticides and wildfire burn areas.

There are no planned capital improvements and no emergency plan for the water system.

WASTEWATER SERVICE

This section describes the nature and extent as well as location of the wastewater services provided and key infrastructure.

Nature and Extent

EBRPD provides onsite septic systems in the regional parks, but does not provide public wastewater services. The District provides wastewater service to its regional parks in the form of septic system maintenance, the provision of vault and chemical toilets, and maintenance services. Wastewater treatment services are not provided. The District relies on septic systems at some park facilities, and on central treatment systems at other park facilities. The District's sewage is pumped to treatment facilities operated by DSRSD, USD and the City of Hayward. The District also trucks sewage on a daily basis into Castro Valley, where the sewage enters the CVSD sewer collection system and is treated at the Oro Loma treatment plant. The District also trucks sewage to EBMUD facilities for treatment.

Although EBRPD owns and manages the man-made marsh at Hayward Shoreline Regional Park used for wastewater reclamation purposes, USD is responsible for sewer discharge and regulatory requirements. The marsh system is operated to enhance beneficial uses of reclaimed wastewater, to derive net environmental benefits, to meet water quality objectives, and as a research site to promote understanding of the use of marshes for wastewater reclamation. The wastewater processed at the marsh originates from USD. EBRPD is responsible for maintenance of facilities in the marsh including tide gates, levees and channels. USD is responsible for water quality testing. EBRPD and USD jointly handle water sampling and decisions about the amount of flow discharged by USD into the marsh.

Location

Wastewater collection and septic services are provided in regional parks and are not provided outside district limits.

Key Infrastructure

The District's key infrastructure includes numerous vault and chemical toilets, septic systems and sewer lift stations. Vault and chemical toilets are two different types of self-contained sanitary units that allow waste to be pumped out and transported to a treatment facility. There are 44 septic systems at District parks, of which 25 are in Alameda County. EBRPD operates 28 lift stations, of which 17 are in Alameda County, to transport sewage to septic systems and treatment facilities. For the most part, the lift stations are in good condition.

Planned capital improvements include sewer lift station replacements at the Del Valle Regional Park in Alameda County. There are a total of six lift stations at Del Valle Regional Park that pump

the sewage from public restrooms and showers into two one-acre evaporation ponds. Sewer lift station replacements are also planned at the Miller-Knox Park and the Contra Loma Park in Contra Costa County. There is also a planned connection to the CVSD sewer for a residence in Cull Canyon Park.

CHAPTER A-11: FIVE CANYONS CSA

The CSA PW-1994-1 Five Canyons provides storm drainage service in the Fairview area north of Hayward. The CSA's street maintenance services, and maintenance on various types of public space including walls, open space, landscaped areas and monuments will be reviewed in MSR Volume III.

FORMATION AND BOUNDARY

The CSA was formed on December 8, 1994 as a dependent special district. The District was created to provide various municipal services to new developments in the Five Canyons area in Fairview.

The principal act that governs the District is County Service Area Law.⁵⁸

The boundary area includes the Five Canyons unincorporated area.

The SOI was established December 8, 1994 as coterminous with the CSA's bounds. Since SOI adoption, there have been two annexations with corresponding SOI amendments: Canyon Terrace (2.76 acres) and Canyonwood (6.18 acres).

The total land area within the boundary of the CSA is 1.3 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The CSA was formed as a dependent special district with the Alameda County Board of Supervisors as its governing body. There are five members of the governing body of the CSA. The five supervisors are elected by district to four-year terms of office.

The governing body meets weekly. Agendas for each weekly meeting are posted by the Board Clerk on the Internet and at the County Administration building. The Board Clerk provides notice for meetings and disseminates minutes and Board actions and meeting minutes are available via the Internet. Through the County website, the public has access to live audio webcasts and archived audio webcasts of regular Board meetings for viewing online at their convenience. The agency also discloses finances, plans and other public documents via the Internet.

The CSA has a four-member volunteer advisory committee. The County addresses CSA service programs directly with the committee and interested property owners at public meetings and

⁵⁸ California Government Code, Title 3, Div. 2, Pt. 2, Ch. 2.2, §§ 25210.1- 25211.33.

workshops, and with mailings and questionnaires. Depending on program interests, meetings are held every one to two months and general business meetings are held annually.

The latest contested election was the November 2002 general election. In the election, the voter turnout rate for the County Board was 52 percent, comparable to the countywide voter turnout rate of 53 percent.

The CSA demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests and cooperated with map inquiries.

Requests for services, information and service complaints are received by telephone, email, letters, submittals, or in person. The CSA maintains a special district administration hot line for service requests and inquiries. All requests/complaints are tracked together and responses are either immediate or within two working days. Service inquiries or complaints relate to plan reviews, maintenance requests and requests for changes in service. In CY 2002, the District completed 383 service requests.

GROWTH AND POPULATION PROJECTIONS

Figure A.11.1. District Population & Job Base, 2005-25

There are 3,027 residents in the CSA and 339 jobs in the CSA, according to the authors’ estimates based on Census and ABAG data.

The CSA’s population density is 2,301 per square mile, slightly higher than the countywide density of 2,057.

The CSA population level is expected to grow. ABAG expects the CSA population to reach 3,464 and the job base to grow to 412 in the next 15 years, as depicted in Figure A.11.1.

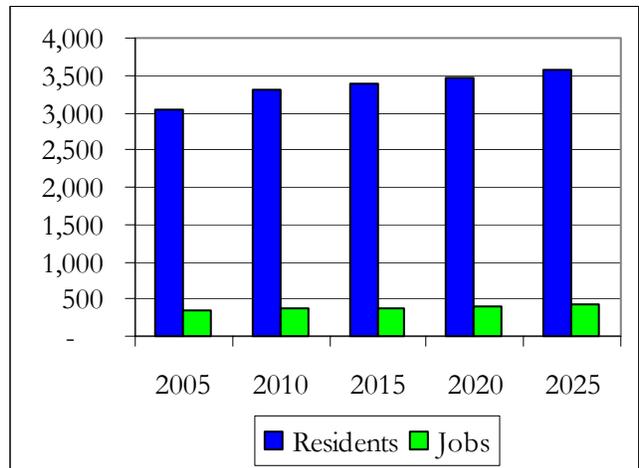
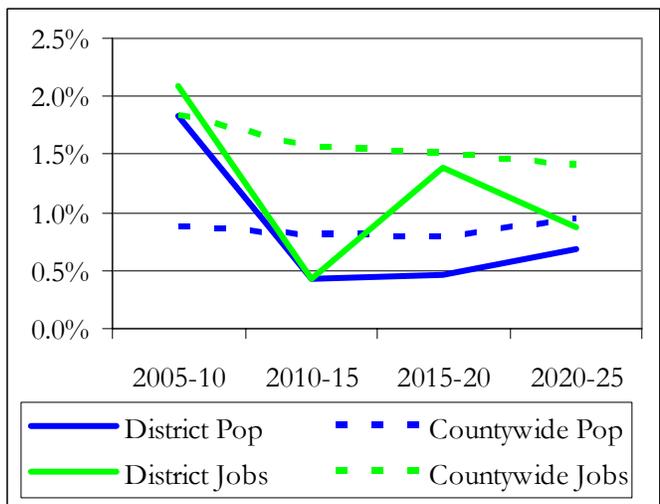


Figure A.11.2. Annual Population Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in the (census tracts within the) CSA is expected to be faster than the countywide growth rate through 2010. Thereafter, ABAG expects growth in the area to occur slower than the countywide growth rate, as depicted in Figure A.11.2. ABAG expects current job growth in the area to remain faster than countywide job growth, then slowing in the long-term.

Current growth areas exist in the Five Canyons area. The CSA is a newly



developed area and growth will continue with developments under construction.

CSA growth is expected if owners of the Gillrie property located adjacent to the northeastern boundary of the CSA decide to join the CSA. Growth strategies were not identified by the agency.

EVALUATION OF MANAGEMENT EFFICIENCIES

The Alameda County Public Works Agency staffs the CSA on an as-needed and reimbursable basis. The CSA conducts annual onsite service reviews of CSA facilities and service area. The results are discussed at public meetings that include County staff and property owners. Recommendations relating to CSA service and finances are sent to the County Board of Supervisors. Monthly and quarterly reports are provided to the Alameda County Public Works Agency management to implement work plans and improve performance.

The CSA monitors productivity via the monthly and quarterly reports provided to the Public Works Agency management as noted above.

Management practice conducted by the agency includes performance-based budgeting and annual financial audits. The CSA did not identify benchmarking practices.

No strategic plan has been adopted by the CSA, the County Public Works Agency or Alameda County as a whole.

There were no awards or accomplishments identified by the agency.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community's public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Total CSA revenues in FY 2004-05 were projected at \$690,000, which amounts to \$231 per capita. Service charge revenues constitute 95 percent of total revenues, with interest constituting the remainder.⁵⁹

The CSA does not have any long-term debt. However, Alameda County does have outstanding debt. The County received an "above-average" (A2) underlying rating from Moody's.

The CSA had a zero fund balance at the end of FY 2002-03, which amounts to zero percent of appropriations.

The CSA's capital financing approach is pay-as-you-go. The District relies on current revenues and reserves to finance capital projects. There are currently no capital projects planned for the CSA.

⁵⁹ Revenue sources reflect actual revenues in FY 2002-03, according to the Auditor-Controller. Service charges in FY 2004-05 varied from \$455 to \$684 per residence, depending on which services are provided.

The CSA engages in joint financing arrangements related to insurance. As a component entity of the County, the CSA receives excess workers compensation and liability coverage through the California State Association of Counties Excess Insurance Authority—a joint powers authority.

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure.

Nature and Extent

The CSA reimburses the County Public Works Agency for as-needed staffing to provide stormwater maintenance services, including blockage removal, the cleaning of stormwater inlets and basins, and video inspection of drains on an as needed basis. The CSA fire buffer zones are cleared at least once per year; the need for additional clearing of buffer zones depends on amount of foliage growth. In addition, the CSA ditches are cleared annually.

The CSA reimburses the County Public Works Agency to conduct inspections not only of dischargers with RWQCB permits, but also of other dischargers that may potentially be releasing pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system and are provided by the County. Stormwater treatment services are not provided in the CSA or elsewhere in the County. CSA customers receive flood control services from ACFCD.

Location

Stormwater services are provided throughout the CSA and are not provided outside CSA limits.

Key Infrastructure

The key infrastructure includes pipes and channels. Natural creeks are also critical components of the drainage infrastructure. Although stormwater flows into San Lorenzo Creek, creek maintenance is a flood control responsibility rather than a stormwater responsibility.⁶⁰

⁶⁰ See Chapter A-1 for information on creeks maintained by the relevant flood control service provider.

Table A.11.3. Five Canyons CSA Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	County PW Agency	Inspections	County PW Agency
Stormwater Treatment	None	Flood Control	ACFCD, Zone 2
Drainage System		Developed Area in 100-Year Flood Plain	
Storm drains, ditches and pipes flow to San Lorenzo Creek.		Northern residential areas along San Lorenzo Creek.	
Service Adequacy		Annual Workload FY 2003-2004 ¹	
Prevention: Street Cleaning ¹		Prevention: Open Space Litter Control	
Volume Removed per Street Mile (cu. yds.)	1	Litter Removed (cu. yds.)	1
Maintenance Adequacy		Leaf Volume Removed (cu. yds.)	1
Response Time for Blockages	NP	Prevention: Street Cleaning	
Inlet Inspection Rate 2004	NA	Curb Miles Swept	1
Service Financing		Volume Removed (cu. yds.)	1
Financed by service charges.		Maintenance	
		# of Storm Drain Inlets	75
Stormwater Assessment		Inlets Inspected	As needed
No Drainage Assessment.		Inlets Cleaned	As needed
Service Challenges			
None			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Storm Drains, Pipes and Ditches with 3 Detention Basins	Good	None	
Note:			
(1) Street cleaning and open space litter control services are provided to the area as to all other unincorporated areas; therefore, related indicators are not available as they are not tracked specifically for the CSA.			

CHAPTER A-12: LIVERMORE-AMADOR VALLEY SEWER STUDY CSA

The Livermore-Amador Valley Sewer Study CSA (S-1984-1) was formed to conduct a study of wastewater disposal alternatives, which it completed in 1987. Subsequently, the CSA has been inactive and does not provide any municipal services.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The CSA was formed on September 20, 1984 as a dependent special district. The CSA was created to finance the County's participation in sewer disposal feasibility and planning studies for the Livermore-Amador Valley. The CSA was funded by special district augmentation fund revenues.⁶¹

The CSA, DSRSD, EBMUD and the City of Pleasanton funded studies to address insufficient wastewater disposal capacity.⁶² The *Livermore-Amador Valley Wastewater Management Planning Study*, prepared by CH2M Hill, recommended a disposal pipeline stretching from Pleasanton to the Suisun Bay. The City of Livermore opposed the recommended pipeline as inducing growth.

The County, Pleasanton, and DSRSD formed the Tri-Valley Wastewater Authority (TWA), a joint powers authority, in 1986 to finance and build the disposal pipeline. There were two competing pipeline design alternatives being studied, although both designs required easements through Danville and Walnut Creek. Shortly thereafter, the Alameda County Board of Supervisors authorized the CSA to purchase easements and rights-of-way and to participate in project design. The CSA was expected to purchase easements to fund the County's share (up to \$2.4 million) of project costs.⁶³

The City of Livermore, although opposed to the plan, joined TWA in 1987. Construction never commenced. There is no record of any CSA activity since 1987. The CSA lost its funding source in 1993, when State shifted funds to ERAF. The TWA disbanded in June of 2001.

The principal act that governs the District is County Service Area Law.⁶⁴

⁶¹ The CSA was formed under the condition that the Governor approve A.B. 2468, which allowed new special districts to receive special district augmentation fund (SDAF) revenues. A.B. 2468 was approved in 1984. The CSA relied on SDAF funds to finance its share of study costs. SDAF was later abolished in FY 1993-94.

⁶² At the time, EBMUD required additional disposal capacity for peak wet weather flows in its service area. EBMUD subsequently constructed three wet weather treatment and disposal facilities. Two are located in Oakland, with the first constructed in 1988. The Richmond facility was constructed in 1993.

⁶³ Letter from H.A. Flertzheim, Alameda County Director of Public Works, to Alameda County Board of Supervisors, March 19, 1987.

⁶⁴ California Government Code, Title 3, Div. 2, Pt. 2, Ch. 2.2, §§ 25210.1- 25211.33.

The boundary area includes all of Zone 7 of the Alameda County Flood Control and Water Conservation District (see agency map in Appendix B) except those areas that fall inside the corporate limits of Dublin, Fremont, Hayward, Union City, Pleasanton and Livermore.

LAFCo has not adopted a sphere of influence for the CSA.

The land area within the boundary of the CSA is 335 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

The CSA was formed as a dependent special district with the Alameda County Board of Supervisors as its governing body. There are five members of the governing body of the CSA. The five supervisors are elected by district to four-year terms of office.

The governing body meets weekly. Agendas for each meeting are posted by the Board Clerk on the Internet and at the County Administration building. The Board Clerk provides notice for meetings and disseminates minutes; Board actions and meeting minutes are also available via the Internet. Through the County website, the public has access to live audio webcasts and archived audio webcasts of regular Board meetings for viewing online at their convenience. The agency also discloses finances, plans and other public documents via the Internet.

The latest contested election was the November 2002 general election. In the election, the voter turnout rate for the County Board was 52 percent, comparable to the countywide voter turnout rate of 53 percent.

The CSA is inactive; therefore, accountability and cooperation with the LAFCo questionnaires and other requests is not relevant.

No complaint procedure was identified for the CSA.

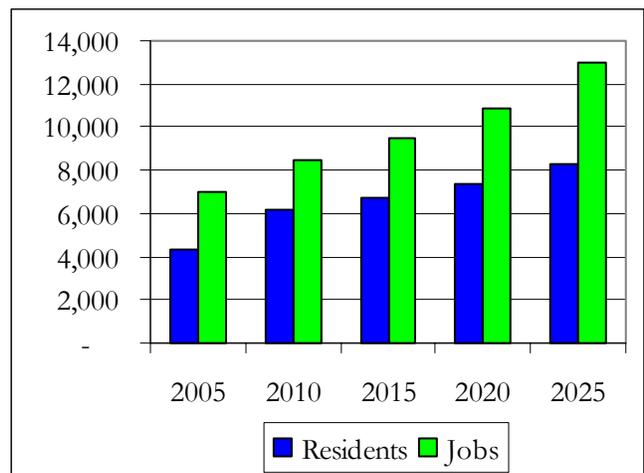
GROWTH AND POPULATION PROJECTIONS

Figure A.12.1. District Population & Job Base, 2005-25

There are 4,297 residents in the CSA and 6,964 jobs, according to estimates based on Census and ABAG data.

The CSA’s population density is 13 per square mile, significantly lower than the countywide density of 2,057.

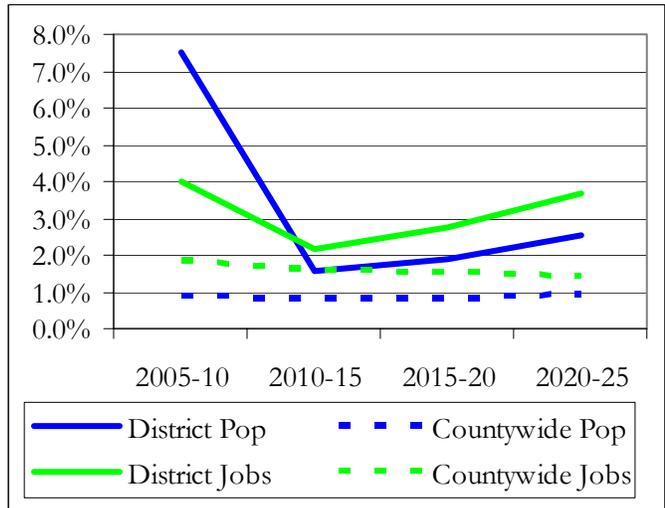
The CSA population level is expected to grow. The CSA population is projected to reach 7,341 and the job base to grow to



10,826 in the next 15 years, as depicted in Figure A.12.1.

Figure A.12.2. Annual Population Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in the CSA is expected to be faster than the countywide growth rate through 2025. ABAG expects job growth in the CSA to continue to occur at a faster rate than countywide job growth in both the short and long term, as depicted in Figure A.12.2.



Current and potential growth areas in the CSA include those described in the Tri-Valley eastern region of the County. Available developable land in the CSA is constrained by the County’s urban growth boundary (UGB). There are development opportunities inside the UGB north of Dublin, three areas south of Pleasanton and various mixed used and industrial lands west of Pleasanton. Around Livermore, there are areas to the west and on the east side, south of the Lawrence Livermore National Laboratory.

Growth strategies were not identified by the agency.

EVALUATION OF MANAGEMENT EFFICIENCIES

The CSA is inactive. It does not perform performance evaluation, monitor productivity, or conduct benchmarking or performance studies.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Due to its inactive status, the CSA does not have any identified revenues, debt, reserves, or joint financing approaches. Its sole revenue source was eliminated in FY 1993-94.

The CSA was funded by a portion of the County’s Special District Augmentation Fund (SDAF). SDAF was established in each county with payments into the fund to be made based on a formula in State law, and with the County supervisors determining how to distribute the funds to special districts within the County. The CSA was not required to contribute; the CSA was a net beneficiary under the SDAF allocation approach. In FY 1993-94, the Legislature abolished SDAF.

CHAPTER A-13: ORO LOMA SANITARY DISTRICT

The Oro Loma Sanitary District (OLSD) provides wastewater collection, treatment, and disposal, and refuse collection and recycling service by contract with Waste Management of Alameda County, Inc. The District provides sewage treatment services to Castro Valley Sanitary District. In addition, OLSD provides treatment and collection services to certain areas of the cities of Hayward and San Leandro.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

OLSD was formed on August 11, 1911 as an independent special district to provide sewer and solid waste services in the San Lorenzo and surrounding areas.

The principal act governing the District is the Sanitary District Act of 1923 of the Health and Safety Code of the State of California.

The District's boundary area includes portions of the cities of San Leandro and Hayward and the unincorporated areas of San Lorenzo, Cherryland, Ashland and Fairview.

The District's SOI was established on April 21, 1983 and includes portions of the cities of San Leandro and Hayward and the unincorporated areas of San Lorenzo, Cherryland, Ashland and Fairview. The boundary and SOI are not coterminous; the boundary does not include northern portions of the City of Hayward and a western portion of the City of San Leandro.⁶⁵

Since its creation, the OLSD SOI has been amended five times. The first three amendments occurred in 1990: (1) 620 acres were added to the SOI in order to serve the Rancho Palomares area; (2) 4.6 acres were added to provide sewer services for residential development; (3) 0.24 acres were detached from the Castro Valley Sanitary District and annexed to OLSD, with corresponding SOI adjustments made for both districts. In 1992, 43.5 acres were added to the OLSD SOI to include areas zoned for urban development in the Fairview area. In 2003, the District annexed 2.3 acres with a corresponding SOI amendment at Clover Road in the Fairview area. There have been 10 annexations into the District bounds since SOI adoption; these have involved territory in the SOI.

The land area within the District's bounds constitutes 15 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process,

⁶⁵ Alameda LAFCo Resolution No. 83-3, established SOI for Oro Loma and Castro Valley Sanitary Districts.

public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

The District is governed by a five-member Board of Directors elected at large to serve four-year terms. The Board meets twice a month on the first and third Tuesday.

OLSD Board meeting agendas and minutes are posted on the District website. The Board meetings are not broadcast live on local television.

To keep constituents informed of District activities, OLSD sends quarterly newsletters and promotes its website. The District website includes a Board meeting calendar, press releases and information about District programs. The District also discloses finances and other public documents via the Internet. OLSD solicits constituent input through an annual telephone survey.

The latest contested election was held in November 2004. The voter turnout rate was 75 percent, slightly lower than the countywide voter turnout rate of 77 percent.

The District demonstrated accountability in its disclosure of information and cooperation with LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests and cooperated with map inquiries.

The District rarely receives complaints about service. Complaints received are via phone. Most of the complaints received relate to garbage service provided by Waste Management, Inc. In 2002, the District received 15 complaints, two about treatment plant odors and the others related to garbage service.

GROWTH AND POPULATION PROJECTIONS

Figure A.13.1. District Population & Job Base, 2005-25

There are 128,014 residents in the District and 35,483 jobs in the District, according to Census and ABAG data.

OLSD’s population density is 8,743 per square mile, significantly higher than the countywide density of 2,057.

The District population level is expected to grow. ABAG expects the District population to reach 138,618 and the job base to grow to 44,881 in the next 15 years, as depicted in Figure A.13.1

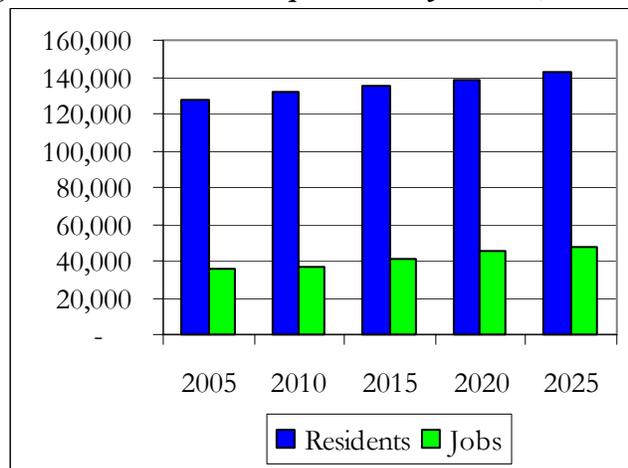
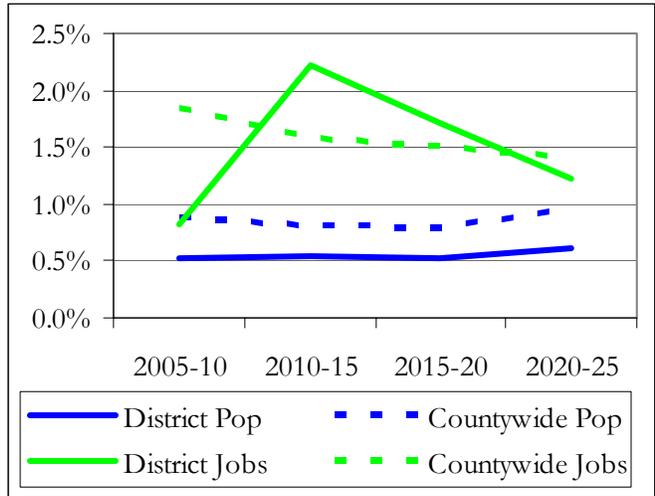


Figure A.13.2. Annual Population Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in OLSD is expected to be slower than the countywide growth rate through 2025, as depicted in Figure A.13.2. ABAG expects current job growth in the District to remain slower than countywide job growth in both the short and long term, but to be faster than the countywide job growth rate between 2010 and 2020.



Current and potential growth areas in the District are limited as there is little developable land available. The District serves the Five Canyons area where current developments are under construction.

Growth strategies include cooperation with the cities and County for planning within the District.

EVALUATION OF MANAGEMENT EFFICIENCIES

OLSD conducts performance evaluations annually during budget preparation. The District did not identify examples of how performance is evaluated.

The District monitors productivity through monthly activity reports. The reports track permits issued, inspections made, plans reviewed, as well as provide updates on current projects. Maintenance activity reports track sewer lines cleaned, repairs made, service calls, and response times. Treatment plant activity is also tracked, including daily flow, training and work orders.

Management practices conducted by the District include annual financial audits. The District does not conduct performance-based budgeting or benchmarking. However, the District’s management structure is relatively flat; staffing levels were reduced and “right-sized in the early 1990s.

The District does not have a formal strategic planning document. The District has a mission statement with objectives set as part of its two-year budget process. The scope of planning efforts include customer service, costs, capital improvements, prevention of wet weather overflows, treatment plant capacity, flow monitoring, and public education. The District’s wastewater treatment master plan was adopted in 2001 and has a planning time horizon of 20 years; the wastewater collection master plan was adopted in 2003 and also has a planning time horizon of 20 years.

The District has an emergency response plan and an annually updated contingency plan. The plans list emergency procedures, contacts and responsibilities, back-up equipment and parts, and emergency repair assistance and equipment available through mutual aid arrangements with other wastewater service providers.

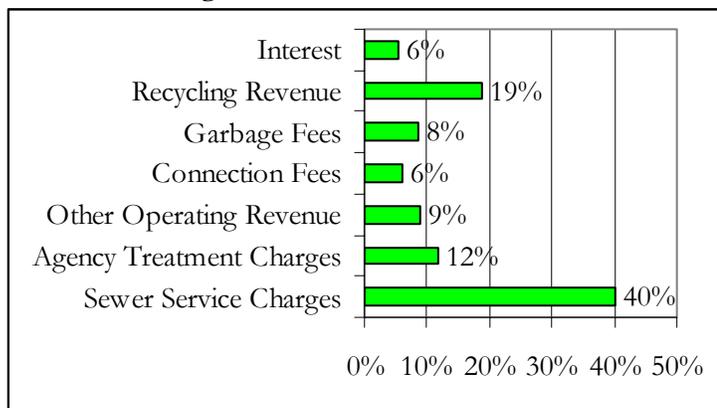
In 2001, the District received an award for Treatment Plant of the Year, greater than 10 mgd, from the California Water Environmental Association, and in 2000, the District received another award from CWEA for Collection System of the Year.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

OLSD’s total revenue is projected to be \$18.8 million in FY 2004-05. The revenue amounts to \$147 per capita.

Figure A.13.3. Revenue Sources, FY 2002-03



The District’s primary revenue source is sewer service charges, which account for 60 percent of sewer revenues and 40 percent of total revenues, as depicted in Figure A.13.3. Sewer service charges finance operating expenses, plant and pump stations equipment, and infrastructure replacement funds.

Connection fees accounted for six percent of total revenues in FY 2002-03; this revenue stream is highly cyclical and varies significantly over the business cycle. Connection fees finance capital improvements relating to system capacity, collection system maintenance and environmental compliance.

Recycling revenues, which consist of service charges and Measure D funds, account for 19 percent of the District’s revenues. Solid waste revenues, which are primarily contract fees, accounted for eight percent of District revenues. Interest earnings accounted for six percent of District revenues.

The District does not rely on property taxes. The sewer service charge is billed and collected by Alameda County as a separate line item on the property tax bill.

The District had \$7.5 million in long-term debt at the end of FY 2002-03. This amounts to \$60 per capita. The District has considered borrowing an additional \$25 million to finance treatment plant upgrades and collection system improvements. The District’s debt consists entirely of bonded debt; the sewer bond financed improvements and renovations to aging collection and treatment facilities and new safety technology. The District has been assigned an underlying credit rating of very strong (AA-) from Standard & Poor’s.

By way of reserves, the District had an unrestricted fund balance of \$32.8 million at the end of FY 2002-03 in its wastewater enterprise. The District indicates that it plans to expend much of its existing reserves on a treatment plant upgrade in the coming fiscal years. Of this amount, \$21 million is to be used for capital improvements, leaving \$11.9 million available. This amounted to

123 percent of the District's operating expenses in FY 2002-03; the District maintained approximately 15 months of working capital. The District does not currently have a stated policy on target reserve levels. The District maintains reserves separately for its collection system, treatment and solid waste.

OLSD finances capital projects with reserves, revolving fund loans and bonded debt. Infrastructure extensions are primarily financed from connection fees. The District's most significant capital project is the \$25 million treatment plant capacity expansion project. The District planned to spend \$10 million in FY 2003-04 and \$13 million in FY 2004-05 on the project. In addition, the District anticipates spending \$19 million on collection system capital projects over a five-year period.

The District has been affected by the State budget crisis. The District had applied for a RWQCB loan to finance treatment plant capacity enhancements, but the State funds are no longer available due to the budget crisis. In addition, the District faces increased health care and pension costs. The District expects to issue bonds, use reserves and increase rates to cover costs.

The District is involved in joint financing arrangements through various Joint Powers Authorities (JPA). The District has an interest in East Bay Dischargers Authority (EBDA)—a five-member JPA that operates an export pumping facility through which all sewage in the area is discharged. The District owns a 25 percent interest in a treatment facility jointly owned with CVSD. Employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan. For general liability insurance coverage, the District is a member of the California Sanitation Risk Management Authority.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of OLSD's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The District provides wastewater collection and treatment services. The District operates a treatment plant. Within its service area, the District inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines, cleaning sewer lines and flow monitoring. The District's engineers plan and design sewer rehabilitation projects. The District also supplies (through EBDA) seven million gallons of treated effluent monthly to a local golf course for irrigation purposes.

Location

OLSD provides collection services within its boundaries to the southern portion of San Leandro and a northern portion of Hayward and to the unincorporated communities of San Lorenzo, Cherryland, Ashland, and Fairview. The District provides treatment services to the Castro Valley Sanitary District service area and to the Floresta Gardens neighborhood in San Leandro. The District serves hundreds of properties outside its boundaries along the fringes of Hayward, including Kennedy Park and the Skywest Golf Course clubhouse in northern Hayward.

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and the District's share in the East Bay Dischargers Authority (EBDA)-owned outfall and dechlorination facility.

The Oro Loma Wastewater Treatment Plant has a permitted capacity of 15 mgd at secondary treatment standards, although it will be restored to a design capacity of 20 mgd by 2008. OLSO owns 75 percent of the facility; CVSD owns the remainder. Average dry weather flow is 14 to 15 mgd and peak (month) wet weather flow is 26.4 mgd. The facility provides secondary treatment for its average dry weather flow. Treatment consists of screening, grit removal, primary sedimentation, activated sludge, secondary clarification, and chlorination. In wet weather conditions, the plant is designed to allow excess flows to be diverted around the secondary treatment process and to receive primary treatment (i.e., removal of solids). Treated effluent is transported to the EBDA system for chlorination and disposal. Sludge is anaerobically digested, dewatered using a belt filter press, and/or dried in open drying beds, and disposed at an authorized site.

As a member of the EBDA, the District has capacity rights to 69.2 mgd (of a total 189.1 mgd capacity) at the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and Livermore-Amador Valley Water Management Agency (LAVWMA) facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

The District's collection system includes 14 pump stations and 300 miles of sewer lines.

Table A.13.4. *OLSD Wastewater Service Profile*

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct		
Wastewater Treatment		Direct (jointly owned by CVSD)		
Wastewater Disposal		EBDA		
Service Area				
Collection: southern San Leandro (one-third of the City), northern Hayward (5% of the City) and the unincorporated areas of San Lorenzo, Cherryland, Ashland, and Fairview.				
Treatment: southern San Leandro (one-third of the City), northern Hayward (5% of the City) and the unincorporated areas of San Lorenzo, Cherryland, Ashland, and Fairview.				
Service Outside Bounds: the Floresta Gardens neighborhood in San Leandro and the Castro Valley Sanitary District receive wastewater treatment services at the OLSD plant. OLSD serves Kennedy Park and the Skywest Golf Course clubhouse in northern Hayward, and hundreds of other properties along the fringes of Hayward.				
Onsite Septic Systems in Service Area ²				
Septic use is extremely limited within District bounds.				
Septic Regulatory/Policies				
In District boundaries, any building on a parcel with a building drain must be connected. In the event a sewer connection becomes available through the extension of sewer lines, all properties with buildings must connect to the line and abandon their septic system.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds ³	Average	Peak
Total	46,172	NP	9.2	19.8
Residential	45,005	NP	NP	NP
Commercial	1,161	NP	NP	NP
Industrial	6	NP	NP	NP
Average				
Treatment Plant Daily Flow		Dry	Peak Wet	
Oro Loma WWTP		14.3 mgd	26.4 mgd	
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) 1990 Census documented 262 households on septic systems.				
(3) The District reported hundreds of connections outside bounds. The specific number needs to be identified prior to update of the SOI.				

continued

Wastewater Infrastructure			
Regional Collaboration			
The District is a member of EBDA, a joint outfall system for wastewater disposal into San Francisco Bay. The District shares its treatment plant with CVSD. OLSLSD treats sewage from Floresta Gardens in the City of San Leandro service area by contract. The District has cooperative support agreements with other agencies for disasters and emergencies.			
Facility Sharing Opportunities			
NP			
Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity ¹	Condition	Yr Built
Oro Loma WWTP	15 mgd ²	Fair	1969
EBDA Marina Dechlorination Facility	69.2 mgd ³	Good	1978
EBDA Joint Outfall	69.2 mgd ³	Good	1978
Infrastructure Needs and Deficiencies			
The District is currently restoring the treatment plant capacity to 20 mgd pursuant to a RWQCB order, with completion targeted for 2007.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	300	Pumping Stations	14
Infrastructure Needs and Deficiencies			
Various pipeline replacement projects are needed. The District plans to spend approximately \$20 million over the next five years rehabilitating and replacing portions of its collection system.			
Infiltration and Inflow			
The District conducts source detection studies of sub-basins suspected of having high infiltration and inflow.			
Notes:			
(1) Capacity reflects this agency's share of capacity at jointly-owned facilities, unless otherwise noted.			
(2) Permitted treatment is 15 mgd ADWF. By 2008, the plant will be restored to its original 20 mgd design capacity.			
(3) The EBDA capacity is shared with Castro Valley Sanitary District.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows ¹				
Date	Spill Site	Cause	Gallons	Contained?
3/23/2004	Creek	Vandalism to a sewer main	1,000	Yes
Service Adequacy Indicators				
Reported Spills		1	Sewer Overflows 2004	6
Sewer Overflow Rate ²		2	Sewer Miles/FTE	7
Response Time Policy ³	immediate		Response Time Actual	13 mins.
Total Employees (FTEs)		46	Accounts/FTE	1,004
Renewal/Replacement Rate ⁴	8%		O&M Costs/Account	\$114
Treatment Effectiveness Rate	99.5%		Amount (mg) Processed/FTE	0.32
Employee Safety Severity Rate ⁵	0		Training Hours per FTE	29
Employee Turnover Rate	2.0%		Employees Certified?	Yes
Regulatory Compliance Record				
TSO imposed in 2003 requires restoration of treatment plant capacity to 20 mgd. TSO resulted from the plant's 33 effluent exceedances from 1999 to mid-2002 (not permit violations because EBDA outfall is the compliance point).				
Source Control and Pollution Prevention Practices				
The District regulates the discharges of wastewater from industrial and some commercial businesses through permits, monitoring and reporting requirements, and District inspections and sampling. The District conducts preventative maintenance.				
Collection System Inspection Practices				
OLSD completes CCTV inspections of its entire system every 2.5 years.				
Service Challenges				
About 10 percent of the collection system is located under private property—an access challenge. Blockages are a common cause of lift station problems.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	2001	20 years		
Wastewater Collection Plan	2003	20 years		
Capital Improvement Plan	FY 03-04	5 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Included in WWMP			
Seismic/Emergency Plan	Emergency Response Plan			
Wet Weather Flow Capacity Plan	Included in WWMP			
Other Relevant Plans				
None				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				
(5) Lost workdays per FTE multiplied by 100.				

continued

Wastewater Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Annual: \$153	\$12.75	12 ccf/month
Non-Residential			
Retail	Water Use: \$1.97 per ccf	\$74.04	38 ccf/month
Restaurant	Water Use: \$1.97 per ccf	\$57.07	29 ccf/month
Industrial	Water Use: \$0.62 per ccf	\$423.86	215 ccf/month
Rate Zones			
Wastewater rates are the same throughout the District. Additional pumping fees apply to Blackstone Court, Five Canyons and Canyon Ridge.			
Rate-Setting Procedures			
Policy Description: The District Board approved annual rate increases through FY 07-08. No sewer rate changes were made between 1991 and 2003.			
Last Rate Change: 7/1/2003 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is based on number of units; the non-residential fee is based on water use.		
Connection Fee Timing	Upon connection permit issuance.		
Connection Fee Amount ³	Residential: \$6,247	Restaurant:	\$19,015
Land Dedication Req.	Developers dedicate pipelines to the District.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount ⁴	%	Amount
Total	\$11,185,953	100%	Total \$9,688,331
Rates & Charges	\$6,247,291	56%	Administration \$961,314
Property Tax	\$0	0%	O & M \$5,267,931
Grants	\$0	0%	Capital Depreciation \$2,589,954
Interest	\$730,341	7%	Debt \$290,629
Connection Fees	\$939,611	8%	Other \$578,503
Notes:			
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.			
(4) Miscellaneous revenue not displayed. Includes \$1.8 million in CVSD treatment charges (17%), fees and rent.			

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

OLSD administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills.

The District offers weekly solid waste collection and biweekly recyclable collection services to residents through a private hauler. The District requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service. The District directs its franchisee to offer substantial discounts to businesses for commercial recycling.

Location

The District's solid waste and recycling services are provided throughout the District and are not provided outside the District boundaries.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the District.

Table A.13.5. *OLSD Solid Waste Service Profile*

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	Waste Management, Inc.	biweekly	varies	open market																				
Service Demand ²		Recycling Efforts																						
<p style="text-align: center;">Solid Waste Disposed (Tons)</p> <table border="1"> <caption>Solid Waste Disposed (Tons) Data</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~85,000</td></tr> <tr><td>1996</td><td>~85,000</td></tr> <tr><td>1997</td><td>~80,000</td></tr> <tr><td>1998</td><td>~85,000</td></tr> <tr><td>1999</td><td>~75,000</td></tr> <tr><td>2000</td><td>~80,000</td></tr> <tr><td>2001</td><td>~90,000</td></tr> <tr><td>2002</td><td>~80,000</td></tr> <tr><td>2003</td><td>~95,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~85,000	1996	~85,000	1997	~80,000	1998	~85,000	1999	~75,000	2000	~80,000	2001	~90,000	2002	~80,000	2003	~95,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	~85,000																					
		1996	~85,000																					
		1997	~80,000																					
		1998	~85,000																					
		1999	~75,000																					
2000	~80,000																							
2001	~90,000																							
2002	~80,000																							
2003	~95,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	No																							
Landfill Diversion Rate ²		Other Efforts																						
	Year	Rate	OLSD provides weekly pickup of #3-7 plastics and used motor oil.																					
IWMA Requirement ³	2000	50%																						
Actual Diversion ⁴	2000	65%																						
	2001	60%																						
	2002	63%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁵	\$	14.33																				
		Commercial rate (per cu. yd.)	\$	16.63																				
Disposal Facilities 2003 ²																								
Facility Name	Location	Share ⁶	Estimated Closure Date																					
Altamont Landfill	Livermore	85%	2025																					
Vasco Road Landfill	Livermore	8%	2022																					
Redwood Landfill	Novato	4%	2039																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The service demand, diversion rate, service financing, and facility sections include the entire unincorporated area.																								
(3) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(4) Board-approved diversion rate.																								
(5) The residential rate is for a 30-35 gallon cart.																								
(6) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-14: UNION SANITARY DISTRICT

The Union Sanitary District (USD) provides wastewater collection, treatment and disposal services. The District also provides stormwater inspection services by contract to the City of Fremont.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

USD was formed on May 5, 1918 as an independent special district; shortly thereafter, it was reorganized under the Sanitary District Act of 1923. The District was formed to provide services to what are now the cities of Newark and Fremont. Between 1949 and 1962, four other sanitary districts joined USD, adding Union City and the rest of Fremont to the District's bounds.

The principal act that governs the District is the Sanitary District Act of 1923.⁶⁶

The District's boundary area includes most of the land area in the cities of Fremont, Newark and Union City. The boundary area excludes undeveloped marshlands and hill areas, but includes outlying service areas, some of which are not contiguous with the main service area.

The District's SOI was established on April 19, 1979 and includes the cities of Fremont, Newark, and Union City. The USD SOI is coterminous to the perimeter of the combined SOI of the three cities (Fremont, Newark and Union City), including undeveloped marshlands and hill areas that are not within the District's boundaries. The SOI also includes several small islands surrounded by the main service area that are not within the District's boundaries.

There have been no SOI amendments since the SOI was created. There have been several areas annexed to the District. There have been approximately 100 annexations into the District bounds since SOI adoption, involving territory in the SOI.

The total land area within the boundary of the District is 63 square miles.⁶⁷

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

⁶⁶ California Health & Safety Code, Div. 6, Pt. 1, §§ 6400-6830.

⁶⁷ The land area was estimated as the total of the land area in census blocks inside the District's boundaries.

The District is governed by a five-member Board of Directors, elected by their respective cities, to serve four-year terms. The City of Fremont elects three board members and the cities of Newark and Union City elect one board member each. The directors are members of the community they represent. Board meetings are held twice a month on the second and fourth Monday.

Meeting notices are posted at the District office and on the District’s website. Board meeting agendas are faxed to the local newspaper and mailed to the three cities, the local chamber of commerce and interested citizens. Meeting minutes are available to the public at the District offices and at board meetings. The Board meetings are not broadcast on local television.

To keep constituents informed about District activities and construction projects that impact businesses and residents, the District uses press releases, community workshops as well as mailers. The District does not post plans, finances or other public documents via the Internet.

The latest contested election was held March 2004. The voter turnout rate was 25 percent, significantly lower than the countywide voter turnout rate of 44 percent.

The District demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires, document request, and cooperated with map inquiries.

USD receives customer complaints made in person, by phone and by email. The first attempt to resolve a customer complaint is made by the District representative who makes initial contact. Complaints that are not resolved at initial contact are tracked as part of the District’s performance measures. In FY 2001-02, the District received three complaints referred to management or the Board for resolution. In FY 2004-05, the District received six complaints referred to management or the Board for resolution.

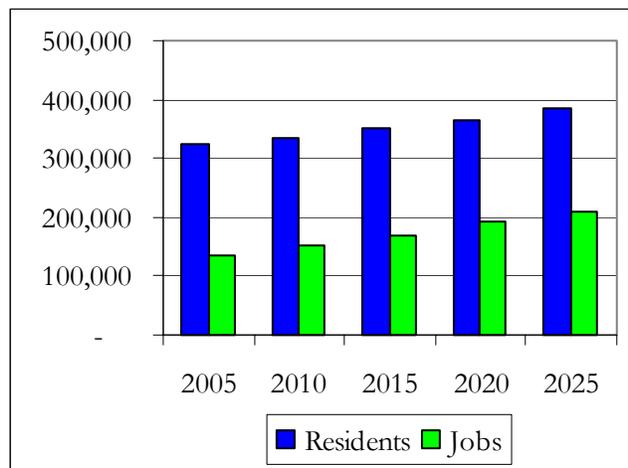
GROWTH AND POPULATION PROJECTIONS

Figure A.14.1. District Population & Job Base, 2005-25

There are 324,484 residents in the District and 136,045 jobs in the District, according to Census and ABAG data.

The District’s population density is 5,181 per square mile, significantly higher than the countywide density of 2,057.

The District population level is expected to grow. ABAG expects the District population to reach 365,542 and the job base to grow to 193,831 in the next 15 years, as depicted in Figure A.14.1.

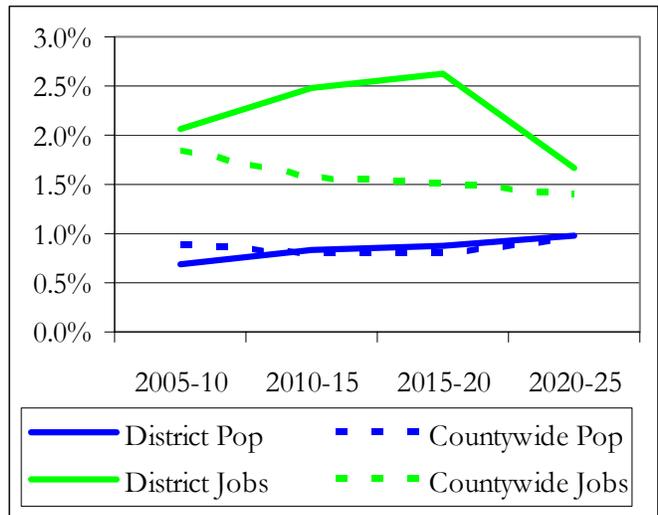


Per ABAG population projections, the rate of growth in the District is expected to be similar to the countywide growth rate through 2025, as depicted in Figure A.14.2. ABAG expects current job growth in the District to remain faster than countywide job growth in both the short- and long-term.

Figure A.14.2. Annual Population Growth Rates, 2005-25

Current and future growth areas include those areas identified in the three cities served by USD: Union City, Newark and Fremont.

Union City is concentrating its redevelopment efforts in the vicinity of its BART station; its recent General Plan envisions constructing a transit village with multi-family residences and offices and further development at an industrial park. Also, the General Plan envisions industrial development at the Alvarado Technology Center in northwest Union City. The Union Landing development is expected to continue to attract retail and office investment until it is fully built out (by 2020).



Fremont’s growth is expected to occur primarily through infill development, redevelopment and conversion and intensification opportunities throughout the community. The City also retains a large supply of industrially designated land, primarily located west of I-880, but also between I-880 and I-680 south of Auto Mall Parkway. These industrial areas are expected to accommodate the majority of employment growth over the next 20 years.

Newark’s General Plan identifies commercial development potential at six infill areas including the New Park Mall area and adjacent lands, mixed-use development at Cedar Boulevard and redevelopment in the Historic Newark area.

Growth strategies include working with the cities of Fremont, Newark and Union City to plan for service where needed. The District annually updates its five-year capital improvement plan to reflect the latest service needs of the District.

EVALUATION OF MANAGEMENT EFFICIENCIES

USD conducts performance evaluation through a system of performance measures, which the District calls “scorecards.” The performance measures are reviewed quarterly by the affected departments and District executives. The performance objectives and measures address customer needs, internal processes, financial performance, organizational culture, safety, employee capabilities, and technological capabilities. The objectives and measures are reviewed annually for applicability and modified if necessary.

The District monitors productivity with various measures, including miles of sewer cleaned, televised lines per crew per day, turn-around time to review construction permit applications, average number of days to complete a work order, and work order backlog. In addition, the District measures time to process a purchase requisition, number of environmental inspections and samples compared to goals, and turn-around time for analysis of laboratory samples.

Management practices conducted by the District include annual financial audits. The District uses performance measures that are reviewed quarterly by District executives and Board members. Though the District uses performance measures, they are not a part of the annual budget process. The District’s benchmarking practices include annual participation in the AWWA QualServe program.

The District has an annually adopted strategic plan and a mission statement. The District’s wastewater master plan is divided into three documents each covering a different area of District territory. The plans were adopted in 1997, 2000 and 2004. The planning time horizon for each is 20 years. The planning scope includes planned development, demand flows, system capacity, system condition, costs, and capital improvement.

The District has an emergency response plan listing emergency procedures, contacts and responsibilities, back-up equipment and parts, and emergency repair assistance and equipment available through mutual aid arrangements with other wastewater service providers.

From 1998 through 2003, the District received the "Gold Award" given by the Association of Metropolitan Sewerage Agencies (AMSA). It is a national award for excellence in wastewater treatment facilities. To receive the AMSA award, the District achieved 100 percent compliance with all the discharge requirements set by the EPA and the Bay Area Regional Water Quality Control Board for the calendar year. In 1999 and again in 2003, USD received the Collection System of the Year award from the California Water Environment Association.

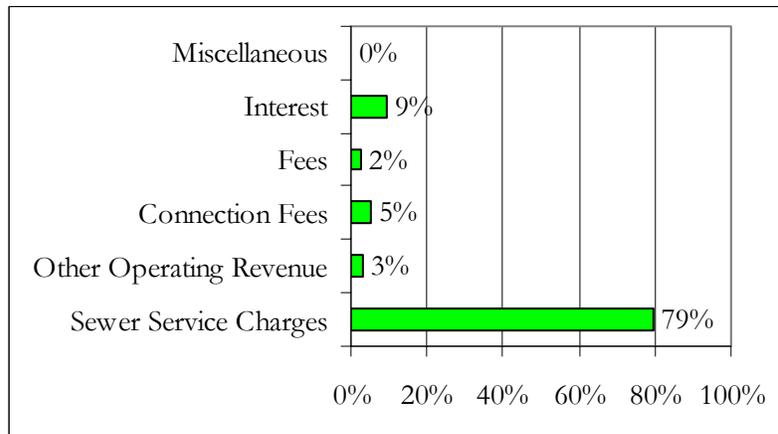
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

The District’s total revenue is projected to be \$32 million in FY 2004-05. The revenue amounts to \$99 per capita.

Figure A.14.3. Revenue Sources, FY 2002-03

USD’s primary revenue source is sewer service charges, which account for 96 percent of actual operating revenues and 79 percent of total revenues, as depicted in Figure A.14.3. Sewer service charges finance operating expenses, plant and pump stations equipment, and infrastructure replacement funds.



Connection fees accounted for five percent of revenues in FY 2002-03; this revenue stream is highly cyclical and varies significantly over the business cycle. Connection fees finance capital improvements relating to system capacity, collection system maintenance, and environmental compliance. Interest earnings account for nine percent of District

revenues. Fee revenue—including permits, inspection fees and charges for external services—accounts for two percent of revenue.

The District does not rely on property tax revenue. However, the District does rely on Alameda County to bill and collect sewer service charges which appear on the property tax bill.

The District had \$21.8 million in long-term debt at the end of FY 2002-03. This amounts to \$69 in debt on a per capita basis. The District's debt primarily consists of a 1994 State Water Resources Control Board (SWRCB) loan that financed upgrades to the Alvarado wastewater treatment plant (WWTP). The District carries additional liability related to a 1995 agreement with Union City, in which the City allowed the District to increase treatment capacity to 38 mgd in exchange for payments made by the District to the City over an 18-year period. The District has not been assigned an underlying credit rating from Moody's. In FY 2005-06, the District plans to borrow \$10-20 million for capacity-related capital projects.

By way of reserves, the District had \$28 million in unrestricted net assets at the end of FY 2002-03. This amounted to 79 percent of the District's expenses in FY 2002-03; the District maintained approximately nine months of working capital. The District does not currently have a stated policy on reserves, but staff is preparing reserve guidelines. The District maintains sewer service and sewer capacity reserves separately.

The District finances capital projects by a combination of pay-as-you-go and debt financing. Infrastructure extensions are primarily financed from connection fees, while infrastructure replacement activities are primarily financed from sewer service charges. The District plans to spend \$19 million on capital projects, such as pump stations and collection system extensions, in FY 2005-06.

In general, USD has not been affected by the State budget crisis. Revenues have been somewhat soft for several years due to cyclical factors—several major businesses leaving the service area, lower interest returns, and lower connection fee revenue. The District has made modest rate increases in recent years, with a four percent increase in 2004 and a five percent increase in 2005.

The District is involved in joint financing arrangements through various Joint Powers Authorities (JPAs). The District has an 18.7 percent interest in East Bay Dischargers Authority (EBDA)—a five-member JPA that operates an export pumping facility through which all sewage in the area is discharged. USD and DSRSD formed the USD Financing Authority in 1994 to finance public improvements and issue sewer revenue bonds. Employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan. For general liability insurance and workers compensation coverage, the District is a member of the California Sanitation Risk Management Authority.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

USD provides wastewater collection and treatment services. The District operates the treatment plant. Within its service area, the District inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The District's engineers plan and design sewer rehabilitation projects.

The District provides services to other agencies. USD repairs water collection pipes disrupted by construction on an ad hoc basis for ACWD. The District provides stormwater enforcement services to the City of Fremont.

Location

USD provides collection and treatment services within its boundaries to its service area in the cities of Fremont, Newark and Union City. For the City of Hayward, the District conducts CCTV inspection and cleaning of one-fifth of the truck line sewers annually. Otherwise, the District does not provide service outside its boundaries.

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and the District's share in the EBDA-owned outfall and dechlorination facility.

The Alvarado Wastewater Treatment Plant has a design capacity of 33 mgd. Average dry weather flow is 29 mgd and peak wet weather flow is projected to be 95 mgd, although the highest recorded flow to date is 69.7 mgd. The facility provides secondary treatment for its average dry weather flow. Treatment consists of screening, primary sedimentation, activated sludge, secondary clarification, and chlorination. Treated effluent is transported to the EBDA system for chlorination and disposal. Sludge is anaerobically digested, dewatered using centrifuges, and disposed at an authorized disposal site. Approximately three mgd of reclaimed wastewater from the plant is delivered to the Hayward Marsh, operated by EBRPD.

During wet weather, USD is authorized to discharge treated, dechlorinated effluent to Old Alameda Creek when flow exceeds the capacity of the EBDA pipeline.⁶⁸ USD has expanded its storage basin capacity and is considering a recycled water facility to reduce the frequency that it will need to use its wet weather outfall in the future.

As a member of the EBDA, the District has capacity rights to 42.9 mgd (of a total 189.1 mgd capacity) at the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and Livermore-Amador Valley Water Management Agency facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

The District's collection system includes three pump stations and 764 miles of sewer lines.

⁶⁸ USD last discharged wet weather flows to Alameda Creek due to El Niño conditions in 1998. The RWQCB anticipates infrequent wet weather discharges in the future (approximately once every 10 years).

Table A.14.4. USD Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct		
Wastewater Treatment		Direct		
Wastewater Disposal		EBDA		
Service Area				
Collection: the cities of Fremont, Newark and Union City.				
Treatment: the cities of Fremont, Newark and Union City.				
Service Outside Bounds: Hayward's large mains are inspected (CCTV) and cleaned by USD under a contractual service arrangement.				
Onsite Septic Systems in Service Area²				
NP				
Septic Regulatory/Policies				
In unincorporated areas, all properties within 200 ft. of a sewer line must connect to that line. In the event a sewer connection becomes available through the extension of sewer lines, all properties must connect to the line and abandon their septic system.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	105,059	0	29.0	69.7
Residential	102,352	0	21.2	NA
Commercial	1,530	0	3.6	NA
Industrial	1,177	0	4.2	NA
Treatment Plant Daily Flow		Average Dry	Peak Wet	
Alvarado WWTP		29 mgd	42.9 mgd	
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) 1990 Census documented 309 households on septic systems.				

continued

Wastewater Infrastructure			
Regional Collaboration			
The District is a member of EBDA, a joint outfall system for wastewater disposal into San Francisco Bay. USD provides cleaning and inspection of large collection pipes by contract to Hayward. USD and DSRSD formed a JPA to finance improvements. USD and ACWD participate in joint efforts for development and use of GIS, recycled water use and planning, water conservation, and emergency response.			
Facility Sharing Opportunities			
USD makes available its safety training center to local fire departments and other agencies.			
Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity ¹	Condition	Yr Built
Alvarado WWTP	33 mgd	Good	1981
EBDA Marina Dechlorination Facility	42.9 mgd	Good	1978
EBDA Joint Outfall	42.9 mgd	Good	1978
Infrastructure Needs and Deficiencies			
The plant needs increased storage basin capacity for its wet weather flow as well as expansion of sludge facilities. The District is considering a water recycling plant.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	764	Pumping Stations	3
Infrastructure Needs and Deficiencies			
There are several deficient sections of trunk sewer in need of replacement or rehabilitation. The District is building a lift station at Stevenson Blvd. to replace an old, deficient lift station.			
Infiltration and Inflow			
Older portions of the collection system (pre-1960) tend to have higher infiltration/inflow. The District conducts flow monitoring to identify and remedy infiltration/inflow problem areas.			
Note:			
(1) Capacity reflects this agency's share of capacity at jointly-owned facilities, unless otherwise noted.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
2/8/2005	Wetlands	Corroded sewer line	37,400	Yes
1/9/2004	Business	Unknown cause	4	No
6/25/2003	Residence	Blocked sewer line	150	Yes
5/22/2003	Residence	Blocked sewer line	1,200	Yes
Service Adequacy Indicators				
Reported Spills	4	Sewer Overflows 2004	10	
Sewer Overflow Rate ²	1	Sewer Miles/FTE	6	
Response Time Policy ³	None	Response Time Actual	29 mins. on scene	
Total Employees (FTEs)	130	Accounts/FTE	808	
Renewal/Replacement Rate ⁴	6%	O&M Costs/Account	\$157	
Treatment Effectiveness Rate	100%	Amount (mg) Processed/FTE	0.23	
Employee Safety Severity Rate ⁵	157	Training Hours per FTE	26	
Employee Turnover Rate	9.0%	Employees Certified?	Yes	
Regulatory Compliance Record				
Compliant				
Source Control and Pollution Prevention Practices				
The District regulates commercial dischargers with discharge limits, inspections, and sampling. The District established an ordinance to aid in controlling the accumulation of fats, oils, and grease in the sewer system. The District conducts preventative maintenance.				
Collection System Inspection Practices				
One-sixth of the system is inspected by CCTV and cleaned each year.				
Service Challenges				
Service challenges include accommodating new growth and changes in anticipated growth within the cities of Fremont and Newark.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	1994	20 years		
Wastewater Collection Plan	1997	20 years		
Capital Improvement Plan	FY 05-14	10 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Included in WWMP			
Seismic/Emergency Plan	Emergency Response Plan			
Wet Weather Flow Capacity Plan	1999			
Other Relevant Plans				
Area plans (1997, 2000, 2004)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				
(5) Lost workdays per FTE multiplied by 100.				

continued

Wastewater Rates and Financing				
Wastewater Rates-Ongoing Charges FY 04-05¹				
	Rate Description	Avg. Monthly Charges		Demand²
Residential	Flat Annual: \$207.27	\$17.27		12 ccf/month
Non-Residential				
Retail	Water Use: \$1.53 per ccf	\$57.41		38 ccf/month
Restaurant	Water Use: \$5.30 per ccf	\$114.96		29 ccf/month
Industrial	Water Use: \$1.29 per ccf	\$376.97		215 ccf/month
Rate Zones				
Wastewater rates are the same throughout the District.				
Rate-Setting Procedures				
Policy Description: The District anticipates annual rate increases of four to five percent through 2007 and annual inflation adjustments thereafter. Prior to the 2004 rate increase, the District had not increased rates since 1997.				
Last Rate Change: 7/15/2004 Frequency of Rate Changes: Annual				
Wastewater Development Fees and Requirements				
Connection Fee Approach	The residential fee is based on number of units; the non-residential fee is based on discharger type and square footage or water use.			
Connection Fee Timing	Upon connection permit issuance.			
Connection Fee Amount ³	Residential: \$2,988		Restaurant: \$15,617	
Land Dedication Req.	None			
Development Impact Fee	None			
Wastewater Enterprise Revenues, FY 02-03			Expenditures, FY 02-03	
Source	Amount ⁴	%	Amount	
Total	\$32,557,966	100%	Total	\$35,687,116
Rates & Charges	\$25,146,104	77%	Administration	\$3,860,606
Property Tax	\$0	0%	O & M	\$16,546,231
Grants	\$0	0%	Capital Depreciation	\$10,981,420
Interest	\$2,933,175	9%	Debt	\$3,341,956
Connection Fees	\$1,665,970	5%	Other	\$956,903
Notes:				
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.				
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.				
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.				
(4) Miscellaneous revenue not displayed.				

CHAPTER A-15: WASHINGTON TOWNSHIP HEALTH CARE DISTRICT

The Washington Township Health Care District (HCD) relies on ACWD for potable water service. The District operates a groundwater well for hospital landscape watering purposes. The District's health care services were reviewed in MSR Volume I.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The Washington Township HCD was formed in 1948 to build, own and operate Washington Hospital to provide health care services.⁶⁹ The District is organized as an independent special district and was formed under the State's Local Health Care District Act. Washington Hospital opened on November 24, 1958. In January 1995, the District's name was changed to Washington Township Health Care District. Although the District was formed pre-LAFCo, its SOI was established coterminous with its boundary in 1984 by LAFCo. There have been no annexations or SOI amendments since SOI adoption.

The District's boundaries include the cities of Fremont, Newark, Union City, the southern portion of Hayward, and the unincorporated community of Sunol.

The District's territory includes 126.6 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The Washington Township HCD is governed by a five-member Board of Directors elected at large, who each serve two- or four-year terms. The Board is charged with general oversight of the HCD's overall operations, appointment of the CEO and medical staff, and appointment of the Washington Township Hospital Development Corporation (DEVCO) board.

The Washington Township HCD is a political subdivision of the State. The District owns and operates Washington Hospital and, through DEVCO, has entered into relationships to operate outpatient clinics and other facilities to meet community needs.

⁶⁹ The District owns a private water well located on the hospital grounds. The well was originally intended as an emergency backup supply in the event of contamination. District is thought to have owned the well since 1955 when it first broke ground to build the hospital. The precise date when the District acquired the well is unknown.

Board meetings are held on the second Wednesday of every month. Board agendas are published on the Internet and posted publicly. Board meetings are videotaped and may be viewed on the Internet. The District conducts public outreach through speaking engagement, seminars, quarterly newsletters and its website.

Of those District constituents who used hospital services in 2002, 35 percent chose the HCD hospital.⁷⁰ The latest contested election was the November 2004 general election. In the election, the voter turnout rate was 94 percent, higher than the countywide voter turnout rate of 77 percent.

The District demonstrated accountability in its disclosure of information and cooperation with LAFCo questionnaires, interview requests and map inquiries.

The hospital provides health care to the financially needy in compliance with state and national hospital association guidelines, with three percent of operating expenses devoted to charity health care.

Affiliates

The District wholly controls an affiliate nonprofit—Washington Township Hospital Development Corporation (DEVCO)—which was formed in 1982 in response to then-pending legislation authorizing hospital districts to conduct business through affiliate non-profits.⁷¹ The DEVCO Board is appointed by the District’s board.

The formation of DEVCO has allowed the District to enter into strategic relationships with partners to meet the healthcare needs of the community. DEVCO has interests in the operation of a radiation oncology center in partnership with Stanford University School of Medicine, an outpatient surgery center adjacent to the hospital, an outpatient rehabilitation center, and outpatient primary care clinics in partnership with local physician practices.

The District provides ongoing financial support to DEVCO, having made interest-free loans to DEVCO to finance the purchase of operating assets and to provide working capital for DEVCO operations. The District provides certain management services to DEVCO. General services are provided to DEVCO by the District at approximately cost. DEVCO is considered a component unit of the District and is included in its financial statements.

The District is the sole member of the Washington Provider Network, Inc. (“Network”), a dormant nonprofit that was formed in 1998. The California Department of Corporations did not process the District’s or any other applications for the relevant limited license. At the time of start-up, the District made an interest-free loan to the Network for initiating operations. The Network was never initiated and the corporation is not being used for any purpose.

⁷⁰ Burr Consulting, et al., 2004.

⁷¹ The legislation was enacted as Health & Safety Code §32121.

GROWTH AND POPULATION PROJECTIONS

Figure A.15.1. District Population & Job Base, 2005-25

The District’s population is currently 336,260 and there are 139,557 jobs in the District, according to Census and ABAG data.

The District’s population density is 2,656 per square mile, slightly higher than the countywide density of 2,057.

By 2020, there are expected to be 379,335 residents in the District and 198,736 jobs, as shown in Figure A.15.1.

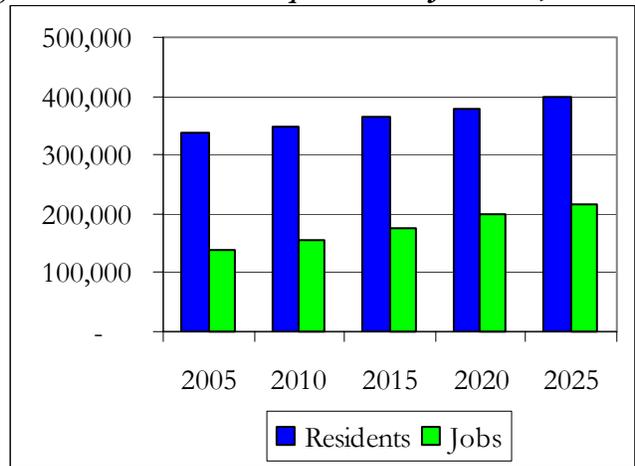
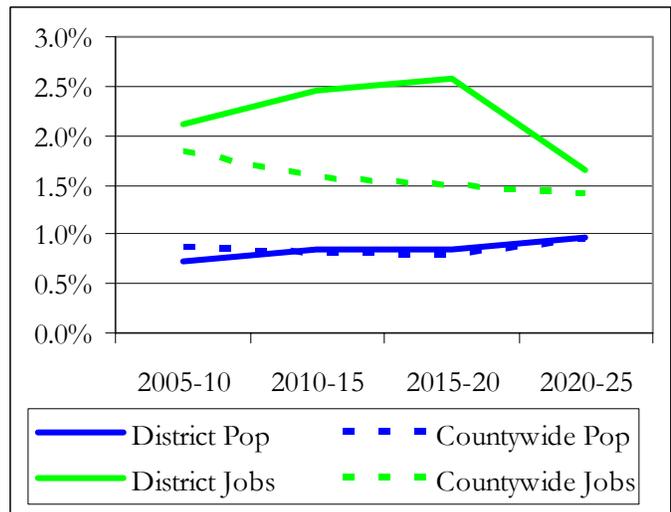


Figure A.15.2. Annual Population Growth Rates, 2005-25

Although the population growth rate in the District is expected to be nearly equivalent to the countywide growth rate, the job growth rate in the District is expected to grow significantly higher than in the County as a whole, as depicted in Figure A.15.2.

The District believes its population will grow as predicted by ABAG, and that all communities within the District will experience continued population growth through 2015.



Growth areas in the District include Union Landing, Alvarado Technology Center, the BART station vicinity in Union City, Irvington, the Central Business District, the Niles area in Fremont, the New Park Mall and an historic area of Newark.

EVALUATION OF MANAGEMENT EFFICIENCIES

Performance evaluation is conducted through patient, community, staff and physician satisfaction surveys and quality management processes. Washington Hospital monitors productivity by comparison through benchmark studies to peer hospitals.

The District’s annual management report reveals consistent increases in patient volume, dedication to community service and charitable care, and responsible approaches to cost savings. The hospital bed occupancy is consistently higher than the County average. The District is surveyed and evaluated by the Joint Commission for the Accreditation of Healthcare Organizations.

Washington Hospital has been awarded the Bay Area Best Award for Hospitals several times by ANG Newspaper. The hospital was listed in the Top 100 Community Heart Hospitals by Solucient. The CEO was awarded the Woman of Distinction award in Health Care by the East Bay Business Times in 2003. UNICEF awarded the hospital a Baby Friendly facility distinction in 2000. Washington was one of the first hospitals in northern California to use interest-based collective bargaining.

The District is accredited for hospital services by the Joint Commission on Accreditation of Health Care Organizations. This voluntary accreditation signifies that the hospital engages in performance measurement and evaluation, follows standards on safety, infection control, quality of care and ethics.

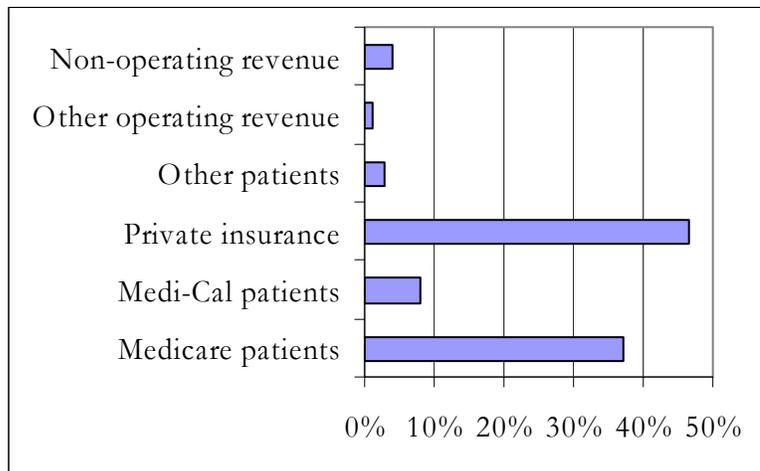
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Figure A.15.3. Revenue Sources, FY 2001-02

WTHCD operates with positive net income, unlike many other hospitals in Alameda County.

The District’s revenues in FY 2001-02 were \$195 million. Net patient revenues constitute 95 percent of total revenue. The Hospital’s cardiac care services and programs account for a significant share of revenue.



Revenue from privately insured patients constituted 47 percent of the District’s revenue, as indicated in Figure A.15.3.

Revenue from Medicare patients constituted 37 percent of the District’s revenue. Non-operating revenues include contributions from the Washington Hospital Foundation from its charitable fund-raising activities.

Washington Township HCD is exempt from federal and state income taxes. The majority of the District’s real and personal property is currently exempt from local property taxes.

The District’s long-term debt at the end of FY 2001-02 was \$85 million, constituting 44 percent of annual revenue. The District issued revenue bonds in 1993 and 1999 to provide funds to pay costs associated with the acquisition, construction and renovation of hospital facilities. For both bond issues, Moody’s rated the District with “above-average” creditworthiness (A2) as an underlying financial rating.

The District’s policy on reserve funds is to maintain cash balances to cover short-term liabilities and to transfer excess cash to board-designated funds for future needs. At the end of FY 2001-02,

the District's undesignated reserves (cash balance) were three percent of total revenue. Including board-designated cash and investments, the District's reserves were 35 percent of annual revenue.

The District engages in several joint financing efforts. The District established a JPA with Ohlone Community College District. Through the JPA, grants are provided to finance the education of nurses and increase the supply of qualified nurses in the field. The District receives professional liability insurance through the BETA Risk Management Authority JPA.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure.

Nature and Extent

The Washington Township Health Care District is a self-service provider of water service and does not sell water from its onsite well or commercial sources.⁷² The District's main water service provider is the Alameda County Water District (ACWD). In CY 2003, the District purchased 19 million gallons of water from ACWD.

The District collects water from a single well. The water pumped from the well is used solely for irrigation purposes on the Hospital's main campus. On average, the District pumps two million gallons of water from the well annually. The District relies on well water to achieve cost savings. In September 2002, the State Department of Health Services (DHS) reported that no contamination has been detected. The DHS assessment reported that the District's groundwater is vulnerable to nearby sewer collection systems.

Since 1993, EPA has not recorded any health-based violations. The District has received two monitoring violations from the EPA about the onsite well. From 1993 to 2000, the District failed to take the required samples for lead and copper testing; however, the District has been in compliance with this requirement since 2000. In 1995, the District failed to take the required water sample for coliform testing.

Location

The well is located at the Washington Township Hospital facility in Fremont, approximately 25 miles south of Oakland and 15 miles north of San Jose. The hospital is located on a 33½ acre campus.

Key Infrastructure

The District's water service infrastructure consists of the well. The District does not have facilities for water treatment or recycling.

⁷² Letter dated November 11, 2004 from James M. Davis, Senior Director at the WTHCD.

CHAPTER A-16: ZONE 7 WATER AGENCY

The Alameda County Flood Control and Water Conservation District, Zone 7 (Zone 7) provides wholesale water, water treatment and flood control services.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The Alameda County Flood Control and Water Conservation District (ACFCD), Zone 7 (also known as the “Zone 7 Water Agency” or “Zone 7”) was formed in 1949 by Alameda County Flood Control & Water Conservation District Act.⁷³ Zone 7 is one of the 10 active zones of ACFCD. On July 9, 1957, the Zone 7 Water Agency was formed by a vote of local residents to address specific issues of flooding and water supply in the Livermore-Amador Valley including the procurement of a reliable drinking water supply.

Zone 7 differs from all of the other ACFCD zones in that it was created under special legislation and has an independently elected Board of Directors. In addition, on matters that relate to both Zone 7 and ACFCD certain actions, such as Zone 7’s annual fiscal budget, are also overseen by the County Board of Supervisors. The Zone 7 Board of Directors has sole authority to govern and control all matters relating only to Zone 7. The Zone 7 Board consists of seven members that are elected from within the Zone 7 service area.

The principal act that governs Zone 7 is the Alameda County Flood Control and Water Conservation District Act, Section 36, as amended by A.B. 1125 (Stats. 2003, C. 284).

The boundary area of Zone 7 includes the cities of Dublin, Livermore, and Pleasanton and the surrounding unincorporated areas of eastern Alameda County.

Zone 7 was created pre-LAFCo and does not have an adopted SOI.

The land area of Zone 7 is 430 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

⁷³ Stats. 1949, c. 1275, p.2240 to Water Code Appendix, Chapter 55

The Zone 7 Board of Directors is elected at large by the residents of the Zone 7 service area. There are seven members who serve four-year overlapping terms. The Board meets monthly on the third Wednesday.

The Zone 7 Board distributes a quarterly newsletter, board meeting minutes, posts information and public documents on its website, distributes fact sheets, and distributes its biennial report to interested parties and stakeholder groups. Zone 7 discloses plans, finances, informational agenda items and other public documents via the Internet. Zone 7 does not broadcast Board meetings on local television.

The latest contested election was held in March 2002. The voter turnout rate was 33 percent, slightly lower than the countywide voter turnout rate of 35 percent.

Zone 7 demonstrated accountability in its disclosure of information and cooperation with LAFCo questionnaires and interview requests. The agency responded to LAFCo’s document requests and cooperated with map inquiries.

Comments and complaints to Zone 7 are submitted via its website, telephone and mail, and are then directed to appropriate staff. The Zone does not have a specific person designated to handle complaints. Because Zone 7 is a water wholesaler, most complaints are addressed to the relevant water retailer (i.e., Livermore, Pleasanton, DSRSD, or the California Water Services Company) and then referred to Zone 7 staff. Most complaints involve taste, color or particulate matter in the water supply. The number of complaints is not tracked by the agency.

GROWTH AND POPULATION PROJECTIONS

Figure A.16.1. District Population & Job Base, 2005-25

There are 197,942 residents and 122,958 jobs in the Zone, according to Census and ABAG data.

The Zone’s population density is 460 per square mile, significantly lower than the countywide density of 2,057.

The Zone population level is expected to grow. ABAG expects the Zone population to reach 257,024 and the job base to grow to 175,604 in the next 15 years, as depicted in Figure A.16.1.

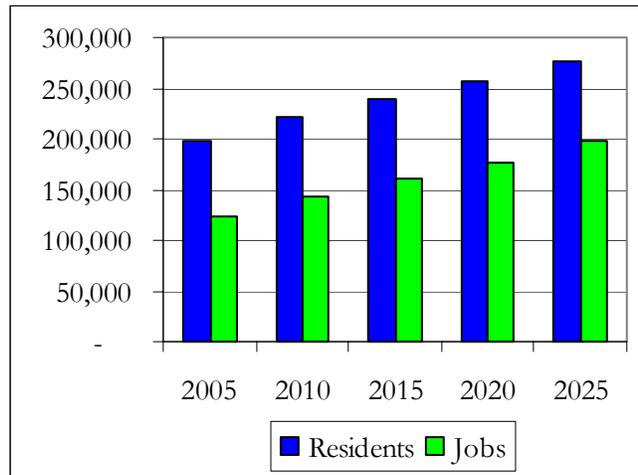
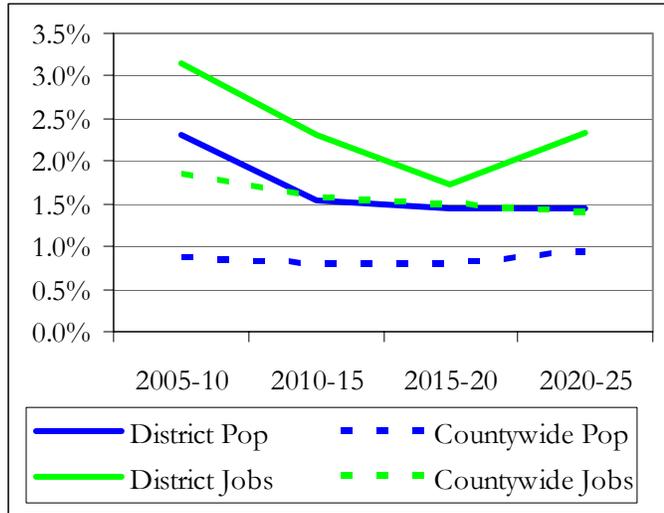


Figure A.16.2. Annual Population Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in the Zone is expected to be faster than the countywide growth rate through 2025, as depicted in Figure A.16.2. ABAG expects current job growth in the Zone to remain faster than countywide job growth in both the short and long term.



The projected rate of water demand growth in the Zone 7 service area is comparable to projected population and job growth. From 2005 through 2020, water demand is projected to grow by 32 percent; population and the job base are expected to grow by 30 and 43 percent, respectively. Water demand projections were prepared by Zone 7, and account for expected changes in accounts and future demand in new accounts.

Current growth in the Zone 7 service area is occurring at a rapid pace compared with the remainder of Alameda County. Future growth is expected valley-wide. Future expansion of vineyard activities in South Livermore is expected.⁷⁴

Available developable land in the unincorporated areas of the Zone is constrained by the County’s urban growth boundary (UGB). There are development opportunities inside the UGB north of Dublin, three areas south of Pleasanton, and various mixed used and industrial lands west of Pleasanton. Around Livermore, there are areas to the west and on the east side south of the Lawrence Livermore National Laboratory.

Growth strategies identified by the agency include providing utility planning information to the cities and other land use planning agencies.

EVALUATION OF MANAGEMENT EFFICIENCIES

Zone 7 evaluates its performance through annual personnel performance evaluations and annual financial audits. Outside consultants provide performance and program audits; most recently completed was a review of the Zone 7’s water resource department in 2000. Zone 7 is currently preparing for a review of its engineering department.

Zone 7 tracks workload through individual personnel performance evaluation and task planning and monitoring for its engineering, water resources and maintenance departments.

Management practices conducted by Zone 7 include performance-based budgeting and annual financial audits. Zone 7 did not identify the use of benchmark practices.

⁷⁴ Zone 7, *Urban Water Management Plan 2000 Update*, 2000.

Zone 7 has developed a mission statement as well as master plans to address stream management, well drilling and salt management. These plans have all been developed within the last three years. Zone 7's flood control master plan was last updated in 2003. Zone 7's water master plan was last updated in 2000 and has a planning horizon of 20 years.

Zone 7 completed a terrorism vulnerability assessment of its water treatment and supply facilities, as mandated by federal law. This assessment identifies security risks and provides a prioritized plan for addressing risks.

Zone 7 operation plans include retaining safe groundwater levels in any given dry year or drought period. To maintain needed groundwater during emergencies, Zone 7 has additional groundwater storage. Zone 7 can serve up to 75 percent of its maximum daily demand with groundwater. Zone 7 also has emergency water through water transfer agreements, wells and reservoir storage. In accordance with state law, Zone 7 has developed a water shortage contingency plan—a plan for water conservation and use of back-up supplies in the event of a water shortage. Zone 7 works closely with its water retailers on the implementation of the water shortage plan and is contractually obligated to reduce water delivery equally among all retail customers served in the event of a shortage. As a water wholesale agency, Zone 7 relies on the water retailers to implement necessary water use requirements. In a critical condition, Zone 7 will first cut untreated water deliveries to agricultural accounts by 20 percent.

In the event of a catastrophic interruption of water supplies including, but not limited to, a regional power outage, an earthquake or other disaster, Zone 7 has prepared an emergency operations plan. If there is an interruption of deliveries from SBA, Zone 7 would be able to meet its current water demands with existing reserve facilities during the non-summer months and would reduce deliveries to all of its retailers during the summer months. In addition, Zone 7 would encourage water retailers to operate their reserve facilities to supplement Zone 7 deliveries. The water retailers would also begin emergency conservation measures.

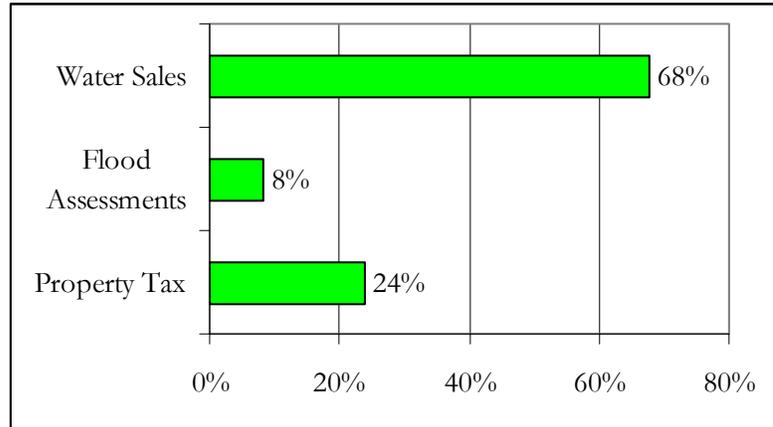
Zone 7 received the Directors Award from the Partnership for Successful Completion of Self-Assessment Procedures in 1999.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community's public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

The County projects total revenue for the Zone of \$67.9 million in FY 04-5, or \$347 per capita. Of this amount, \$41 million in revenue is projected for the water enterprise and the remainder is associated with the Zone's flood control activities.

Figure A.16.3. Revenue Sources, FY 2002-03



As shown in Figure A.16.3, the Zone receives 68 percent of its revenues from water sales, 24 percent from property taxes related to the Zone’s flood control functions, and eight percent from drainage assessments and fees.

Zone 7 had \$820,000 in long-term debt related to compensated absences and no outstanding bonded indebtedness. Having never issued bonded debt, Zone 7 has no credit rating. However, Alameda County does have outstanding debt. The County received an “above-average” (A2) underlying rating from Moody’s.⁷⁵

Zone 7 had \$66.8 million in unrestricted net assets in the water enterprise fund at the end of FY 2002-03. The water enterprise reserves amounted to 261 percent of expenses or 31 months of working capital.

The Zone’s capital financing approach is pay-as-you-go. The Zone relies on current revenues and reserves to finance capital projects. The Zone plans to spend \$70 million on water-related capital projects in FY 2005-06, including construction of a new water treatment plant, pipeline replacement and other projects. Over the next 10 years, Zone 7 plans to spend \$243 million on capital improvements, including \$131 million on the Altamont water treatment plant, \$30 million on a water storage project, \$61 million well demineralization and \$14 million on water filtration improvements at Del Valle Water Treatment Plant.

As a component unit of the County, the Zone engages in joint financing arrangements related to insurance. The County receives excess workers compensation and liability coverage through the California State Association of Counties Excess Insurance Authority—a JPA.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency’s water service supplies, demand, financing, service adequacy, and facilities.

Nature and Extent

Zone 7 provides wholesale water, groundwater management, groundwater extraction and recharge, water treatment, and conservation services.

⁷⁵ Although ACFCD is legally separate from the County, it is reported as if it were part of the primary government because the flood control governing board is composed solely of members of the County Board of Supervisors. The financial records for ACFCD are maintained by the County. The financial transactions of Zone 7 are reported within the Zone 7 water enterprise fund and other governmental funds in the County’s Comprehensive Annual Financial Report.

In its groundwater management role, Zone 7 establishes pumping quotas for its retailers and manages the groundwater basin. If users extract more than their quota, they must pay fees to Zone 7 to reimburse the costs of recharging. In an emergency, users may extract groundwater in excess of pumping quotas at a reduced charge. In addition, Zone 7 monitors groundwater usage, basin water quality, and toxic contamination sites.

Location

The Zone provides wholesale water to the cities of Livermore and Pleasanton, DSRSD, the Livermore district of the California Water Service Company, the Veterans Administration Medical Center, and the Dublin Housing Authority. Zone 7 sells untreated water directly to vineyards, other agricultural customers and the Livermore Area Recreation and Park District in its service area. Zone 7 is responsible for groundwater management throughout its territory. Recycled water is provided for irrigation purposes within the service area by other agencies.

The Zone does not provide direct service outside its boundaries. The Zone indirectly serves territory outside its boundary in that Zone 7 water is ultimately consumed by DSRSD customers in the Dougherty Valley area of Contra Costa County.

Key Infrastructure

Key infrastructure includes the Zone's water supplies, treatment facilities, and storage and water distribution infrastructure.

The Zone's sources of water supply are the State Water Project's (SWP) Delta Bay, local groundwater from the Livermore-Amador Main Basin, Lake Del Valle, and purchased water from the Byron Bethany Irrigation District. Recycled water is provided for irrigation purposes within the Zone 7 service area by other agencies including DSRSD and the City of Livermore.

The Zone receives SWP water under a 1961 agreement with the Department of Water Resources (DWR) and SWP entitlements purchased from other water agencies. The SWP water originates in the Feather River watershed and flows through the Sacramento-San Joaquin Delta and the California and South Bay Aqueducts into Zone 7 treatment facilities. In total, the Zone is entitled to a maximum of 80,619 acre-feet annually from SWP, but receives approximately 61,000 acre-feet annually. DWR has been unable to supply Zone 7's full entitlement due to hydrologic conditions, requests by other SWP contractors, SWP facility capacity, and environmental/regulatory requirements. Zone 7 has increased supply by purchasing SWP capacity from other contractors. Zone 7 anticipates an average future yield of 59,000 acre-feet from this source.

The Zone manages the Livermore-Amador Main Basin, a deep aquifer with high-quality water and 240,000 acre-feet of storage capacity. The safe annual yield from the Basin is 13,400 acre-feet.⁷⁶ The Basin collects local runoff from several watersheds including Arroyo de la Laguna, Arroyo Mocho and Arroyo las Positas. Zone 7 manages releases of imported water into local streams to recharge the groundwater basin; rainfall provides natural recharge as well. Zone 7 stores surface water from the Delta or from Lake Del Valle in the groundwater basin.

⁷⁶ Safe annual yield is a pre-determined amount of water that can safely be pumped out of the ground on a yearly basis without causing salt water intrusion into the aquifer.

Seven wells are used to extract stored surface water from the groundwater basin. Groundwater uses include irrigated agriculture, meeting normal peak demand from stored surface water, private pumping, drought and emergency contingency, and natural groundwater outflow. DHS has not detected contaminants in the wells from which drinking water is extracted, but has identified vulnerabilities including known contaminant plumes, leaking underground storage tanks, and gas stations.

Through operating agreements with DWR, the Arroyo del Valle watershed provides approximately 8,400 acre-feet annually in supply to Zone 7. Runoff flows from the watershed are captured and stored in Lake Del Valle.

The Zone has two operational water treatment plants and is constructing a third plant. Current treatment capacity is 56 mgd. The Del Valle Water Treatment Plant (WTP) has a capacity of 36 mgd. The Patterson Pass WTP capacity is 20 mgd. The Altamont Pass WTP is scheduled for completion in 2009 and will provide 24 mgd in additional capacity.

In addition to the groundwater basin, Zone 7 uses two reservoirs for storage: Lake Del Valle and Patterson Pass. Zone 7 and ACWD share approximately 15,000 acre-feet of storage made available annually in DWR's Del Valle Reservoir. The future Chain-of-Lakes project is a chain of nine lakes between Livermore and Pleasanton that will be used for water storage, conveyance and flood detention. The lakes are gravel quarries and are being turned over to Zone 7 as mining operations are completed. The project will eventually provide 40,000 to 100,000 acre-feet in storage. In addition, Zone 7 may access 65,000 acre-feet of water stored with the Semitropic Water Storage District in the event of drought.

Zone 7 maintains water reserves in the groundwater basin of about 110,000 acre-feet for drought purposes and 130,000 acre-feet in the event of "extreme emergency," such as long-term droughts or major earthquake damage that will take time to repair. During winter months, storage levels tend to be higher, with the surplus used during peak summer months. In the event of emergencies such as earthquakes, Zone 7 will rely on groundwater reserves and Lake del Valle water, and would be able to make deliveries to its retailers for nearly a full year even without the SBA. If a catastrophe were to cause a South Bay Aqueduct outage, Zone 7 would not be able to serve water to its agricultural accounts. The Zone's emergency planning efforts are discussed in its 2000 Urban Water Management Plan. The Zone prepared a terrorism vulnerability assessment, as required by the EPA.

Table A.16.4. Zone 7 Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	None		Groundwater Recharge	Direct				
Wholesale Water	Direct		Groundwater Extraction	Direct				
Water Treatment	Direct		Recycled Water	DSRSD and Livermore				
Service Area Description								
Retail Water	None							
Wholesale Water	The eastern portion of Alameda County, the cities of Dublin, Livermore and Pleasanton, and Dougherty Valley in Contra Costa County.							
Recycled Water	None							
Boundary Area (Alameda)	430.2 sq. miles			Population (2005)	197,942			
System Information								
Average Daily Demand	60 mgd			Reservoirs	2			
Peak Day Demand	94.6 mgd			Storage Capacity (mg)	51,238			
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	NP	48,700	42,100	51,300	57,000	64,900	66,800	68,700
Municipal & Industrial	NP	NP	36,200	44,300	50,000	57,900	59,800	61,700
Irrigation/Landscape	NP	NP	5,900	7,000	7,000	7,000	7,000	7,000
Other	0	0	0	0	0	0	0	0
Service Connections			Total	Outside Bounds				
Total			33	0				
Domestic			0	0				
Commercial/Industrial/Institutional			0	0				
Irrigation/Landscape			6	0				
Recycled			0	0				
Other			27	0				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	NP	NP	NP	89,150	87,350	87,100	85,600
Imported	33,975	42,171	58,900	68,100	65,700	64,900	62,900
Groundwater	NP	NP	NP	13,150	13,250	13,300	13,400
Surface	NP	NP	NP	7,900	8,400	8,900	9,300
Recycled	0	0	0	0	0	0	0
Supply Constraints							
Zone 7 has adequate sustainable supplies for 2030 demand levels. The Zone 7 Board policy is to provide 100 percent of municipal demand until 2022 during water years ranging from average to multi-year drought. Current infrastructure is only able to support meeting requested deliveries through 2013 without drawing down the existing groundwater basin below historic low levels. Zone 7 currently has a policy to maintain the groundwater basin above historic lows. Zone 7 is currently pursuing additional out-of-valley storage through Cawelo Water District in Kern County.							
Water Sources							
Source	Type	Supply (Acre-feet per Year)					
		Average	Maximum	Safe/Firm			
State Water Project	imported	60,900	80,619	NP			
Livermore-Amador Valley Basin	groundwater	13,400	13,400	NP			
Arroyo Del Valle Watershed	local runoff	8,400	9,300	NP			
Byron Bethany Irrigation District	imported	2,000	5,000	NP			
Groundwater Recharge							
Natural rainfall and streamflow recharge to the Livermore-Amador Valley groundwater basin. Zone 7 also stores surface water from the Delta or from Lake Del Valle in the basin.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	42,900	Year 2:	45,000	Year 3:	45,000	
Significant Droughts: 1976-1977, 1988-1991							
Storage Practices: Zone 7 stores 31,500 acre-feet annually on average in the Main Basin or with the Semitropic Water Storage District.							
Plan: The Zone will draw groundwater reserves and water stored in the Main Basin and the Semitropic banking program. Zone 7 anticipates meeting demand in an extended drought period. Any rationing will be staggered based on total water demand.							
Agriculture Effects: Agricultural accounts would receive a 20% cut before treated water customers receive a cut. If a catastrophe were to affect the South Bay Aqueduct, agricultural accounts would receive no water.							
Water Conservation Practices							
CUWCC Signatory	No, but Zone 7 follows many of the BMPs.						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	NA	NA					
2 - Retrofits	NA	NA					
3 - Water Audits	NP	NP					
4 - Metering	Yes	All accounts are metered.					
5 - Landscape Audits	NP	Public information program for landscape conservation.					
6 - Washing Machine Rebate	Yes	Zone 7 offers rebates through water and energy retailers.					
7 - Public Information	Yes	Active public information program.					
8 - School Education	Yes	School education program.					
9 - CII Audits	NA	NA					
10 - Wholesale Assistance	NP	NP					
11 - Conservation Pricing	No	No conservation price structure.					
12 - Conservation Coordinator	Yes	Position staffed.					
13 - Water Waste	NP	NP					
14 - Toilet Replacement	Yes	Conducts rebate program.					

continued

Water Infrastructure				
Major Facilities				
Facility Name	Type	Capacity	Condition	Yr Built
Del Valle WTP	WTP	36 mgd	Good	1975
Patterson Pass WTP	WTP	20 mgd	Good	1962
Altamont WTP (planned)	WTP	24 mgd	NA	2009
Chain-of-Lakes (planned)	Storage	40,000 af	NA	Future
Lake Del Valle Reservoir	Reservoir	8,000 af	Good	1968
Patterson Reservoir	Reservoir	100 af	Good	1962
Other Infrastructure				
Reservoirs	2	Storage Capacity (mg)		51,238
Pump Stations	2	Pressure Zones		1
Production Wells	7	Pipe Miles		35
Other: 2 pipelines				
Infrastructure Needs and Deficiencies				
<p>The Patterson WTP needs seismic upgrades. The Del Valle WTP needs a new clarifying basin. Zone 7 is designing and constructing the new Altamont WTP for future demand needs. The Zone is expanding storage capacity by converting gravel quarries between Livermore and Pleasanton into a chain of lakes.</p>				
Facility Sharing and Regional Collaboration				
<p>Current: The South Bay Aqueduct is shared with ACWD and Santa Clara Valley Water District. Zone 7 participates in multi-agency groundwater banking of drought supplies through the Semitropic Water Storage District. BAWAC member.</p>				
<p>Opportunities: Potential for sharing CCWD's Los Vaqueros Reservoir for drought management and reliability.</p>				

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	1	A treatment technique violation in June 1995.	
Monitoring Violations	0		
Service Adequacy Indicators			
Distribution Loss Rate	3%	Connections/FTE	NA
Renewal/Replacement Rate ²	11%	O&M Cost Ratio ³	\$ 328
DW Compliance Rate ⁴	100%	MGD Delivered/FTE	0.59
Employee Indicators			
Total Employees (FTEs)	102	Certified as Required?	Yes
Health/Severity Rate ⁵	0	Employee Vacancy Rate	3%
Training Hours/Employee	39	Employee Turnover Rate	5%
Service Challenges			
Hardness of water in western portion of service area.			
Water Planning	Description	Planning Horizon	
Water Master Plan	Treated Water Facilities 2000	20 years	
UWMP	2005	20 years	
Capital Improvement Plan	FY 02-03	10 years	
Plan Item/Element	Description		
Emergency Plan	In UWMP		
Other Plans			
Water Supply Planning Study (1999), Water Conservation Program Eval (2003)			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(3) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(4) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(5) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Special Rates			
Special rate (\$109 per af) applies to agricultural users purchasing untreated water directly from Zone 7.			
Wholesale Water Rates			
Treated water costs \$1.29 per ccf (equivalent to \$562 per af) plus \$117 monthly service charges.			
Rate-Setting Procedures			
Policy Description	Each fall, Zone 7 sets the rates it will charge to water retailers beginning the following January. In 2005, rates remained at 2004 levels.		
Most Recent Rate Change	1/1/04	Frequency of Rate Changes	Annual
Water Development Fees and Requirements			
Connection Fee Approach	The fee is based on meter size, is levied by Zone 7 and is collected by the retailers.		
Connection Fee Timing	NA		
Connection Fee Amount ³	5/8 inch meter:	\$13,050	1 inch meter: \$32,625
Land Dedication Requirements	NP		
Development Impact Fee	None		
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03
Source	Amount	%	Amount
Total	\$48,910,000	100%	Total \$25,612,022
Rates & Charges	\$22,994,000	47%	Administration NP
Property Tax	\$0	0%	O & M \$16,822,022
Grants	\$0	0%	Capital Depreciation \$1,212,000
Interest	\$1,553,000	3%	Debt \$0
Connection Fees	\$24,332,000	50%	Purchased Water \$7,556,000
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.			
(3) Connection fees for selected meter sizes are presented here. For a complete range of fees by region, contact EBMUD.			

continued

Water Wells and Source Assessments					
Source Name	Type	Source	Detected Contam.	Vulnerabilities	Date Assessed
Del Valle WTP-Raw-Inlet	Surface Water	Delta Sacramento San Joaquin	Pathogens, organic carbon, nutrients, salt, and bromide have been detected, but are removed during the treatment	Agricultural drainage Wastewater treatment plant discharges Urban runoff Recreational usage of the Delta Seawater intrusion	Feb 03
Hopyard Well 06	Groundwater	Livermore Valley Main Basin	None	Automobile - gas stations Dry cleaners Known contaminant plumes (MTBE) Leaking underground storage tanks	Mar 02
Mocho Well 01	Groundwater	Livermore Valley Main Basin		Automobile - gas stations Known contaminant plumes (MTBE) Leaking underground storage tanks	Feb 03
Mocho Well 02	Groundwater	Livermore Valley Main Basin		Automobile - gas stations Known contaminant plumes (MTBE) Leaking underground storage tanks	Feb 03
Patterson Pass WTP - Raw Water Res	Reservoir	Delta Sacramento San Joaquin	Pathogens, organic carbon, nutrients, salt, and bromide have been detected, but are removed during the treatment	Agricultural drainage Wastewater treatment plant discharges Urban runoff Recreational usage of the Delta Seawater intrusion	Feb 03
Hopyard Well 09	Groundwater	Livermore Valley Main Basin	None	Automobile - gas stations Known contaminant plumes (MTBE) Leaking underground storage tanks	Feb 03
Mocho Well 03	Groundwater	Livermore Valley Main Basin	None	Automobile - gas stations Known contaminant plumes (MTBE) Leaking underground storage tanks	Feb 03
Mocho Well 04	Groundwater	Livermore Valley Main Basin	None	Automobile - gas stations Known contaminant plumes (MTBE) Leaking underground storage tanks	Feb 03
Stoneridge Well 01	Groundwater	Livermore Valley Main Basin	None	Sewer collection systems	Mar 02

FLOOD CONTROL SERVICE

This section describes the nature and extent as well as location of the flood control services provided and key infrastructure. The table provides information and indicators of the flood control system, service needs, financing and facilities.

Nature and Extent

Zone 7 provides maintenance services, including blockage removal, channel cleaning, channel repair, bioengineering and desilting. Zone 7 provides engineering, planning and design services related to flood control system capital improvements.

Location

Zone 7 encompasses the entire eastern half of the County, including the cities of Dublin, Livermore and Pleasanton, and the surrounding unincorporated area. Zone 7 provides flood control services throughout the Zone. Zone 7 does not provide services outside its boundaries.

Key Infrastructure

Earthen and concrete channels are the key infrastructure. Natural creeks are also critical components of the drainage infrastructure. Planned capital improvements include capacity enhancement, bank stabilization projects, channel realignment and diversion, and bridge improvements. Zone 7 conducts projects to improve fish passage and habitat in the Arroyo Mocho and Arroyo de la Laguna. The projects involve sediment removal and structural and habitat enhancements to restore steelhead passage and enhance channel capacity.

Table A.16.5. Zone 7 Flood Control Service Profile

Service Area					
The service area encompasses the entire eastern half of the County, including Dublin, Livermore and Pleasanton.					
Watershed Description		Flood Control System Overview			
All of the major arroyos drain to the Arroyo de la Laguna which in turn drains to Alameda Creek and to the San Francisco Bay.		Total Area (sq. mi.)	425	Improved Channel Miles	39
		Creek Miles	NP	Earthen Channel Miles	NP
		Pipe Miles	NP	Concrete Channel Miles	NP
Service Needs					
Vegetation Removal	Yes	Dredging	No		
Debris Removal	Yes	Earthen Channel Repair	Yes		
Fence Repair	Yes	Bioengineering	Yes		
Desilting	Yes	Pump Station Maintenance	No		
Service Financing					
Property tax was projected to raise 24% of revenue in FY 04-05. "Other revenue"—assessments, interest and grants—constitute 76% of projected revenues. The County Budget does not itemize "other revenue." The Zone's fund balance at the end of the prior FY was 100% of Zone operating revenue.					
Natural Waterways					
Creek Names		Flood Control and Environmental Issues			
Arroyo las Positas, Arroyo Seco, Arroyo Mocho, Arroyo del Valle, Arroyo de la Laguna; Chabot, Pleasanton and Alamo Canals; Alamo, South San Ramon, Alameda, Sinbad, Stonybrook Court, Vallecitos, Altamont, Cayetano, Cottonwood, Collier and Tassajara Creeks		Erosion control and the revegetation of certain creeks are the biggest concerns. Flood control capacity is also being addressed through the Stream Management Master Plan.			
Channels					
Name	Needs and Deficiencies			Condition	
Arroyo las Positas	Needs bank enhancement, habitat restoration and a diversion to the chain of lakes.			Good	
Arroyo Mocho	Needs diversion for regional storage and various other improvements.			Good	
Arroyo Seco	Needs a bridge improvement to increase capacity.			Good	
Chabot Canal	Needs improvements along its length.			Good	
Alamo Canal	Needs erosion control.			Good	
Line F	Needs a new concrete lining.			Good	
Line J	Needs improvements along its length.			Good	
Line T	Needs bridge improvement for increased capacity.			Good	
Arroyo de la Laguna	Needs various improvements totaling approximately \$100 million.			Good	
Pumping Stations					
Name	Flow Rate (cfs)	Year Built	Condition	Needs/Deficiencies	
None	NA	NA	NA	NA	
Service Challenges					
Many major arroyos do not provide sufficient capacity for major storm events and the expansion of existing manmade channels is not viable. Sediment accumulation and other institutional and financial constraints need to be addressed as well.					

CHAPTER A-17: CITY OF ALAMEDA

The City of Alameda is a direct provider of wastewater collection, flood control and stormwater services. The City contracts with Alameda County Industries (ACI) for solid waste services. EBMUD provides water and wastewater treatment and disposal services.

The City's public safety services—fire protection, police protection, paramedic, and ambulance transport—were reviewed in MSR Volume I. Other services—street maintenance, park maintenance, recreation programming and library—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Alameda incorporated on April 19, 1854. The City lies in the western portion of Alameda County, bordered to the north and east by the City of Oakland. The City is almost entirely located on one island, except for the Bay Farm Island west of the Oakland International Airport. Alameda is home to the Coast Guard Island and Alameda Point, formerly the Naval Air Station. Alameda Point comprises approximately one-third of the City's area, and will be developed with new businesses, housing, recreational facilities, and community and cultural services.

Alameda's SOI was established by LAFCo on September 15, 1983 and is coterminous with the City's boundaries. No subsequent boundary or SOI changes have occurred.

The City of Alameda encompasses a 10.8 square mile land area, according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Alameda became a charter city in 1903, and was the fifth city in California to adopt the council-manager form of government. The City's current Charter was established on May 5, 1937.

The Alameda City Council consists of five members, one Mayor and four Council members elected at large in overlapping four-year terms. Members are limited to two terms. The City Council also serves as Board of Commissioners for the Housing Authority, the Community Improvement Commission, the Alameda Reuse and Redevelopment Authority, the Alameda Public Improvement Corporation, the Alameda Public Financing Authority, and the Industrial Development Authority.

The City Council meets twice a month, on the first and third Tuesdays. City Council meetings are broadcast live and rebroadcast for public viewing. Council agendas and minutes are distributed to news media and posted on the City website.

To inform the public about its plans and services, the City makes active use of its website which received over 6 million hits during 2002. The City website contains news, information on programs and services, and a community calendar listing meetings of the Council, boards, and commissions. The website also has an archive list of official documents, including agendas, minutes, and other documents pertaining to City Council meetings.

At the most recent contested election in November 2004, the voter turnout rate (78 percent) was slightly higher than the countywide voter turnout rate of 77 percent.

The City of Alameda demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires, document requests, and participated in interviews.

With regard to customer service, residents may file a complaint directly with a department or with the City Manager's office. The City does not formally track complaints. The City cited examples of the types of complaints received, which include solid waste collection and recycling services, code enforcement, noise, speeding, potholes, cost for services, availability of athletic fields, open space, retail services, affordable housing, employee behavior, cable services, and child care services.

GROWTH AND POPULATION PROJECTIONS

Figure A.17.1. Alameda Population & Job Base, 2005-25

There are 75,400 residents and 27,960 jobs in the City of Alameda, according to Census and ABAG data.

Alameda’s population density is 6,981 per square mile, significantly higher than the median city density of 4,992 and the countywide density of 2,057.

The Alameda population level is expected to grow. ABAG expects the Alameda population to reach 82,300 and the job base to grow to 41,080 in the next 15 years, as depicted in Figure A.17.1.

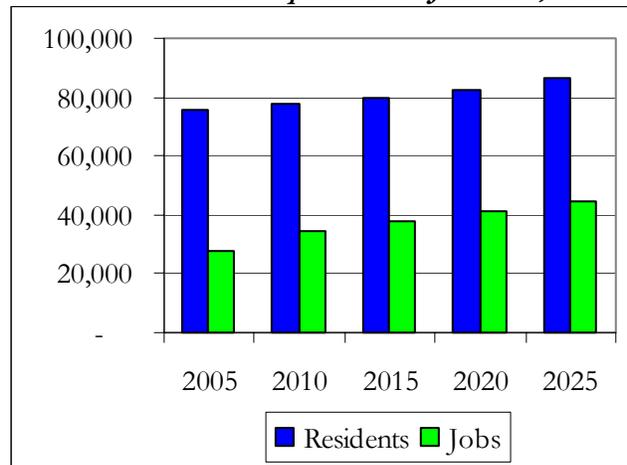
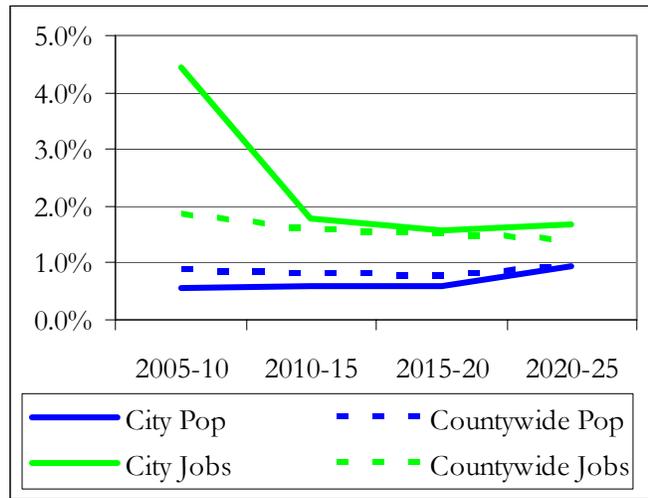


Figure A.17.2. Annual Population & Job Growth Rates, 2005-25

Per ABAG population projections, the rate of growth in the City of Alameda is expected to be slower than the countywide growth rate through 2020. Thereafter, ABAG expects growth in the City to occur as quickly as the countywide growth rate, as depicted in Figure A.17.2. ABAG expects job growth in Alameda to outpace countywide job growth, but to decline over the long-term to be slightly higher than countywide job growth.



Recent growth has been concentrated in the peninsula portion of the City—“Bay Farm Island”—where recent residential development has occurred and where the Harbor Bay Business Park and a 36-hole municipal golf complex are located. In the late 1980s, the 205-acre Marina Village mixed-use project was successfully developed with 1.1 million square feet of office space, a 125,000 square foot retail shopping center, 178 townhomes, and a marina. Current growth in the City includes affordable housing and commercial redevelopment.

Future growth is expected to be most significantly affected by redevelopment of Alameda Point, formerly the Alameda Naval Air Station. In 1997, the Navy closed the facility, making available for redevelopment an area that includes 1,676 acres of land and 958 acres of submerged tideland in San Francisco Bay. The City's General Plan anticipates 15,000 residents will be added during the next 20 years at Alameda Point. The City's is seeking a developer to further its economic development goals for Alameda Point: job creation through clean, light-industrial and office uses, resort and conference facilities, eco-tourism, and historic attractions such as the Hornet, and new small- and youth-operated businesses.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City implements policy, plans and goals to improve service delivery, reduce waste, contain costs, maintain qualified employees, and encourage open dialogues with the public and other public agencies. The City's allocation of resources is focused on three strategic goals: employee well-being and productivity, customer service, and community and economic development.

Two years ago, the City implemented a performance management program that will enable them to conduct performance evaluations and workload monitoring. The program includes training employees on the purpose and use of performance measurements, collecting data on standard service measurements, and designing quantifiable performance measures applicable to all City departments. The City is currently working on benchmarking and anticipates having results from the performance management program in about two years. In addition, the City conducts performance-based budgeting. The City General Plan was last updated in 1991 and has a planning time horizon of 20 years.

The City has been honored in the last five years with the Award of Excellence from the National Association of Installation Developers for Military Base Reuse and Redevelopment in 2001, the

Award of Merit from the California Economic Development Association in 2001, and the Award of Excellence from the California Parks and Recreation Society in 1999.

FINANCING CONSTRAINTS AND OPPORTUNITIES

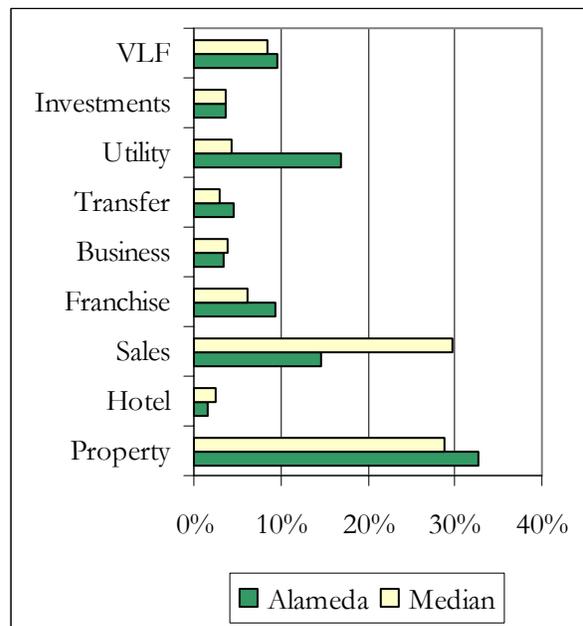
Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Alameda operates on an average level of general fund revenues, with a relatively high level of reserve funds, and an average level of long-term debt compared with the 14-city median.

Figure A.17.3. General Fund Revenue Sources, FY 2001-02

The City’s budgeted general fund revenues were \$65.3 million in FY 2004-05. The general fund amounts to \$869 per capita, compared with the 14-city median of \$897.⁷⁷ Alameda raises a relatively low share of revenue from the sales tax, as indicated in Figure A.17.3. Sales tax accounts for 15 percent of general fund revenues in Alameda, compared with the median of 30 percent. Sales tax revenue per capita was \$92 in FY 2001-02, 51 percent lower than the median.

Vehicle license fee revenue constitutes 10 percent of Alameda’s general fund. Compared to the municipal median, Alameda raises an above-average share of revenue from utility users’ taxes, property taxes and franchise fees. Alameda raises a below-average share of revenue from business and transient occupancy taxes.



The City finances sewer maintenance and improvements with sewer service charges. The City finances stormwater service primarily with stormwater assessments. Although stormwater assessments are inflation-indexed, they do not fully cover service costs leaving a small portion of stormwater costs to be financed by general fund revenues. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

Alameda’s long-term debt per capita was \$441, compared with the 14-city median of \$493.⁷⁸ Most of the City’s direct debt is from lease revenue bonds used to finance fire stations, City Hall seismic upgrades and renovation, police building and equipment financing, library and golf course renovations, and various improvements. The City’s wastewater enterprise had \$8.9 million in long-

⁷⁷ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

⁷⁸ This ratio represents long-term indebtedness from governmental activities (excluding redevelopment-related debt) as of June 30, 2003 divided by the 2003 residential population.

term debt at the end of FY 2002-03, consisting of sewer revenue bonds and State Revolving Fund loans used to finance sewer rehabilitation projects. Alameda received an underlying financial rating of “above-average” (A1) from Moody’s for its most recently issued general obligation bonds.

Alameda’s undesignated reserves for economic uncertainties at the end of FY 2002-03 were 28 percent of general fund revenue, compared with the median reserve ratio of 13 percent. The City’s goal is to maintain reserves for economic uncertainty as 25 percent of operating expenditures. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City’s wastewater enterprise had unrestricted net assets of \$13 million at the end of FY 2002-03. The wastewater reserves amounted to 327 percent of the City’s expenses in FY 2002-03; the City maintained approximately 39 months of working capital in its wastewater enterprise.

The City plans to spend \$1.9 million on sewer rehabilitation and pump stations in FY 2005-06, according to its most recent capital improvement plan. The City finances wastewater capital projects with connection fees, reserves, bonded debt, and State Revolving Fund loans. New developments must install and finance infrastructure on their own properties.

The City participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. The City is a member of the East Bay Communities JPA, which conducts studies of infiltration and inflow into the wastewater collection systems of member agencies. As a member of the California Statewide Communities Development Authority, Alameda has access to expertise and assistance in the issuance of tax-exempt bonds. The City of Alameda participates in two joint powers authorities that provide cost savings for insurance: the California Joint Powers Risk Management Authority and the Local Agency Workers Compensation Excess Authority. The City of Alameda and Port of Oakland have a joint agreement to provide economical and feasible ferry service from Oakland and Alameda to San Francisco. The City and the Port contribute matching funds together with regional money collected from Measure I. The Alameda Reuse and Redevelopment Authority was created to implement federal requirements that a local use authority be established to govern the closure and redevelopment of federal military bases during the transition from federal ownership to local ownership. It is comprised of the Alameda City Council and the Community Improvement Commission. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency’s wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection services and relies on EBMUD for wastewater treatment and disposal. The City inspects, cleans and repairs sewer structures such as pipes, pump stations and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City requires replacement of deteriorated private sewer laterals when properties are transferred. The City’s engineers plan and design sewer rehabilitation projects.

Location

The City provides services within its boundaries and does not provide wastewater collection services outside its boundaries.

Key Infrastructure

Key infrastructure includes 220 miles of sewer lines, of which 150 miles are main sewer lines and 70 miles are lateral lines in the right-of-way. The City maintains a mobile emergency generator for pump station backup power.

The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow. The City is scheduled to complete its infiltration and inflow compliance program in 2006, but anticipates future sewer deficiencies.

Table A.17.4. Alameda Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type	Service Provider(s)			
Wastewater Collection	Direct			
Wastewater Treatment	EBMUD			
Wastewater Disposal	EBMUD			
Service Area				
Collection: coterminous with the City's boundary.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: none				
Onsite Septic Systems in Service Area²				
None				
Septic Regulatory/Policies				
Every property with a house or apartment building must connect if it fronts on a street with a public sewer.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	29,945	0	6.0	NP
Residential	29,226	0	4.2	NP
Commercial	674	0	0.9	NP
Industrial	45	0	0.7	NP
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented 83 in the City.				

continued

Wastewater Infrastructure	
Regional Collaboration	
The City is a member of the East Bay Communities JPA. The JPA lead agency is EBMUD. The JPA has conducted infiltration and inflow studies. The City has begun implementing EBMUD's new Fat, Oil and Grease program to identify grease generators, install grease interceptors and conduct public education.	
Facility Sharing Opportunities	
None identified.	
Wastewater Collection & Distribution Infrastructure	
Collection & Distribution Infrastructure	
Sewer Pipe Miles	220
Pumping Stations	32
Infrastructure Needs and Deficiencies	
The City needs rehabilitation of various segments of its deteriorating sanitary sewer throughout the City. Complete rehabilitation is needed to eliminate all instances of infiltration and inflow within the City. Alameda also plans to upgrade and retrofit its sewer pump stations.	
Infiltration and Inflow	
The City is working to upgrade its system to eliminate infiltration and inflow. Alameda has eliminated all cross connections between the sewer and storm systems. Aggressive maintenance has also reduced service calls significantly, and there have been no reportable overflows due to infiltration in the past three years. Property owners are required to upgrade private laterals when properties are transferred.	

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
2/20/2003	Tunnel entrance	Ruptured/leaking sewer line	NP	No
Service Adequacy Indicators				
Reported Spills		1	Sewer Overflows 2004	0
Sewer Overflow Rate ²		0	Sewer Miles/FTE	12
Response Time Policy ³	< 24 hours		Response Time Actual	1 hr
Total Employees (FTEs)		19	Accounts/FTE	1,580
Renewal/Replacement Rate ⁴		4%	O&M Costs/Account	\$86
Regulatory Compliance Record				
The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow. The City is scheduled to complete its infiltration and inflow compliance program in 2006, but anticipates future sewer deficiencies.				
Collection System Inspection Practices				
Alameda conducts CCTV inspection of one mile of sewer line annually. Alameda's policy is to inspect 95% of sanitary mechanical stations monthly and clean 95% of sanitary stations quarterly.				
Service Challenges				
The main challenge for the City is the elimination of infiltration and inflow. The high groundwater table in the area and soil conditions pose additional challenges to control infiltration.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	None			
Wastewater Collection Plan	None			
Capital Improvement Plan	FY 04-06	2 years		
General Plan (Resource)	1991	20 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Addressed in Compliance Plan.			
Seismic/Emergency Plan	None			
Wet Weather Flow Capacity Plan	None			
Other Relevant Plans				
Infiltration/Inflow Compliance Plan (1985)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Collection Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Annual: \$145.20	\$12	12 ccf/month
Non-Residential			
Retail	Water Use: \$1.60 per ccf	\$60	38 ccf/month
Restaurant	Water Use: \$1.60 per ccf	\$46	29 ccf/month
Industrial	Water Use: \$1.60 per ccf	\$345	215 ccf/month
Rate Zones			
Collection rates are the same throughout the City.			
Rate-Setting Procedures			
Policy Description: Assessments increase annually based on inflation.			
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The fee is based on the number of plumbing fixtures. EBMUD fees also apply.		
Connection Fee Timing	Upon building permit issuance.		
Connection Fee Amount ³	Collection Only:	\$822.00	Total: \$1,427.00
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	General fee: the rates vary geographically; the fee is based on number of units (residential) or square footage (non-residential).		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount⁴	%	Amount
Total	\$5,375,026	100%	Total \$3,879,089
Rates & Charges	\$5,091,934	95%	Administration \$535,899
Property Tax	\$0	0%	O & M \$2,572,947
Grants	\$0	0%	Capital Depreciation \$264,079
Interest	\$281,406	5%	Debt \$506,164
Connection Fees	\$0	0%	Other \$0
Notes:			
(1) Rates include any relevant collection service charges, assessments and sewer parcel taxes. Average monthly charges are based on average consumption. Rates and demand information are rounded for presentation, but not for calculation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home. The "Collection Only" amount reflects collection charges only; the "Total" amount includes charges levied by the wholesale provider.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided.⁷⁹ The City provides flood control services through its stormwater program. The City is not in the ACFCD service area.

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are pump stations, channels and pipes which carry flows into the San Francisco Bay.

⁷⁹ EBMUD treats a portion of wet weather sewage flows caused by infiltration of rainwater into the sewage system through deteriorated community sewer pipes and improper storm drain connections.

Table A.17.5. Alameda Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	City
Drainage System		Developed Area in 100-Year Flood Plain	
Pipes and channels flow to the San Francisco Bay.		None	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.49	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	1 hour	New Development and Construction	
Inlet Inspection Rate 2004	49%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	58	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	852	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	18,166	Regulatory	
Volume Removed (cu. yds.)	8,891	Permitted Industrial Dischargers	8
Maintenance		Permitted Construction Dischargers	3
Inlets Inspected	1,498	# of Businesses Inspected, FY 2003-04	129
Inlets Cleaned	1,032	# of Storm Drain Inlets	3,050
Service Financing		Stormwater Assessment	
Financed primarily by storm water fees, which are inflation-indexed. General fund makes small contribution. Special fund used for accounting.		The assessment is calculated by multiplying impervious surface area (sq. ft.) by run-off factor. The charge for an average single family home is \$121.60.	
Service Challenges			
The City has limited funds for stormwater services.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
50 Miles of Pipes and Channels	fair	In some areas, the size of pipes is too small to handle system flows and various improvements are needed to alleviate flooding.	
7 Pump Stations	fair	The pump stations lack fixed generators and power operated trash racks.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities)..

Through its private hauler—Alameda County Industries, the City offers weekly solid waste collection and biweekly recyclable collection services to residents. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Redwood and Altamont Landfills in Livermore.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.17.6. Alameda Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Alameda County Industries	weekly	weekly	mandatory																				
Recycling	Alameda County Industries	biweekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<table border="1"> <caption>Solid Waste Disposed (Tons)</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~55,000</td></tr> <tr><td>1996</td><td>~55,000</td></tr> <tr><td>1997</td><td>~55,000</td></tr> <tr><td>1998</td><td>~75,000</td></tr> <tr><td>1999</td><td>~55,000</td></tr> <tr><td>2000</td><td>~50,000</td></tr> <tr><td>2001</td><td>~55,000</td></tr> <tr><td>2002</td><td>~50,000</td></tr> <tr><td>2003</td><td>~50,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~55,000	1996	~55,000	1997	~55,000	1998	~75,000	1999	~55,000	2000	~50,000	2001	~55,000	2002	~50,000	2003	~50,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	~55,000																					
		1996	~55,000																					
		1997	~55,000																					
		1998	~75,000																					
		1999	~55,000																					
2000	~50,000																							
2001	~55,000																							
2002	~50,000																							
2003	~50,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	No																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Alameda provides biweekly pickup of scrap metal, #3-7 plastics, foil, used motor oil, and oil filters.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	65%																						
	2001	62%																						
	2002	64%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	21.54																				
		Commercial rate (per cu. yd.)	\$	20.06																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Redwood Landfill	Novato	53%	2039																					
Altamont Landfill	Livermore	42%	2025																					
Vasco Road Landfill	Livermore	3%	2022																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-18: CITY OF ALBANY

The utility services provided by the City of Albany include wastewater collection, flood control and stormwater services. The City contracts with Waste Management, Inc. for solid waste services. EBMUD provides water and wastewater treatment and disposal services.

The City's public safety services—fire protection, police protection, paramedic, and ambulance transport—were reviewed in MSR Volume I. Other services provided by the City—street maintenance, park maintenance and recreation programming—and by the Alameda County Library District—library service—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Albany incorporated on September 22, 1908. The City lies in the northwestern corner of Alameda County, bordered by the cities of El Cerrito, Kensington and Richmond to the north and the City of Berkeley on both the east and south.

Albany's SOI was established by LAFCo on September 15, 1983 and is coterminous with its boundaries. No subsequent boundary or SOI changes have occurred.

The City of Albany has a boundary land area of 1.7 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

Albany voters adopted a City Charter in April 1927 with a council-city administrator form of government.

The City Council consists of five members elected at large to serve four-year terms. The City Council members are limited to two consecutive terms. The Mayor is appointed on a rotating basis by the Council and presides over all Council meetings. The City Council members also serve as the Albany Community Reinvestment Agency, the Albany Public Facilities Financing Authority and the Albany Municipal Services Joint Powers Authority.

City Council meetings are held twice a month on the first and third Mondays. To encourage public participation, the City Council minutes and agendas are posted on the official City website and placed in the City Library. Broadcasting of Council meetings is scheduled to begin in the summer of 2005. The City website also includes the City Charter and Municipal Code, News and Events, Land Use Plans and Capital Improvement Plans. To update constituents, a City newsletter is sent twice annually to City households. Announcements are sent to local newspapers to inform and

encourage citizen participation, and public notices are sent to interested citizens, groups and other public agencies.

To solicit public input regarding City services, the City has suggestion boxes and forms in each public facility. Email can also be sent via the City’s website. Complaints are handled initially by the individual department or department head and, if the customer is not satisfied, complaints are routed to the City Administrator’s Office and ultimately to the City Council. In FY 2002-03, 10 customer comment cards were received.

The most recent contested election was held in November 2004. The voter turnout rate was 81 percent, higher than the countywide voter turnout rate of 77 percent.

The City of Albany demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires, document requests and participated in interviews.

To address customer service needs, the City has an internal customer service committee that meets quarterly to develop recommendations on improving customer service and to help implement customer service objectives set by the City Administrator or City Council.

GROWTH AND POPULATION PROJECTIONS

There are 16,800 residents and 4,940 jobs in Albany, according to Census and ABAG data.

Figure A.18.1. Albany Population & Job Base, 2005-25

Albany’s population density of 9,882 per square mile is significantly higher than the 14-city median of 4,992 per square mile. Albany is the second most densely populated city, ranking second to Berkeley.

Over the next 15 years, Albany’s population is expected to grow to 17,800 and the job base is expected to grow to 5,670. By the year 2025, ABAG anticipates that Albany’s population will reach 18,400, as shown in Figure A.18.1.

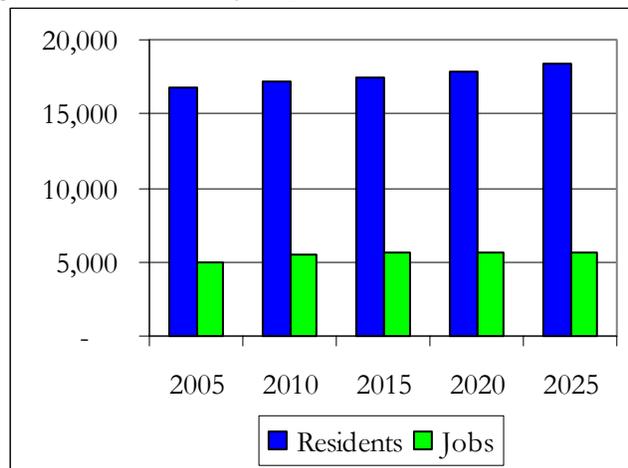
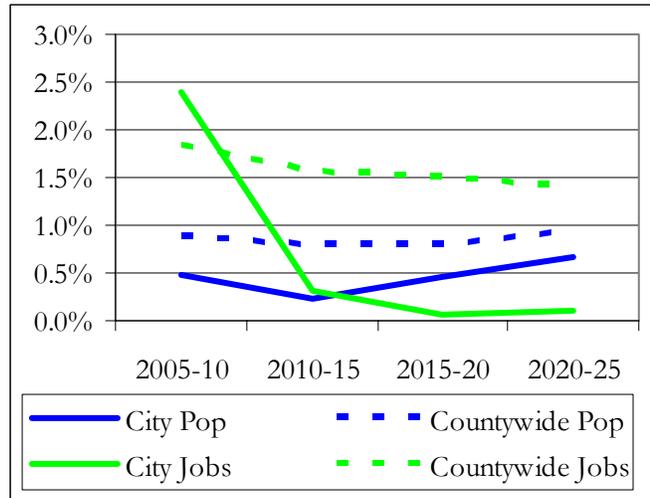


Figure A.18.2. Annual Population & Job Growth Rates, 2005-25

Per ABAG projections, population growth in Albany is expected to be significantly slower than the countywide growth rate over the next 10 years. Thereafter, ABAG expects growth to remain well below one percent, decreasing through 2015, then increasing, as shown in Figure A.18.2. Although Albany’s job growth rate in the short-term exceeds the pace of countywide job growth, over the long-term Albany’s job growth is expected to be slower than the countywide rate.



Albany believes that the ABAG population projections understate growth in Albany, and that short-term growth will be faster than projected, but not quite as fast as the countywide growth rate. Specifically, the City believes that ABAG’s projection understates growth in the next 10 years at UC Village, a UC Berkeley housing development located in the City of Albany. The City believes that ABAG understated the number of new units expected at UC Village by 200-300 units.

Albany anticipates residential growth as a result of the construction of UC Berkeley housing facilities. The UC Village, located at the corner of Buchanan and San Pablo Avenues, is a 26-acre redevelopment project including retail, commercial, campus housing, a community center, an infant-toddler day care facility, administrative offices, recreational facilities and open space.

Albany is predominately a residential community and, to a large extent, is built out. Land use plans and programs focus primarily on policy and goals with existing development. The City’s land use policy goals include up-grading commercial development, maintaining and promoting a mix of commercial development, protecting residential neighborhoods from adverse impacts of adjacent commercial use, and increasing economic vitality of industrial areas. The main affected areas include San Pablo Avenue and an area adjacent to the freeway on the Eastshore Highway.

EVALUATION OF MANAGEMENT EFFICIENCIES

Albany creates agency plans and goals to improve service delivery, reduce waste, contain costs, maintain qualified employees, and encourage open dialogue with the public and other public agencies.

In evaluating performance, the City Council reviews on a quarterly basis status reports on its goals, objectives and work plan. Every 12-18 months, the Council reviews the prior work plan and establishes 12-18 month objectives and a work plan for the next year. The City Council reviews goals and evaluates the City Administrator’s performance. All employees receive regular performance reviews by their department heads. The City Administrator conducts periodic reviews of productivity with department heads.

The City establishes agency goals and policy objectives. In the goal-setting process, the City Council adopted long-term (three-year) goals and short-term (six-month) objectives. The long-term goals include: attracting and retaining professional staff, broadening and enhancing revenues, improving customer service, and improving facilities and infrastructure. Staff committees were established for each of these goals to review and make suggestions on the list of objectives to achieve the goals. A work plan was developed to meet goals and objectives; items are listed for each objective, with tasks, timelines and staff assignments. The City does not conduct performance-based budgeting. The City General Plan was last updated in 1992 and has a planning time horizon of 20 years.

The City of Albany has received various awards for distinguished service including the 2003 Distinguished Project Award from the Northern California Chapter of the American Public Works Association for the Buchanan/Eastshore Highway Connection project.

FINANCING CONSTRAINTS AND OPPORTUNITIES

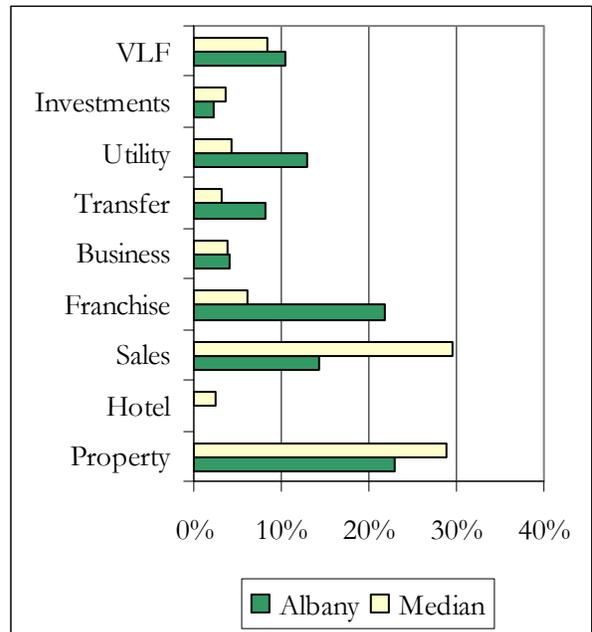
Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Albany operates on a relatively low level of general fund revenues, with a relatively low level of reserve funds, and a relatively high level of long-term debt compared to the 14-city median.

Figure A.18.3. General Fund Revenue Sources, FY 2001-02

Albany’s budgeted general fund revenues were \$11.5 million in FY 2004-05. The general fund amounts to \$688 per capita, compared with the 14-city median of \$897.⁸⁰ Albany raises a relatively low share of revenue from sales and use tax, as indicated in Figure A.18.3. Sales tax accounts for 14 percent of general fund revenues in Albany, compared with the median of 30 percent. Sales tax revenue per resident was \$85 in FY 2001-02, 55 percent lower than the median.

Vehicle license fee revenue constitutes 11 percent of Albany’s general fund. Albany raises an above-average share of revenue from utility users’ taxes and documentary transfer taxes. Albany raises a below-average share of revenue from transient occupancy taxes.



The Open Space, Recreational Playfield and Creek Restoration Assessment District was created in 1996. One quarter of assessment revenue funds restoration of creeks, including Codornices, Cerrito and Middle Creeks; the remainder funds

⁸⁰ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

recreational playfields and open space. A citywide Landscape & Lighting Assessment District formed in 1988 provides lighting and landscape services financed by assessments.

The City finances sewer maintenance and improvements with sewer service charges. The City finances stormwater service primarily with stormwater assessments and creek restoration with grant revenues. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

Albany's long-term debt per capita was \$798, compared with the 14-city median of \$493.⁸¹ Most of the City's debt is from an \$8 million general obligation bond floated in 2003, and used to finance various capital improvements over a period of several years. Also, there was a \$5 million lease revenue bond floated in 1997 and used to finance a library and community center complex as well as improvements to the City's maintenance center. The City's wastewater enterprise had \$3 million in long-term debt consisting of certificates of participation used to finance rehabilitation of the City's collection system. The enterprise subsequently borrowed \$8.7 million through revenue bonds; the proceeds were used to refinance its existing debt and to finance further rehabilitation of the sewer collection system. Albany received an underlying financial rating of "above average" (A3) from Moody's for its most recently issued lease revenue bonds.

Albany's undesignated reserves for economic uncertainties at the end of FY 2002-03 were eight percent of general fund revenue, compared with the median reserve ratio of 13 percent. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City's wastewater enterprise had unrestricted net assets of \$2 million at the end of FY 2002-03. The wastewater reserves amounted to 133 percent of the City's expenses in FY 2002-03; the City maintained approximately 16 months of working capital in its wastewater enterprise.

The City plans to spend \$1.2 million on sewer rehabilitation and \$1.0 million on Codornices Creek restoration in FY 2005-06, according to its most recent capital improvement plan. The City finances wastewater capital projects with connection fees, reserves and bonded debt. Creek restoration activities are financed by assessments and grants; stormwater capital improvements are financed by assessments. New developments must install and finance infrastructure on their own properties.

The City participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. The City is a member of the East Bay Communities JPA, which conducts studies of infiltration and inflow into the wastewater collection systems of member agencies. As a member of the California Statewide Communities Development Authority, Albany has access to expertise and assistance in the issuance of tax-exempt bonds. The City receives general liability insurance and workers compensation insurance coverage through its membership in the Bay Cities Joint Powers Insurance Authority. Currently, Albany is leading a project to form a joint powers authority with neighboring cities to build, operate and maintain ball fields adjacent to the newly created Eastshore State Park. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

⁸¹ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection services and relies on EBMUD for wastewater treatment and disposal. The City inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City requires replacement of deteriorated private sewer laterals when properties are transferred or significantly renovated. The City's engineers plan and design sewer rehabilitation projects.

Location

The City provides services within its boundaries and does not provide wastewater collection services outside its boundaries.

Key Infrastructure

Key infrastructure includes 35 miles of main sewer lines. The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow. The City is working to upgrade sewer mains and lower laterals to eliminate infiltration and inflow and has eliminated all cross connections between the sewer and storm systems. There have been no reportable overflows due to infiltration in the past three years.

Table A.18.4. Albany Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct		
Wastewater Treatment		EBMUD		
Wastewater Disposal		EBMUD		
Service Area				
Collection: coterminous with the City's boundary.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: none				
Onsite Septic Systems in Service Area²				
None				
Septic Regulatory/Policies				
Every building in which plumbing fixtures are installed and all premises having water discharge piping shall have a connection to the public sewer.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	6,603	0	1.2	22
Residential	6,334	0	0.9	NP
Commercial	244	0	0.2	NP
Industrial	14	0	0.0	NP
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented no septic systems in the City.				

continued

Wastewater Infrastructure	
Regional Collaboration	
The City is a member of the East Bay Communities JPA. The JPA lead agency is EBMUD. The JPA has conducted infiltration and inflow studies.	
Facility Sharing Opportunities	
None identified.	
Wastewater Collection & Distribution Infrastructure	
Collection & Distribution Infrastructure	
Sewer Pipe Miles	35
Pumping Stations	-
Infrastructure Needs and Deficiencies	
Albany has replaced some portions of the system, but the remaining portions are old, fragile, and largely in need of replacement. In the coming years, the City plans to construct a bypass sewer on Clay Street and to rehabilitate (slip-line) several backyard sewer lines and much of the system in Albany Hill.	
Infiltration and Inflow	
The City is working to upgrade sewer mains and lower laterals to eliminate infiltration and inflow. The City has also eliminated all cross connections between the sewer and storm systems. The City also requires the inspection and, if necessary, rehabilitation of upper (private) laterals when properties are transferred. There have been no reportable overflows due to infiltration in the past three years.	

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
None				
Service Adequacy Indicators				
Reported Spills		0	Sewer Overflows 2004	0
Sewer Overflow Rate ²		0	Sewer Miles/FTE	9
Response Time Policy ³		None	Response Time Actual	Very prompt
Total Employees (FTEs)		4	Accounts/FTE	1,651
Renewal/Replacement Rate ⁴		0%	O&M Costs/Account	\$37
Regulatory Compliance Record				
The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow.				
Collection System Inspection Practices				
Albany conducted CCTV inspection of 11.4 miles in FY 02-03, and conducts CCTV inspection of two miles of sewer line annually.				
Service Challenges				
The main challenge for the City is the elimination of infiltration and inflow. Other sewage back-up causes include grease, poor grade (slope) and root intrusion. In some areas, manholes are inaccessible or have been covered. Frequent sewage back-ups require spot repairs that are prohibitively expensive and often ineffective.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	1998	5 years		
Wastewater Collection Plan	Included in WWMP	5 years		
Capital Improvement Plan	FY 02/03 - 06/07	5 years		
General Plan (Resource)	1992	20 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Included in WWMP			
Seismic/Emergency Plan	None			
Wet Weather Flow Capacity Plan	Included in WWMP			
Other Relevant Plans				
Infiltration/Inflow Compliance Plan (1985)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Collection Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Monthly: \$20.46	\$20	12 ccf/month
Non-Residential			
Retail	Flat Monthly: \$20.46	\$20	38 ccf/month
Restaurant	Flat Monthly: \$81.84	\$82	29 ccf/month
Industrial	Flat Monthly: \$163.68	\$164	215 ccf/month
Rate Zones			
Collection rates are the same throughout the City.			
Rate-Setting Procedures			
Policy Description: Service charges increase annually with inflation. The Council may increase rates further based on a demonstration of need.			
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is flat; non-residential fees are based on the number of plumbing fixtures. EBMUD fees also apply.		
Connection Fee Timing	Upon building permit issuance.		
Connection Fee Amount ³	Collection Only: \$1,100.00	Total:	\$1,705.00
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount⁴	%	Amount
Total	\$1,834,248	100%	Total \$1,640,322
Rates & Charges	\$1,786,322	97%	Administration \$768,600
Property Tax	\$0	0%	O & M \$241,882
Grants	\$0	0%	Capital Depreciation \$248,153
Interest	\$45,801	2%	Debt \$381,687
Connection Fees	\$0	0%	Other \$0
Notes:			
(1) Rates include any relevant collection service charges, assessments and sewer parcel taxes. Average monthly charges are based on average consumption. Rates and demand information are rounded for presentation, but not for calculation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home. The "Collection Only" amount reflects collection charges only; the "Total" amount includes charges levied by the wholesale provider.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided.⁸² The City provides flood control services through its stormwater program. The City is not in the ACFCD service area.

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are channels and pipes. Natural creeks—Cerrito, Middle, Marin, Village, and Cordonices Creeks—are also critical components of the drainage infrastructure. Creek restoration projects underway involve restoring native vegetation along Cerrito and Cordonices Creeks.

⁸² EBMUD treats a portion of wet weather sewage flows caused by infiltration of rainwater into the sewage system through deteriorated community sewer pipes and improper storm drain connections.

Table A.18.5. Albany Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	City
Drainage System		Developed Area in 100-Year Flood Plain	
Storm drains flow through Cerrito, Middle, Marin, Village, and Cordornices Creeks to the San Francisco Bay.		A 100-foot narrow strip of land between the Golden Gate Fields Racetrack and the Eastshore Freeway and industrial land east of the racetrack.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.71	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 1 hour	New Development and Construction	
Inlet Inspection Rate 2004	69%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	none
Litter Removed (cu. yds.)	95,295	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	NP	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	216	Regulatory	
Volume Removed (cu. yds.)	153	Permitted Industrial Dischargers	2
Maintenance		Permitted Construction Dischargers	0
Inlets Inspected	1,375	# of Businesses Inspected, FY 2003-04	20
Inlets Cleaned	1,037	# of Storm Drain Inlets	2,000
Service Financing		Stormwater Assessment	
Stormwater assessments finance storm drain maintenance. Grant reimbursements finance creek restoration. Special fund used for accounting.		Residential properties are assessed a flat charge of \$46.65. Non-residential rates are calculated by impervious surface area (sq. ft.).	
Service Challenges			
Reducing winter flooding in some areas and funding capital improvements.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Pipes and Channels	good	Need some creek restoration and continued maintenance.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities)..

Through its private hauler—Waste Management, Inc., the City offers weekly solid waste collection and recyclable collection services to residents. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Altamont and Vasco Road Landfills in Livermore and at the Redwood Landfill in Novato.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.18.6. Albany Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	Waste Management, Inc.	weekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<p>Solid Waste Disposed (Tons)</p> <table border="1"> <caption>Data for Solid Waste Disposed (Tons)</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>11,000</td></tr> <tr><td>1996</td><td>9,000</td></tr> <tr><td>1997</td><td>8,500</td></tr> <tr><td>1998</td><td>9,000</td></tr> <tr><td>1999</td><td>11,000</td></tr> <tr><td>2000</td><td>9,500</td></tr> <tr><td>2001</td><td>8,500</td></tr> <tr><td>2002</td><td>8,500</td></tr> <tr><td>2003</td><td>9,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	11,000	1996	9,000	1997	8,500	1998	9,000	1999	11,000	2000	9,500	2001	8,500	2002	8,500	2003	9,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	11,000																					
		1996	9,000																					
		1997	8,500																					
		1998	9,000																					
1999	11,000																							
2000	9,500																							
2001	8,500																							
2002	8,500																							
2003	9,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	Yes																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Albany provides weekly pickup of used motor oil.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	62%																						
	2001	67%																						
	2002	66%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	22.07																				
		Commercial rate (per cu. yd.)	\$	22.00																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Altamont Landfill	Livermore	73%	2025																					
Redwood Landfill	Novato	12%	2039																					
Vasco Road Landfill	Livermore	10%	2022																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-19: CITY OF BERKELEY

The City of Berkeley is a direct provider of wastewater collection, flood control, solid waste, and stormwater services. The City contracts with a local non-profit agency—the Ecology Center—for recycling collection services. EBMUD provides water and wastewater treatment and disposal services.

The City’s public safety services—fire protection, police protection, paramedic, and ambulance transport—were reviewed in MSR Volume I. Other services—street maintenance, park maintenance, recreation programming, and library—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Berkeley incorporated on April 4, 1878. The City lies in the northwest corner of Alameda County, bordered by the cities of Albany to the northwest and Emeryville and Oakland to the south. Contra Costa County borders Berkeley to the northeast.

Berkeley’s SOI was established by LAFCo on September 15, 1983 and is coterminous with its boundaries. There have been no subsequent LAFCo actions affecting the City’s boundary or SOI.

The City of Berkeley has a boundary land area of 10.5 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

The City of Berkeley became a charter city in 1895. In 1923, Berkeley adopted a council-city manager form of government.

The Berkeley City Council has eight members elected by district who serve four-year terms. The Mayor is elected at large for a four-year term. The Mayor serves as President of the City Council and votes as an individual ninth member but carries no veto power. The City Council holds regular public meetings three times a month on the second, third and fourth Tuesdays.

The City uses several methods to inform the public of City plans, programs, and operations: Public Access TV with real-time broadcast and replays of City Council meetings, radio broadcasts of Council meetings, and video streaming via website with real-time Council meetings broadcast and archived on City Clerk website. The website provides information on City services, Council agendas and meeting summaries, elections, and a community calendar listing of all City government meetings. A web subscription service is available to the public for news, press releases, and website

updates. The City Manager issues an annual newsletter plus a number of other informational brochures. The City posts public documents on its website.

The most recent contested election was held in November 2004. The 77 percent voter turnout rate was equal to the 77 percent countywide voter turnout rate.

Requests for public information can be submitted through the City Clerk’s office in writing, via e-mail, United States mail or fax, in person, or by telephone.

To encourage public participation, the City has a neighborhood-based organization network that facilitates communication and service delivery across four geographic regions in the City. Neighborhood liaisons work directly with residents and community groups to ensure efficient and effective responses to neighborhood concerns and assist in building cooperative relationships between neighborhood groups and City officials.

The City of Berkeley demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires, document requests, and participated in interviews.

The City of Berkeley measures its customer base on the number of residents, daytime population, large student population, library cardholders, business license holders, parcels, and various permits issued.

Customer complaints can be submitted to the City via a customer information hub called City Center, through a specific department, or through the City Manager via telephone, letter or in person. Berkeley staff enters customer information on an electronic citywide issues tracking database system that routes the complaint to appropriate staff. In 2002, 1,450 complaints were registered. The nature of the complaints ranged from abandoned vehicles to zoning enforcement issues. A majority of the complaints were in the area of parking enforcement and traffic calming.

The City Clerk recently received the 18th Annual Madison Freedom of Information Award.

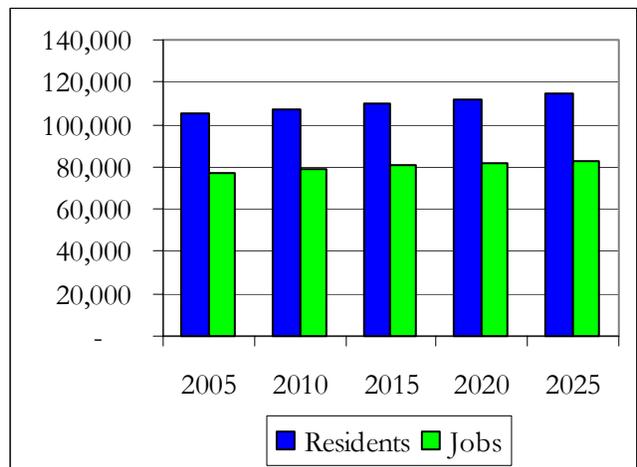
GROWTH AND POPULATION PROJECTIONS

Figure A.19.1. Berkeley Population & Job Base, 2005-25

Berkeley’s population is 105,300 and its job base is 76,890, according to Census and ABAG data.

Berkeley has the highest population density of the cities in Alameda County, with 10,067 people per square mile. By comparison, the median city density is 4,992 people per square mile.

Per ABAG population projections, the Berkeley population is expected to grow to 111,900 in the next 15 years. By 2020, the



Berkeley job base is expected to grow to 81,690, as depicted in Figure A.19.1.

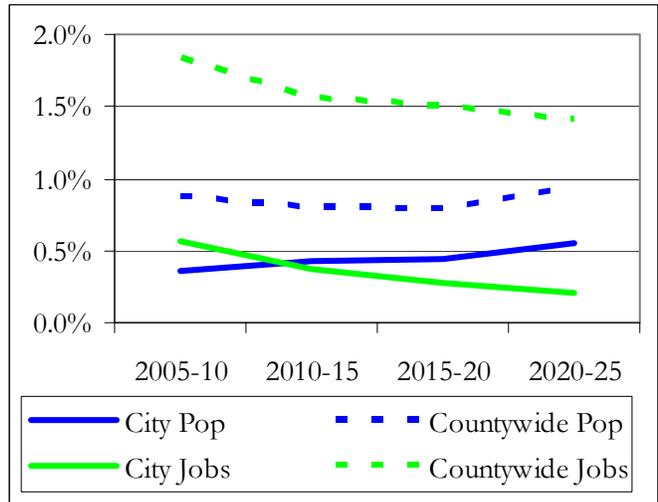
Figure A.19.2. Annual Population & Job Growth Rates, 2005-25

The City's projected growth, population and job base are expected to be significantly lower than the countywide rates. Berkeley's long-term population growth is expected to be slightly faster than its current growth, as depicted in Figure A.19.2. Berkeley's long-term job growth is expected to occur more slowly in the future.

The City of Berkeley expects minimal growth in the next 20 years, with growth comprised primarily of infill development.

Berkeley growth areas identified by the City's General Plan include the downtown area as well as the Southside redevelopment area located along the west side of the UC Berkeley campus. In the Southside area, growth is projected to include increased housing opportunities for students, development of vacant sites and redevelopment of under-utilized sites.

Berkeley provides a building height bonus of one additional level for affordable housing. Cultural use projects also allow for a building height bonus. Other growth management practices include transportation demand strategies, such as employee bus passes subsidized by the City to reduce downtown congestion and demand for parking.



EVALUATION OF MANAGEMENT EFFICIENCIES

Agency plans and goals are created and implemented by Berkeley to improve service delivery, maintain qualified employees, contain costs and encourage open dialogues with the public and other public agencies. The City has made investments in employee training that focus on customer service, effective communication, project management and conflict resolution. The City has set a goal to maximize and improve citizen participation in municipal decision-making by improving notification and dissemination of information, citizen participation, and responsiveness of administration and staff.

The Berkeley City Council approved a City work plan that created a composite of citywide initiatives and projects with corresponding policy priorities. The expected outcome is to align City Council and community expectations with available resources and ensure programs and initiatives receive the management and resources needed. The City has developed a service-based outcomes approach to the budget implementation process; this approach involves performing a service inventory, developing objectives, establishing benchmark targets, and measuring fiscal and program performance. The goal of this budget process is to align policy goals, program objectives and resources, and service delivery. The City's performance measures are not included within their current budget document.

The City Manager holds quarterly work plan review meetings with each department regarding the status of baseline services and special projects. City departments are in the third year of

developing and refining performance measures and tracking workload. The City Auditor performs periodic audits of City programs, such as youth services, cash handling and fleet vehicle services. The City General Plan was last updated in 2001 and has a planning time horizon of 20 years.

The City of Berkeley is the first city in California to achieve national accreditation by the American Public Works Association. The City has received several other awards for public works projects and programs and for environmental achievements.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

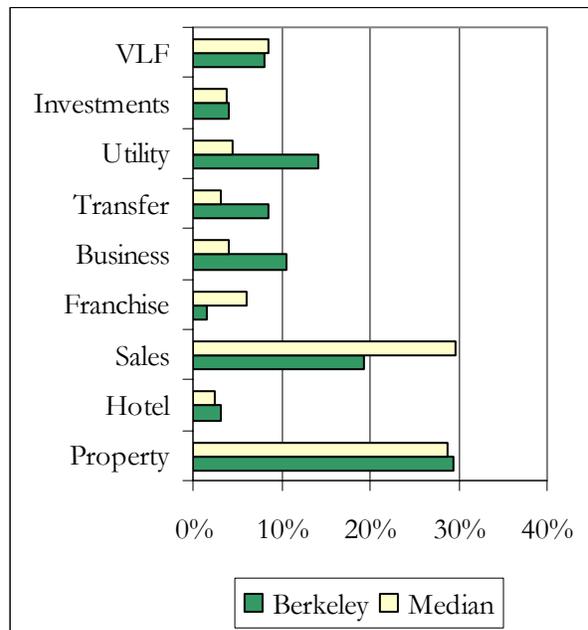
Berkeley operates on a relatively high level of general fund revenues, with a relatively low level of reserve funds, and a relatively high level of long-term debt compared with the 14-city median.

Figure A.19.3. General Fund Revenue Sources, FY 2001-02

The City’s budgeted general fund revenues were \$114.6 million in FY 2004-05. The general fund amounts to \$1,091 per capita, compared with the 14-city median of \$897.⁸³ Berkeley raises a relatively low share of revenue from sales tax, as indicated in Figure A.19.3. Sales tax accounts for about 19 percent of Berkeley’s general fund revenues, compared with the median of 30 percent. Sales tax revenue per capita was \$168 in FY 2001-02, 12 percent below the median.

Vehicle license fee revenues constitute eight percent of Berkeley’s general fund. Berkeley raises an above-average share of revenue from business and utility users’ taxes.

The City finances sewer maintenance and improvements with sewer service charges and general fund revenues. The City finances stormwater service primarily with stormwater assessments and secondarily with general fund revenues; stormwater project funds are inadequate, resulting in a \$23 million backlog in stormwater capital improvement projects. Solid waste fees are the primary financing source for refuse collection services. Recycling and landfill diversion services are financed by Measure D funds and recycling fees.



At the end of FY 2002-03, Berkeley’s direct long-term debt was \$1,522 per capita, compared with the 14-city median of \$493.⁸⁴ About half of the City’s debt is from general obligation bonds

⁸³ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

⁸⁴ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

used to finance fire stations, the Martin Luther King library, the Civic Center and various improvements. The City also has significant debt from lease revenue bonds used to finance a theater facility, a park and a park facility, as well as various redevelopment projects. The City's wastewater and stormwater enterprises had no outstanding bonded debt at the end of FY 2002-03. Berkeley received an "above-average" (A1) underlying credit rating from Moody's for its \$28 million lease revenue bond issue in 2003. This represented an improvement over other recent issues: Berkeley received a somewhat lower (A2) credit rating from Moody's for a \$9 million lease revenue bond issued in 1999, as well as a \$6 million lease revenue bond issued in 1994.⁸⁵

Berkeley's undesignated reserves for economic uncertainties at the end of FY 2002-03 were eight percent of general fund revenue, compared with the median reserve ratio of 13 percent. The City has a policy of maintaining unrestricted reserves of at least six percent of the general fund. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City's wastewater enterprise had unrestricted net assets of \$2 million at the end of FY 2002-03. The wastewater reserves amounted to 17 percent of the City's expenses in FY 2002-03; the City maintained approximately two months of working capital in its wastewater enterprise. The stormwater enterprise had unrestricted net assets of \$0.7 million at the end of FY 2002-03 or, in other words, had negligible reserves.

The City plans to spend \$7.6 million on sewer capital improvements and \$0.3 million on stormwater capital improvements annually, according to its capital improvement plan adopted in FY 04-05. The City finances utility-related capital projects with wastewater connection fees, reserves and service charges; stormwater projects are financed by assessments and general fund revenues. New developments must install and finance infrastructure on their own properties.

Due to increasing employee compensation and pension costs and limited revenue growth, Berkeley has faced general fund budget deficit challenges in the last several fiscal years. In FY 2004-05, the City closed a \$10 million budget deficit through expenditure cuts. The City anticipates additional cuts in the coming fiscal year to eliminate an anticipated \$8 million shortfall. The City's budget recovery strategy involves closure of non-essential services once a month, lay-offs, one-time salary reductions, a "hard" hiring freeze, a moratorium on all new expenditures, streamlining boards and commissions, and a review of City tax and fee collection methods.⁸⁶

The City of Berkeley participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. The City is a member of the East Bay Communities JPA, which conducts studies of infiltration and inflow into the wastewater collection systems of member agencies. As a member of the California Statewide Communities Development Authority, Berkeley has access to expertise and assistance in the issuance of tax-exempt bonds. Berkeley receives general liability insurance and other risk management services through its membership in the Bay Cities Joint Powers Insurance Authority. The Berkeley Joint Powers Financing Authority was created as a financing mechanism for City and Berkeley Redevelopment Agency projects. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

⁸⁵ The most recent update to Moody's ratings for past bond issues occurred in 2002.

⁸⁶ Kamlarz, 2005; Hill, 2003.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection services, and relies on EBMUD for wastewater treatment and disposal. The City inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City aims to implement a program in the near future to address problems with private sewer laterals. The City's engineers plan and design sewer rehabilitation projects.

Location

The City provides collection services within its boundaries. Like other paying customers, the UC Berkeley campus and the Lawrence Berkeley National Laboratory maintain the collection systems on their respective properties and connect to the City's system. Some Oakland and Albany sewers at the perimeter are connected to the City's system. Otherwise, the City does not provide service outside its boundaries.

Key Infrastructure

Key infrastructure includes 400 miles of sewer lines, of which 270 miles are main sewer lines. The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow. The City is working to upgrade its system to eliminate infiltration and inflow. The City has also eliminated all cross connections between the sewer and storm systems.

Table A.19.4. Berkeley Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct		
Wastewater Treatment		EBMUD		
Wastewater Disposal		EBMUD		
Service Area				
Collection: the area within the City's boundaries and some perimeter connections in Oakland and Albany.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: some perimeter connections in Oakland and Albany.				
Onsite Septic Systems in Service Area²				
None				
Septic Regulatory/Policies				
Every house and building shall have an independent connection to a city sewer main in the street or on the city sewer easement on private property.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	32,940	1,100	9.5	17.1
Residential	30,100	1,100	7.3	NA
Commercial	2,600	0	1.7	NA
Industrial	100	0	0.5	NA
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) The City reported no septic systems within bounds. 1990 Census documented 95 septic systems in the City; however, the City doubts the accuracy of the Census information.				

continued

Wastewater Infrastructure	
Regional Collaboration	
The City is a member of the East Bay Communities JPA. The JPA lead agency is EBMUD. The JPA has conducted infiltration and inflow studies.	
Facility Sharing Opportunities	
None identified.	
Wastewater Collection & Distribution Infrastructure	
Collection & Distribution Infrastructure	
Sewer Pipe Miles	400
Pumping Stations	6
Infrastructure Needs and Deficiencies	
Although 50 percent of the sewer system has been replaced in the last 20 years, upgrade and rehabilitation of the remainder is required until the entire system has been replaced. In spite of an ongoing infiltration and inflow program and fulfillment of compliance requirements, wet weather peak flows during heavy rain events remain very high due to infiltration and inflow. Aged private laterals in poor condition contribute to a very significant portion of the infiltration and inflow.	
Infiltration and Inflow	
The City is working to upgrade its system to eliminate infiltration and inflow. The City has also eliminated all cross connections between the sewer and storm systems. Sewer rehabilitation has enabled Berkeley to reduce service calls significantly. Berkeley will also consider adopting a policy in 2006 requiring upgrade of private sewers.	

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
12/18/2004	Road	Main sewer line overflow	1,100	No
12/13/2004	Other	Blocked sewer line	1,800	No
12/7/2004	Road	Blocked sewer line	2,000	No
7/12/2004	School	Sewer line break	2,000	Yes
5/5/2004	Road	Main sewer line break	NP	NP
1/16/2004	EBMUD property	Unknown cause	NP	NP
9/8/2003	School, Creek	Unknown cause	20	Yes
Service Adequacy Indicators				
Reported Spills	7	Sewer Overflows 2004 ²	8	
Sewer Overflow Rate ³	2.0	Sewer Miles/FTE	6	
Response Time Policy ⁴	<1 hr	Response Time Actual	1 hr	
Total Employees (FTEs)	65	Accounts/FTE	507	
Renewal/Replacement Rate ⁵	2%	O&M Costs/Account	\$250	
Regulatory Compliance Record				
The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow.				
Collection System Inspection Practices				
Berkeley conducts CCTV inspection of 10 miles of sewer line annually. Smoke testing, dye water flooding, flow monitoring, and physical inspection methods are also used.				
Service Challenges				
The main challenge for the City is the elimination of infiltration and inflow. Addressing deteriorated privately-owned sewer laterals (100 miles) is another challenge.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	2004	10 years		
Wastewater Collection Plan	Included in WWMP	10 years		
Capital Improvement Plan	FY 04/05 - 07/08	5 years		
General Plan (Resource)	2001	20 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Addressed in Compliance Plan.			
Seismic/Emergency Plan	None			
Wet Weather Flow Capacity Plan	Monitoring in place since 1980			
Other Relevant Plans				
Infiltration/Inflow Compliance Plan (1985)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Reported overflows in Berkeley include only overflows of 1,000 gallons or more.				
(3) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(4) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(5) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Collection Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Water Use: \$3.02 per ccf	\$36	12 ccf/month
Non-Residential			
Retail	Water Use: \$3.26 per ccf	\$123	38 ccf/month
Restaurant	Water Use: \$3.26 per ccf	\$95	29 ccf/month
Industrial	Water Use: \$2.52 per ccf	\$543	215 ccf/month
Rate Zones			
Collection rates are the same throughout the City.			
Rate-Setting Procedures			
Policy Description: Rate increases cover inflation and increased program costs. Rates have increased at about six percent annually for the last two years, in part to finance City efforts to require upgrade of private systems.			
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is flat. EBMUD fees also apply.		
Connection Fee Timing	Upon building permit issuance.		
Connection Fee Amount ³	Collection Only:	\$3,230	Total: \$3,835
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	General fee: City Council determines fee on a per project basis.		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount⁴	%	Amount
Total	\$13,649,491	100%	Total \$11,227,736
Rates & Charges	\$13,573,031	99%	Administration \$1,104,953
Property Tax	\$0	0%	O & M \$8,250,030
Grants	\$0	0%	Capital Depreciation \$1,872,753
Interest	\$76,460	1%	Debt \$0
Connection Fees	\$0	0%	Other \$0
Notes:			
(1) Rates include any relevant collection service charges, assessments and sewer parcel taxes. Average monthly charges are based on average consumption. Rates and demand information are rounded for presentation, but not for calculation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home. The "Collection Only" amount reflects collection charges only; the "Total" amount includes charges levied by the wholesale provider.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided.⁸⁷ The City provides flood control services through its stormwater program. The City is not in the ACFCD service area.

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are channels and pipes. Natural creeks—Codornices, Schoolhouse, Strawberry, Potter, Derby, and Temescal Creek—also provide a natural path for part of the stormwater run-off. The City is deferring most capital improvements due to lack of funding.

⁸⁷ EBMUD treats a portion of wet weather sewage flows caused by infiltration of rainwater into the sewage system through deteriorated community sewer pipes and improper storm drain connections.

Table A.19.5. Berkeley Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	City
Drainage System		Developed Area in 100-Year Flood Plain	
Storm runoff flows through pipes to San Francisco Bay. Natural creeks - Codornices, Cerrito, Strawberry and Temescal Creeks - also provide a path for stormwater		Along creeks on the University of California campus, particularly the north fork of Strawberry Creek. Portions of industrial and mixed-use areas in the northwest.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.15	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	1 hour	New Development and Construction	
Inlet Inspection Rate 2004	142%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	995	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	NP	Industrial and Commercial	non-compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	16,025	Regulatory	
Volume Removed (cu. yds.)	2,398	Permitted Industrial Dischargers	23
Maintenance		Permitted Construction Dischargers	3
Inlets Inspected	8,401	# of Businesses Inspected, FY 2003-04	126
Inlets Cleaned	8,401	# of Storm Drain Inlets	5,900
Service Financing		Stormwater Assessment	
Primary funding from stormwater assessments with some general fund support. Enterprise fund—Clean Storm Water Fund—used for accounting.		The assessment is calculated by multiplying parcel size (sq. ft.) by run-off factor. The charge for an average single family home is \$99.17.	
Service Challenges			
Achieving compliance with stormwater performance standards and funding needed capital improvements.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
78 Miles of Pipes and Culverts	poor	The system is over 80 years old and needs substantial improvement. There are over 500 trouble spots during rainstorms. Capital improvements have been postponed due to lack of funding.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City provides solid waste collection to residents directly and contracts with the Ecology Center for curbside recycling services. The City offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and recyclable collection services to residents. The City offers solid waste and recycling services to businesses; businesses choose their own private hauler for these services.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Vasco Road and Altamont Landfills in Livermore and the West Contra Costa Landfill in Richmond.

Key Infrastructure

The Berkeley Transfer Station in Berkeley is owned and operated by the City, and is reported to be in good condition. The transfer station provides a public self-hauling drop-off location, a used motor oil depository, and operates salvage and recycling programs. The transfer station is also used for transferring all city-collected refuse and plant debris to the landfills. There are no landfills in the City.

Table A.19.6. Berkeley Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Berkeley	weekly	weekly	open market																				
Recycling	Ecology Center	weekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<p style="text-align: center;">Solid Waste Disposed (Tons)</p> <table border="1"> <caption>Solid Waste Disposed (Tons) Data</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>125,000</td></tr> <tr><td>1996</td><td>120,000</td></tr> <tr><td>1997</td><td>135,000</td></tr> <tr><td>1998</td><td>130,000</td></tr> <tr><td>1999</td><td>125,000</td></tr> <tr><td>2000</td><td>140,000</td></tr> <tr><td>2001</td><td>145,000</td></tr> <tr><td>2002</td><td>130,000</td></tr> <tr><td>2003</td><td>115,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	125,000	1996	120,000	1997	135,000	1998	130,000	1999	125,000	2000	140,000	2001	145,000	2002	130,000	2003	115,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	125,000																					
		1996	120,000																					
		1997	135,000																					
		1998	130,000																					
		1999	125,000																					
		2000	140,000																					
		2001	145,000																					
2002	130,000																							
2003	115,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	No																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	Yes																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Berkeley provides weekly pickup of aluminum foil and pie plates.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	49%																						
	2001	52%																						
	2002	47%																						
Service Financing		Rates																						
Garbage service charges, recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	18.44																				
		Commercial rate (per cu. yd.)	\$	22.85																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Vasco Road Landfill	Livermore	68%	2022																					
W. Contra Costa Landfill	Richmond	21%	2004																					
Altamont Landfill	Livermore	6%	2025																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-20: CITY OF DUBLIN

The City of Dublin is a direct provider of stormwater services. The City contracts with Waste Management, Inc. for solid waste services. DSRSD provides retail water, wastewater collection and wastewater treatment services. The Zone 7 Water Agency provides wholesale water supplies from the Central Valley Project.

Public safety services provided by the Alameda County Fire District (fire protection and paramedic), the County Sheriff (police protection) and American Medical Response (ambulance transport) were reviewed in MSR Volume I. Other services provided by the City—street maintenance, park maintenance and recreation programming—and by the Alameda County Library District—library service—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Dublin incorporated on February 1, 1982. The City lies in the eastern portion of Alameda County, bordered by Contra Costa County to the north and the City of Pleasanton to the south.

Dublin's SOI was established by LAFCo in March of 1984. The SOI has been amended once; in September of 1990, the upper portion of Doolan Road near Croak Road was detached from Dublin's boundary and SOI. Dublin's SOI has not changed since 1990; however, its boundaries have been altered by the following annexations:

- 1,538 acres in eastern Dublin in 1994
- 503 acres in the Schaefer Ranch area in 1997
- 15 acres at the Quarry Lane School site in 2001
- 1,120 acres in eastern Dublin in 2002
- 107 acres east of Tassajara Road adjacent to northern city limits in 2003
- 108 acres in the Pinn project area in 2004
- 189 acres west of Tassajara Road in 2005.

Dublin voters adopted a western urban limit line in 2000, limiting land use west of the city limits to rural uses for a 30-year period. The City may approve General Plan amendments for residential development in this area if it makes determinations regarding utility service availability, effects on adjacent agricultural land, fiscal and aesthetic impacts. All proposed changes require a vote of the Dublin electorate. In addition, Alameda County voters adopted an urban growth boundary at the eastern end of Dublin's 2000 planning area that limits development outside that boundary.

The City of Dublin had a boundary land area of 12.6 square miles according to the 2000 Census. There have been recent annexations adding another 1.97 square miles to the City, increasing the territory to 14.57 square miles.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Dublin is a general law city operating under a council-manager form of government. The Dublin City Council consists of five members elected at large with four City Council members and the Mayor. Council members serve four-year terms and the Mayor serves a two-year term.

The Dublin City Council holds regular meetings on the first and third Tuesdays of each month. Council meetings are held in the Council Chamber located at Dublin's Civic Plaza.

To inform the public of City plans, programs and services, Dublin televises programs on local community TV. The programs include a Mayor's report to the community, annual City Council call-in programs, and a live broadcast of the bimonthly City Council meetings. City Council meeting agendas are posted at various locations throughout the City and on the City's website. The City of Dublin's website also includes information on City services and programs, lists City events, and displays past and current Council agendas. The City posts some public documents on its website, but does not post its complete budget or its CAFR.

The latest contested election was held in November 2004. The voter turnout rate was 81 percent, higher than the countywide voter turnout rate of 77 percent.

The City of Dublin demonstrated accountability in its disclosure of information and cooperated with LAFCo questionnaires. The agency responded to LAFCo's written questionnaires and cooperated with LAFCo map inquiries.

In the City of Dublin, general complaints can be submitted via its website, in writing to staff or elected officials, during public comment sessions at Council meetings, via telephone, call-in nights and comment cards. From July 1, 2002 to March 5, 2003, 32 complaints were tracked through the City Manager's office. The City reports that it regularly solicits citizen comments and circulates comments quarterly to City department heads.

To encourage and maintain open dialogues with the public and other public agencies, the City sets goals to communicate with and solicit input from the community regarding City services and activities. Efforts include producing an annual newsletter, modernizing and expanding the City's website, and planning and implementing City service open houses and community events.

GROWTH AND POPULATION PROJECTIONS

Figure A.20.1. Dublin Population & Job Base, 2005-25

Dublin’s population is 40,700 and its job base is 19,950, according to Census and ABAG data.

The population density for the City of Dublin is 2,828 per square mile. By comparison, Dublin’s density is lower than that in any of the other cities in the County, is lower than the 14-city median density of 4,992, but is 37 percent higher than the countywide density of 2,057 per square mile.

ABAG projects that the Dublin population will grow to 63,800 over the next 15 years and the job base will grow to 32,030, as depicted in Figure A.20.1.

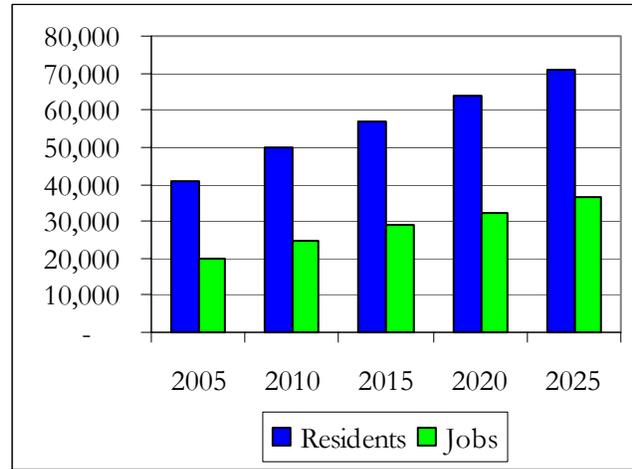
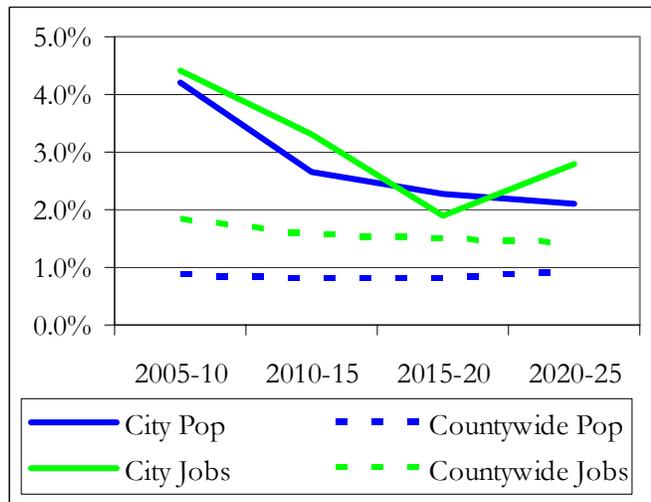


Figure A.20.2. Annual Population & Job Growth Rates, 2005-25

Per ABAG projections, population and jobs in Dublin are growing at a significantly higher rate compared to growth countywide. The growth rate in Dublin is expected to be significantly higher than countywide growth in both short-term and long-term, as depicted in Figure A.20.2.

The City’s General Plan indicates that Dublin has the potential to grow as predicted by ABAG. Dublin anticipates that as many as 32,500 additional residents and 28,100 additional jobs may be added in eastern Dublin. In western Dublin, the City anticipates modest growth of approximately 1,000 people in the Schaefer Ranch area.



As part of Dublin’s growth strategy, the City Council is implementing a smart growth approach to development by encouraging mixed use and higher density development adjacent to transit station and in transit opportunity areas. The Community Development Department implements this strategy by preparing necessary studies and plans and by providing assistance to developers, merchants and residents with planning issues within the City. The City’s growth and development plans include a 5-year affordable housing program, an open space implementation plan, and development of a policy and/or ordinance to accommodate more community facilities in the City. Demand management strategies include plans to increase development potential by allowing mixed uses of land with flexible development standards. The City plans to provide the needed infrastructure for all areas within its SOI through comprehensive infrastructure planning and fee programs.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City conducts regular evaluations of all franchise agreements, major service contracts and City personnel.

The City Council approves policy goals and objectives for each City department annually. The City Council has adopted a 10-year strategic plan. The comprehensive goals and objectives process includes bimonthly updates on all projects and allows City officials to monitor workload. City project reports provide a detailed summary of progress, expenditures, and staff services and needs. Each objective is rated as high, medium or low based on priority. For City Administration, goals are set to ensure smooth and efficient functioning of those services provided to the community.

The City goals also include working with other agencies on problems of area-wide concern and keeping abreast of legislation that impacts the City. The City does not conduct performance-based budgeting. The City General Plan was last updated in 2004 and has a planning time horizon of 20 years.

In the last five years, the City has received awards from the American Lung Association for transit-based developments, from the California Parks and Services Society, from the Northern California Planning Association and from the Government Finance Officers Association.

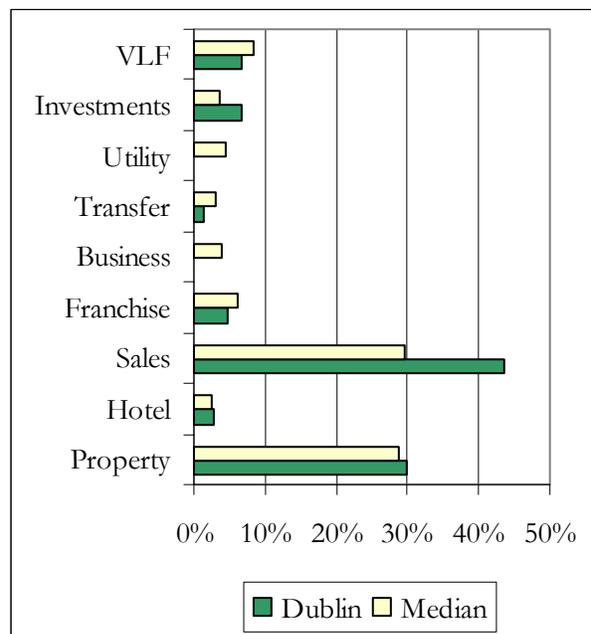
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Figure A.20.3. General Fund Revenue Sources, FY 2001-02

In FY 2001-02, Dublin received above-average general fund revenues, had a relatively low level of reserve funds, and a relatively low level of long-term debt compared with the 14-city median.

The City’s general fund revenues were \$41.3 million in FY 2004-05. The general fund amounts to \$1,046 per capita, compared with the 14-city median of \$897.⁸⁸ Dublin raises a relatively large share of revenue from sales and use tax, as indicated in Figure A.20.3. Sales tax accounts for 44 percent of general fund revenues in Dublin, compared with the median of 30 percent. Dublin sales tax revenue per capita was \$390 in FY 2001-02, more than double (106 percent higher than) the median.



⁸⁸ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

Vehicle license fees constituted seven percent of Dublin’s general fund. Dublin does not levy business and utility users’ taxes. Dublin could levy business and utility taxes, subject to majority voter approval.

The City finances stormwater service with general fund revenues. Although the City levied a stormwater assessment for several years, this assessment is no longer charged. Solid waste service is provided by private haulers and is not financed by the City. The City does provide franchise oversight and recycling services with revenue from Measure D funds, recycling fees and modest solid waste fees.

Dublin has no direct long-term debt, compared with the 14-city median of \$493 per capita.⁸⁹ When Dublin built its Civic Center, it financed the facility through Certificates of Participation, which the City has subsequently paid in full. Dublin received an “adequate” (BBB+) underlying credit rating from Standard and Poor’s in 1988 for its \$17 million Civic Center bond issue.

Dublin’s reserves set aside for economic uncertainties at the end of FY 2002-03 were four percent of general fund revenue, compared with the median reserve ratio of 13 percent. The City has in practice maintained contingency reserves of at least five percent, although the Council’s formal designation of reserves at this level did not occur until FY 2003-04. In FY 2003-04, the City’s reserve ratio was seven percent. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent.

There were no specific stormwater capital projects in the City’s FY 2004-05 capital improvement plans. Generally, Dublin finances infrastructure expansion through developer fees and utility underground work reimbursements. Developer fees collected by the City pay primarily for the City’s costs in upgrading traffic, public and community facilities, and fire infrastructure.

Dublin participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. The City shares an animal shelter with Pleasanton and Livermore. Dublin has collaborated with the Dublin Unified School District in the construction of a gymnasium. As a member of the California Statewide Communities Development Authority, Dublin has access to expertise and assistance in the issuance of tax-exempt bonds. The City receives general liability insurance coverage through the ABAG PLAN, which is governed by member municipalities. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City of Dublin provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control,

⁸⁹ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by residential population.

street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services for major flood control infrastructure (i.e., creeks and channels) from Zone 7 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are channels and pipes. Although stormwater flows into Alamo, Dublin, Tassajara, Koopman, and Donjan Canyon Creek, creek maintenance is primarily provided by the flood control district.⁹⁰

⁹⁰ See Chapter A-16 for information on creeks maintained by the relevant flood control service provider.

Table A.20.4. Dublin Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	Zone 7
Drainage System		Developed Area in 100-Year Flood Plain	
The City maintains inlets and pipes to carry stormwater to Alamo, Dublin, Tassajara, Koopman, Donjan, and Canyon Creeks, and through the flood control system.		Areas near Amador Valley Blvd. and Sinclair Freeway intersection including a residential area northwest of the intersection and a commercial area southwest of the intersection. Also, an industrial area northeast of the Dougherty Road and I-580 intersection.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.24	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	10 minutes	New Development and Construction	
Inlet Inspection Rate 2004	126%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	930	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	75	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	5,266	Regulatory	
Volume Removed (cu. yds.)	1,254	Permitted Industrial Dischargers	5
Maintenance		Permitted Construction Dischargers	18
Inlets Inspected	1,242	# of Businesses Inspected, FY 2003-04	93
Inlets Cleaned	304	# of Storm Drain Inlets	984
Service Financing		Stormwater Assessment	
General fund finances storm drain cleaning and street sweeping. Previously, the City relied on service charges.		No Assessment	
Service Challenges			
Keeping up with growth and meeting new pollution requirements as they are enacted.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Inlets and Pipes	very good	No identified needs.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement for solid waste collection and recycling services, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

Through its private hauler—Amador Valley Industries, the City offers weekly solid waste collection and recyclable collection services to residents and businesses.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. The hauler disposes most of the City's waste at the Altamont and Vasco Road Landfills in Livermore.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.20.5. Dublin Solid Waste Service Profile

Service Configuration					
Service	Provider	Single-Family	Multi-Family	Commercial ¹	
Solid Waste Collection	Amador Valley Industries	weekly	weekly	mandatory	
Recycling	Amador Valley Industries	weekly	weekly	open market	
Service Demand		Recycling Efforts			
<p style="text-align: center;">Solid Waste Disposed (Tons)</p>		Resid. Curbside Recyclable	Yes		
		Resid. Curbside Greenwaste	Yes		
		Resid. Curbside Hazardous Waste	No		
		Comm. On-Site Recyclable	Yes		
		Comm. On-Site Greenwaste	Yes		
		Food Waste Composting	Yes		
		Other Efforts		None	
Landfill Diversion Rate					
	Year				Rate
IWMA Requirement ²	2000				50%
Actual Diversion ³	2000				54%
	2001				55%
	2002	51%			
Service Financing		Rates			
Recycling fees, Measure D funds, solid waste fees		Residential rate (per month) ⁴	\$	10.15	
		Commercial rate (per cu. yd.)	\$	10.87	
Disposal Facilities 2003					
Facility Name	Location	Share ⁵	Estimated Closure Date		
Altamont Landfill	Livermore	78%	2025		
Vasco Road Landfill	Livermore	12%	2022		
Potrero Hills Landfill	Suisun City	9%	2058		
Notes:					
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.					
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.					
(3) Board-approved diversion rate.					
(4) The residential rate is for a 30-35 gallon cart.					
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.					

CHAPTER A-21: CITY OF EMERYVILLE

Emeryville is a direct provider of wastewater collection and stormwater services. The City contracts with Waste Management, Inc. for solid waste services. EBMUD provides water and wastewater treatment and disposal services.

Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services provided by the City—street maintenance, park maintenance and recreation programming—and by Oakland—library service—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Emeryville incorporated in 1896. The City lies in the western portion of Alameda County, bordered to the north by the City of Berkeley and to the southwest by the City of Oakland.

Emeryville's SOI was established by LAFCo on September 15, 1983 and is coterminous with the City's boundaries. No subsequent boundary or SOI changes have occurred.

The City of Emeryville has a boundary land area of 1.2 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Emeryville is a general law city and operates as a council-city manager form of government.

The Emeryville City Council has five members elected at large for four-year terms. The Mayor and Vice-Mayor are selected by the council members every year. The City Council members also serve as the Emeryville Redevelopment Agency.

City Council meetings are held on the first and third Tuesdays of each month.

To inform the public of City plans, programs and services, the City of Emeryville has a local cable channel that broadcasts live and replays City Council meetings. The City's website lists Council and Committee agendas, a schedule of City meetings, a monthly calendar of events, and information on all City departments. City Council action recaps are available through the City's website. The City updates constituents with a bimonthly newsletter.

The City discloses public documents on its website, which includes the City Code and Ordinances, City plans, financial and policy documents, and a calendar of City events and news. The website also includes a One Stop Interactive Resource Information System (OSIRIS). OSIRIS is a new web application that allows interested parties to access parcel information on land use and zoning, environmental status, real estate listings, and public art. It acts as an interactive tool for residents and developers that will simplify and speed up the information-gathering process. The information is displayed in a user-friendly, Geographical Information Systems (GIS) web interface designed to be used by the general public.

The most recent contested election was held in November 2003. The voter turnout rate was 25 percent, higher than the countywide voter turnout rate of 22 percent.⁹¹

The City of Emeryville demonstrated partial accountability in its disclosure of information and cooperation with LAFCo questionnaires. The agency responded to LAFCo’s written questionnaires and participated in interviews.

In general, citizen complaints are received via telephone and email. The City Council, City Manager, and Department phone numbers and email addresses are listed on the City’s webpage and in the bimonthly newsletter.

GROWTH AND POPULATION PROJECTIONS

Figure A.21.1. Emeryville Population & Jobs, 2005-25

There are 8,000 residents and 19,950 jobs in Emeryville, according to Census and ABAG data.

Emeryville’s population density is 6,557 per square mile, higher than the 14-city median density of 4,992.

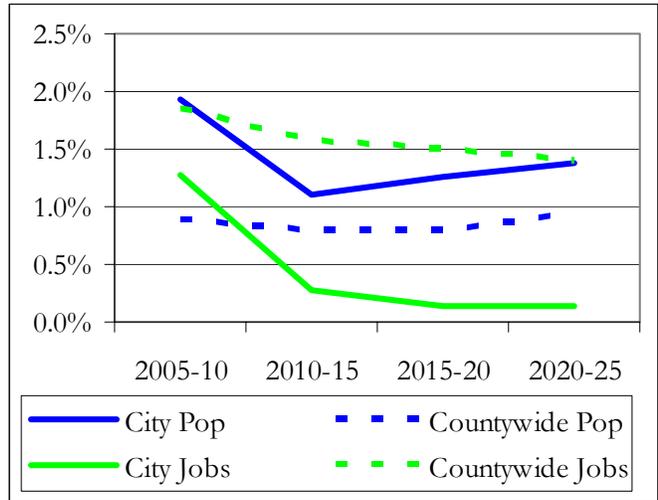
In the next 15 years, Emeryville’s population is expected to grow to 9,900 and the job base is expected to grow to 21,900, per ABAG, which is over twice as high as the residential population, as shown in Figure A.21.1.



⁹¹ Voter turnout rates tend to be lower for elections that do not include major federal and state positions, as was the case for this election.

Figure A.21.2. Annual Population & Job Growth Rates, 2005-25

The Emeryville population is expected to increase faster than the countywide population in both the short- and long-term, as depicted in Figure A.21.2. The Emeryville job base is expected to grow more slowly than the countywide job base and to grow more slowly over the long-term.



Growth areas in the City of Emeryville include redevelopment housing projects on 36th and San Pablo Avenue and mixed-use redevelopment on the former King Midas Card Club site. Bay Street is another growth area where five parcels are being redeveloped into a regional retail center with associated residential development.

The City of Emeryville’s growth management polices include zoning ordinances and Redevelopment Agency policies and programs that encourage infill and conversion of industrial land to denser commercial and residential use.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City monitors workload using productivity software and management systems. The agency did not provide any additional details regarding productivity, workload and performance monitoring.

The Emeryville City Council adopts policy plans and goals that are implemented as part of its annual budget. The budget contains narrative describing goals and objectives for the next year, along with prior year achievements. Outside management audits are conducted on City departments. The City does not conduct performance-based budgeting. The City General Plan was last updated in 1987 and has a planning time horizon of 20 years.

The City received the Bangemann Global Award for best use of information technology to disseminate environmental information to the public for the City’s Brownfields program.

FINANCING CONSTRAINTS AND OPPORTUNITIES

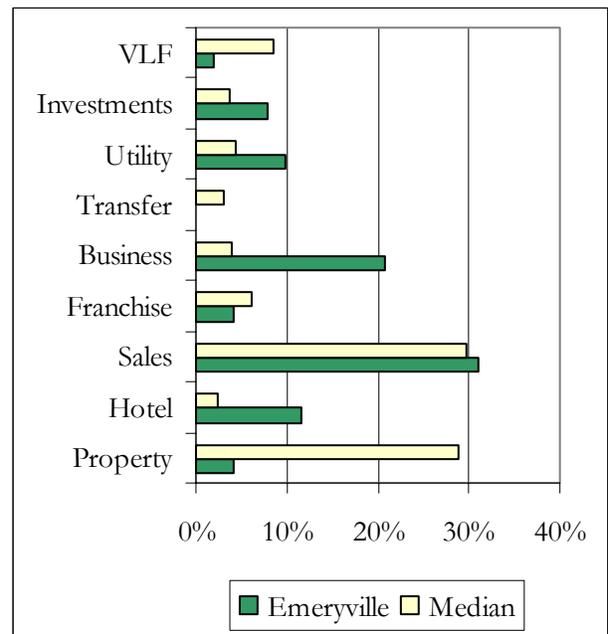
Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Emeryville operates on a relatively high level of general fund revenues, with a relatively high level of reserve funds, and a high level of long-term debt compared with the 14-city median.

Figure A.21.3. General Fund Revenue Sources, FY 2001-02

The City's projected general fund revenues were \$26.2 million in FY 2004-05. The general fund amounts to \$1,392 per capita, compared with the 14-city median of \$897.⁹² Emeryville raises an average share of revenue from sales and use tax, as indicated in Figure A.21.3. Sales tax accounts for 31 percent of general fund revenues in Emeryville, compared with the median of 30 percent. Sales tax revenue per capita was \$378 in FY 2001-02—twice the median.

Vehicle license fee revenue constitutes two percent of Emeryville's general fund. Emeryville raises a relatively high share of revenue from utility users' taxes, business and transient occupancy taxes. Emeryville raises a below-average share of revenue from property taxes due to its extensive redevelopment activities.



The City finances sewer maintenance and improvements with sewer service charges and connection fees. The City is contemplating an increase in its sewer charges, which have not been increased since 1995. The City finances stormwater service with general fund revenues, and does not levy a stormwater assessment. The City is discussing a regional stormwater funding strategy with the ACFCD. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

Emeryville's long-term debt (excluding redevelopment debt) per capita was \$384, compared with the 14-city median of \$493.⁹³ Although the City had \$126 million in outstanding government debt at the end of FY 2002-03, nearly all of this debt is associated with redevelopment borrowing and is repaid from property tax increments as opposed to the City's general fund.⁹⁴ About six percent of the City's long-term debt is associated with a \$7 million lease revenue bond issued in 1998 to finance its Civic Center improvements. The City's wastewater enterprise had \$0.2 million in long-term debt at the end of FY 2002-03, consisting of a State Revolving Fund loan used to finance sewer replacement projects. Emeryville has not received an underlying financial rating; insured financial ratings reflect bond insurance approaches, not the creditworthiness of the issuer.

⁹² General fund revenues per capita are based on the 24-hour population including both residents and employees, and utilizing FY 2004-05 budget data. Due to its sizable commercial population, the 24-hour population metric has been used to compare Emeryville indicators on a per capita basis with other jurisdictions. For a complete discussion of the 24-hour population and measurement issues, refer to Chapter 2 of the main report.

⁹³ This ratio represents long-term indebtedness from governmental activities (excluding redevelopment debt) as of June 30, 2003 divided by the 24-hour population.

⁹⁴ There is a relationship between redevelopment and the general fund in that the more property included in the redevelopment area, the less property tax is received by the general fund.

Emeryville's undesignated and contingency reserves at the end of FY 2002-03 were 29 percent of general fund revenue, compared with the median reserve ratio of 13 percent. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City's wastewater enterprise had unrestricted net assets of \$2 million at the end of FY 2002-03. The wastewater reserves amounted to 249 percent of the City's expenses in FY 2002-03; the City maintained approximately 30 months of working capital in its wastewater enterprise.

The City spends \$0.4-0.7 million annually on sewer rehabilitation capital projects and \$0.2-0.3 million on stormwater capital projects. The City finances wastewater-related capital projects with wastewater connection fees, State Revolving Fund loans and service charges. Stormwater capital projects are financed by ACFCD, private developers and general fund revenues. New developments must install and finance infrastructure on their own properties.

The City participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. The City is a member of the East Bay Communities JPA, which conducts studies of infiltration and inflow into the wastewater collection systems of member agencies. As a member of the California Statewide Communities Development Authority, Emeryville has access to expertise and assistance in the issuance of tax-exempt bonds. The City receives general liability insurance coverage through its membership in the Bay Cities Joint Powers Insurance Authority, and workers compensation excess insurance through the Local Agency Workers' Excess Compensation Joint Powers Authority. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection services and relies on EBMUD for wastewater treatment and disposal. On behalf of the City, Alameda County Environmental Health Department conducts an industrial and illicit discharge commercial inspection program. The City inspects, cleans and repairs sewer structures such as pipes and manholes, using private contractors to clear major blockages. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines; these services are primarily provided by private contractors. The City aims to implement a program in the near future to address problems with private sewer laterals. The City's engineers plan and design sewer rehabilitation projects.

Location

The City provides services within its boundaries and does not provide wastewater collection services outside its boundaries.

Key Infrastructure

Key infrastructure includes 15 miles of sewer lines, of which all are main sewer lines. The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow. The City is working to upgrade its system, has rehabilitated 9.5 miles of its sewer mains, and has eliminated all cross connections between the sewer and storm systems.

Table A.21.4. Emeryville Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type	Service Provider(s)			
Wastewater Collection	Direct & Private			
Wastewater Treatment	EBMUD			
Wastewater Disposal	EBMUD			
Service Area				
Collection: coterminous with the City's boundary.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: none				
Onsite Septic Systems in Service Area²				
None				
Septic Regulatory/Policies				
Every inhabited property must connect to the sewer line if the property abuts a street with a current or planned sewer.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	3,718	0	1.2	NP
Residential	3,217	0	0.5	NP
Commercial	212	0	0.6	NP
Industrial	289	0	0.2	NP
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented five septic systems in the City.				

continued

Wastewater Infrastructure	
Regional Collaboration	
The City is a member of the East Bay Communities JPA. The JPA lead agency is EBMUD. The JPA has conducted infiltration and inflow studies.	
Facility Sharing Opportunities	
None identified.	
Wastewater Collection & Distribution Infrastructure	
Collection & Distribution Infrastructure	
Sewer Pipe Miles	15
Pumping Stations	1
Infrastructure Needs and Deficiencies	
Deteriorated sewer mains require replacement or rehabilitation to reduce infiltration of rainwater into the sewage system. There is one overflow location identified by RWQCB as a high threat; the City has made required repairs and there have been no subsequent overflows. Other capital improvement priorities include rehabilitation of main lines and a force main on Powell Street and renovation of a 30-year-old lift station.	
Infiltration and Inflow	
The City is working to upgrade its system to eliminate infiltration and inflow. The City has rehabilitated 9.5 miles of its sewer mains. The City has also eliminated all cross connections between the sewer and storm systems. The City installed flow meters in FY 04-05 to measure future flows.	

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
11/29/2004	Road	Broken pipe	500	No
11/23/2004	Restaurant	Blocked sewer line	800	Yes
Service Adequacy Indicators				
Reported Spills		2	Sewer Overflows 2004	0
Sewer Overflow Rate ²		0	Sewer Miles/FTE	5
Response Time Policy ³		asap	Response Time Actual	1-2 hrs
Total Employees (FTEs)		3	Accounts/FTE	1,239
Renewal/Replacement Rate ⁴		2%	O&M Costs/Account	\$128
Regulatory Compliance Record				
The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow.				
Collection System Inspection Practices				
Emeryville conducts CCTV inspection of one and one half miles of sewer lines annually.				
Service Challenges				
The main challenge for the City is the elimination of infiltration and inflow.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	None			
Wastewater Collection Plan	None			
Capital Improvement Plan	FY 01/02 - 05/06	5 years		
General Plan (Resource)	1987	20 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	None			
Seismic/Emergency Plan	None			
Wet Weather Flow Capacity Plan	None			
Other Relevant Plans				
Infiltration/Inflow Compliance Plan (1985); Sanitary Sewer Inventory (FY 01-02)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Collection Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Annual: \$96	\$8	12 ccf/month
Non-Residential			
Retail	Water Use: \$1.25 per ccf	\$47	38 ccf/month
Restaurant	Water Use: \$1.25 per ccf	\$36	29 ccf/month
Industrial	Water Use: \$1.25 per ccf	\$269	215 ccf/month
Rate Zones			
Collection rates are the same throughout the City.			
Rate-Setting Procedures			
Policy Description: Council discretion			
Last Rate Change: mid-1990s		Frequency of Rate Changes: Occasional	
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is flat; non-residential fees are based on the number of plumbing fixtures. EBMUD fees also apply.		
Connection Fee Timing	Upon building permit issuance.		
Connection Fee Amount ³	Collection Only:	\$746	Total: \$1,351
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount ⁴	%	Amount
Total	\$1,041,383	100%	Total \$654,177
Rates & Charges	\$767,334	74%	Administration \$76,500
Property Tax	\$0	0%	O & M \$474,119
Grants	\$0	0%	Capital Depreciation \$79,029
Interest	\$90,209	9%	Debt \$17,720
Connection Fees	\$159,311	15%	Other \$6,809
Notes:			
(1) Rates include any relevant collection service charges, assessments and sewer parcel taxes. Average monthly charges are based on average consumption. Rates and demand information are rounded for presentation, but not for calculation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home. The "Collection Only" amount reflects collection charges only; the "Total" amount includes charges levied by the wholesale provider.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City of Emeryville provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City has a contract with the Alameda County Department of Environmental Health to conduct inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided.⁹⁵ The City receives flood control services from Zone 12 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are channels and pipes. Although stormwater flows into Temescal Creek, creek maintenance is primarily provided by the flood control district.⁹⁶ A storm drain reconstruction program is planned for the City.

⁹⁵ EBMUD treats a portion of wet weather sewage flows caused by infiltration of rainwater into the sewage system through deteriorated community sewer pipes and improper storm drain connections.

⁹⁶ See Chapter A-16 for information on creeks maintained by the relevant flood control service provider.

Table A.21.5. Emeryville Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	Alameda County Environmental Health
Stormwater Treatment	None	Flood Control	ACFCD, Zone 12
Drainage System		Developed Area in 100-Year Flood Plain	
Storm drains flow to channels and Temescal Creek and to the San Francisco Bay.		None	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.2	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 1 hour	New Development and Construction	
Inlet Inspection Rate 2004	463%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	yes
Prevention: Open Space Litter Control		Source/Treatment Controls	none
Litter Removed (cu. yds.)	6,009	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	6,000	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	1,796	Regulatory	
Volume Removed (cu. yds.)	365	Permitted Industrial Dischargers	7
Maintenance		Permitted Construction Dischargers	3
Inlets Inspected	1,041	# of Businesses Inspected, FY 2003-04	35
Inlets Cleaned	1,041	# of Storm Drain Inlets	225
Service Financing		Stormwater Assessment	
General fund pays expenses. No stormwater assessments in place. City is working with ACFCD to develop a regional funding strategy.		No Assessment	
Service Challenges			
Need increased system capacity, capital improvements need funding, more stringent NPDES permit requirements.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Pipes and Channels	fair	Need increased flow capacity at several points and to begin storm drain reconstruction program.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City franchise agreements also provide refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

Through its private hauler—Waste Management, Inc., the City offers weekly solid waste collection and recyclable collection services to residents as well as recyclable collection services to small businesses. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Altamont and Vasco Road Landfills in Livermore and the Keller Canyon Landfill in Pittsburgh.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.21.6. Emeryville Solid Waste Service Profile

Service Configuration				
Service	Provider	Single-Family	Multi-Family	Commercial ¹
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory
Recycling	Waste Management, Inc.	weekly	weekly	open market
Service Demand		Recycling Efforts		
<p style="text-align: center;">Solid Waste Disposed (Tons)</p>		Resid. Curbside Recyclable	Yes	
		Resid. Curbside Greenwaste	Yes	
		Resid. Curbside Hazardous Waste	Yes	
		Comm. On-Site Recyclable	Yes	
		Comm. On-Site Greenwaste	No	
		Food Waste Composting	Yes	
		Landfill Diversion Rate		Other Efforts
	Year	Rate	Emeryville provides weekly pickup of #3-7 plastics.	
IWMA Requirement ²	2000	50%		
Actual Diversion ³	2000	48%		
	2001	55%		
	2002	54%		
Service Financing		Rates		
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	10.42
		Commercial rate (per cu. yd.)	\$	14.77
Disposal Facilities 2003				
Facility Name	Location	Share ⁵	Estimated Closure Date	
Altamont Landfill	Livermore	67%	2025	
Keller Canyon Landfill	Pittsburgh	29%	2030	
Vasco Road Landfill	Livermore	2%	2022	
Notes:				
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.				
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.				
(3) Board-approved diversion rate.				
(4) The residential rate is for a 30-35 gallon cart.				
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.				

CHAPTER A-22: CITY OF FREMONT

Fremont is a direct provider of stormwater services. The City contracts with Union Sanitary District to perform some elements of the City’s stormwater program, including inspections for illicit discharges from industrial users. The City contracts with Browning Ferris Industries for solid waste services. ACWD provides retail and wholesale water service, with additional wholesale water supplies purchased from the State Water Project and San Francisco Public Utilities Commission. Union Sanitary District provides wastewater collection and treatment; wastewater disposal is provided by the East Bay Dischargers Authority.

Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services provided by the City—street maintenance, park maintenance and recreation programming—and by the Alameda County Library District—library service—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Fremont incorporated on January 23, 1956. The City lies in the southern portion of Alameda County, bordered by the cities of Milpitas to the south and Union City and Hayward to the north.

LAFCo adopted Fremont’s SOI on April 19, 1979. The adopted SOI was not coterminous with the City’s boundaries along its hilly eastern border. Three areas outside Fremont’s eastern border were included in the SOI: the area between Mission Peak and Monument Peak, a Vargas Plateau area in the vicinity of Interstate 680, and a small northeastern area between the City boundary and Morrison Canyon Road. In addition, an area inside Fremont’s eastern boundary in the Mission Creek area was excluded from the SOI.

Subsequent to the SOI adoption, LAFCo approved annexation of the small area between the City boundary and Morrison Canyon Road in 1985. In 1988, LAFCo approved annexation of the Eilbacher property, which had been under Williamson Act contract until 1988.

In 1998, LAFCo approved an SOI amendment and reorganization affecting a small area of one-fifth of an acre that was detached from Union City and annexed to Fremont, but did not remove this area from Union City’s SOI.

The City of Fremont has a boundary land area of 76.7 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process,

public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

The City of Fremont is a general law city with a council-city manager form of government.

The Fremont City Council has five at-large members with staggered four-year terms. The Mayor serves a four-year term and is elected directly by the voters. The City Council meets four times a month on the first through fourth Tuesdays.

City Council meetings are broadcast live on the municipal cable television channel. Minutes are posted on the City website. The City's website, television channel and community newsletter (published three times a year) are used to keep constituents and customers informed of City plans, policies, services and programs.

The latest contested election was in November 2004. The voter turnout rate was 76 percent, slightly lower than the countywide voter turnout rate of 77 percent.

The City of Fremont demonstrated accountability in its disclosure of information with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaire and document requests and participated in interviews.

Customers can submit complaints via the website or call the City Manager's office.

GROWTH AND POPULATION PROJECTIONS

Figure A.22.1. Fremont Population & Job Base, 2005-25

In Fremont, there are 211,100 residents and 96,530 jobs, according to Census and ABAG data.

Fremont has the second lowest population density of all the incorporated areas in the County, only 2,753 people per square mile. By comparison, the median city density is 4,992.

In the next 15 years, Fremont’s population is expected to grow to 236,900 and its jobs base is projected to increase to 136,770, as indicated in Figure A.22.1.

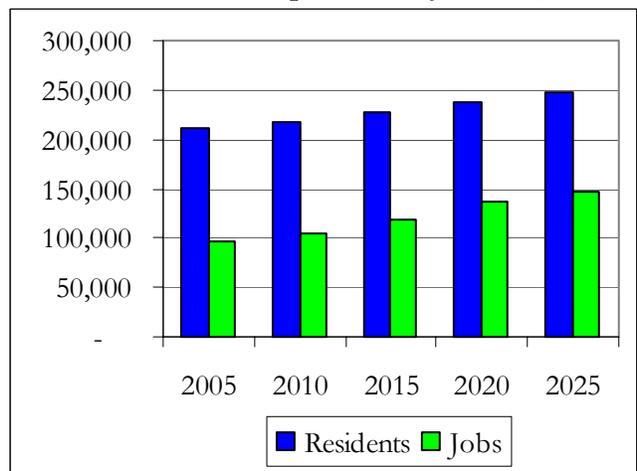
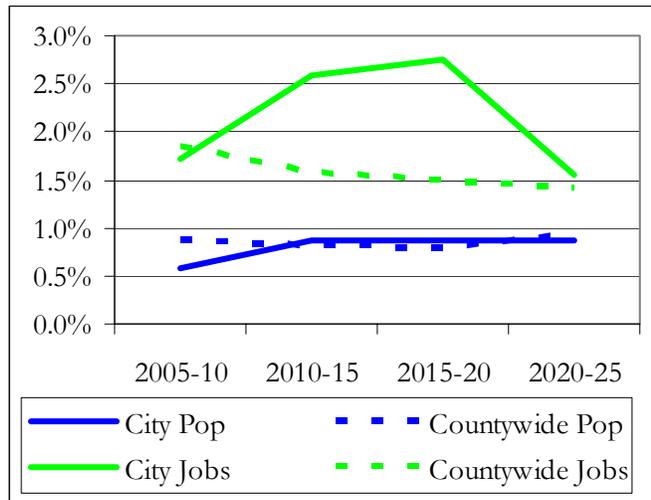


Figure A.22.2. Annual Population & Job Growth Rates, 2005-25

Per ABAG projections, Fremont’s population is expected to grow somewhat slower than the countywide population in the short- and long-term, as indicated in Figure A.22.2. Fremont’s job base is expected to grow more slowly than the countywide job base in the short-term, but more quickly in the long-term.



Fremont’s growth is expected to occur primarily through infill development, redevelopment, and conversion and intensification opportunities throughout the community. The City also retains a large supply of industrially designated land, primarily located westerly of I-880 but also between I-880 and I-680 south of Auto Mall Parkway. These industrial areas are expected to accommodate the majority of employment growth over the next 20 years.

Fremont anticipates growth to be limited due to a dwindling supply of vacant land. Future residential development is expected to be infill, as the large parcels available for subdivision have been developed. Fremont provides a density bonus of up to 25 percent for affordable housing projects. The City anticipates continued industrial growth.

In assessing growth and service needs, the City analyzes the growth model results in its strategic plan prepared every five years.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City Council discusses its priorities regularly with the City Manager. The City conducts annual reviews of departmental service objectives. The City reports that it monitors workload by tracking staffing per capita as a productivity measure.

Fremont incorporates community priorities and interests into its budget process. The budget includes initiatives underway, challenges for the next year and prior year accomplishments.

In 2002, the Fremont City Council adopted a strategic plan that outlines the City’s vision with long-term goals and short-term objectives. The plan outlines key goals and service objectives for the next five years. The City Manager establishes objectives for change and improvement each fiscal year for each City department. The City does not conduct performance-based budgeting. The City General Plan was last updated in 1991 and has a planning time horizon of 20 years.

The City recently expanded its employee development and training programs to promote committed, skilled and responsive employees. The City also created a Leadership Academy in order to develop leadership potential among existing staff.

In 1997, Fremont received the All-America City award for collaboration between the City's individuals, businesses and community organizations. In 2001, the City received a Helen Putnam award from the California League of Cities for its economic development program.

FINANCING CONSTRAINTS AND OPPORTUNITIES

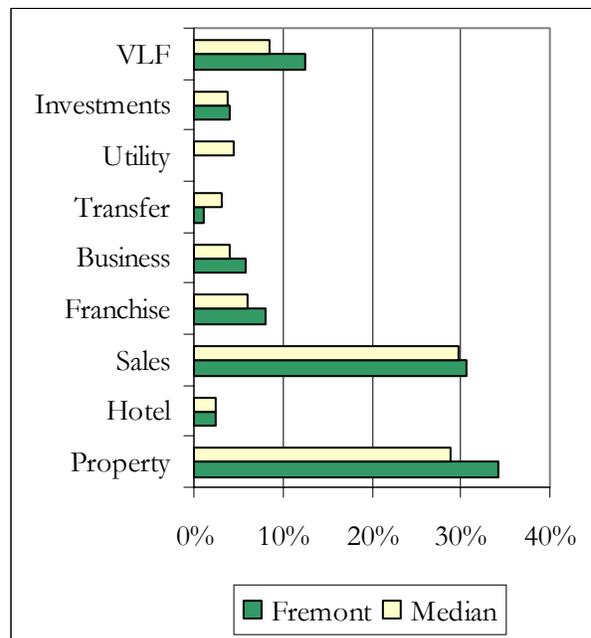
Agency financing constraints and opportunities compare a community's public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Fremont operates on a relatively low level of general fund revenues, with a relatively high level of reserve funds, and a relatively high level of long-term debt compared with the 14-city median.

Figure A.22.3. General Fund Revenue Sources, FY 2001-02

The City's budgeted general fund revenues were \$105.8 million in FY 2004-05. The general fund amounts to \$503 per capita, compared with the 14-city median of \$897.⁹⁷ Fremont raises an average share of revenue from sales and use tax, as indicated in Figure A.22.3. Sales tax accounts for 31 percent of general fund revenues in Fremont, compared with the median of 30 percent. Sales tax revenue per capita was \$137 in FY 2001-02.

Vehicle license fees constitute 13 percent of Fremont's general fund. Fremont raises an above-average share of revenue from property and transient occupancy taxes. Fremont does not currently levy a utility users' tax and could increase revenues if a majority of voters approved imposition of a utility users' tax.



The Union Sanitary District finances sewer maintenance and improvements in the city limits with sewer service charges and connection fees. The City finances stormwater service with stormwater assessments and grant revenues. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services.

Fremont's direct long-term debt per capita was \$733 at the end of FY 2002-03, compared with the 14-city median of \$493.⁹⁸ Subsequently issued debt includes a \$22 million lease revenue bond issued in July 2003. Most of the City's debt is related to bonds issued to finance a police detention facility, police facility improvements, fire station, maintenance center and City Hall facilities. The

⁹⁷ General fund revenues per capita are based on residential population and FY 2004-05 budget data.

⁹⁸ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population, and excludes debt from redevelopment activities. Subsequently issued debt was not included in the debt per capita indicator due to a lack of comparable information on the proportion of subsequently issued debt that has been defeased (i.e., paid off).

City’s underlying financial ratings are “very strong” (Aa2) from Moody’s and “strong” (AA-) from Standard and Poor’s.

Stormwater capital improvement projects are funded by gas tax and stormwater assessment revenue. Infrastructure expansion is financed through developer fees, specifically park dedication, park facility, fire impact, traffic impact and capital facility fees. These fees are levied on all new development in the City to pay for the construction and improvement of public facilities related to growth. Fees collected in FY 2001-02 were 60 percent lower than the amount collected in the prior fiscal year, apparently due to the weak Silicon Valley economy. During high-growth years, the City accumulated significant balances in its development impact fee funds and plans to use the funds for a park improvement program and other capital facilities related to the impacts of new development.

Fremont’s available reserves—undesignated and designated for economic uncertainties and contingencies—at the end of FY 2002-03 were 24 percent of general fund revenue, compared with the median reserve ratio of 13 percent. The City’s policy is to maintain contingency reserves of at least 12.5 percent of general fund expenditures, including transfers. In FY 2002-03, the City created a \$6.2 million reserve fund for budget uncertainties. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent.

Due to increased CalPERS rates, the tech sector recession and State takeaways, the City has made budget cuts in the last several fiscal years. In FY 2004-05, the City used most of its remaining fund balance and one-time revenues to close a budget gap. In FY 2003-04, the City cut 20 percent of its budget, with cuts to all departments throughout the organization. Currently, the City seeks new revenue sources to restore service levels.

The City participates in joint financing arrangements through various Joint Powers Authorities (JPAs) and multi-agency groups. As a member of the California Statewide Communities Development Authority, Fremont has access to expertise and assistance in the issuance of tax-exempt bonds. The City receives general liability insurance coverage through its membership in the California Joint Powers Risk Management Authority, and workers compensation excess insurance through the Local Agency Workers’ Excess Compensation JPA. The City is also a member of the Southern Alameda County GIS JPA. City employees are eligible to participate in pension plans offered by the California Public Employees Retirement System—a multiple-employer defined benefit pension plan.

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City of Fremont provides stormwater maintenance services, including blockage removal, cleaning of stormwater inlets, and preventive maintenance services including open space litter control, street sweeping and inspection of stormwater inlets. Through a contract with Union Sanitary District, the City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system.

Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services from Zones 5 and 6 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are channels and pipes. Although stormwater flows into Laguna, Irvington, Sabercat and Mission Creek, creek maintenance is primarily conducted by the flood control district.⁹⁹

⁹⁹ See Chapter A-1 for information on creeks maintained by the relevant flood control service provider.

Table A.22.4. Fremont Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	Union Sanitary District
Stormwater Treatment	None	Flood Control	ACFCD, Zones 5, 6
Drainage System		Developed Area in 100-Year Flood Plain	
Storm drains flow through Laguna, Irvington, Sabercat, and Mission Creeks to the San Francisco Bay.		Industrial areas between I-880 and Warren Ave., Niles Canyon, Mission Creek subdivision and areas around Lake Elizabeth, areas along Olive Ave. east of I-680, and a portion of northeastern residential areas adjacent to hillsides.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.37	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 1 hour	New Development and Construction	
Inlet Inspection Rate 2004	78%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	808	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	2,423	Industrial and Commercial	complaint
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	28,925	Regulatory	
Volume Removed (cu. yds.)	10,738	Permitted Industrial Dischargers	60
Maintenance		Permitted Construction Dischargers	30
Inlets Inspected	4,693	# of Businesses Inspected, FY 2003-04	438
Inlets Cleaned	4,693	# of Storm Drain Inlets	6,000
Service Financing		Stormwater Assessment	
Urban Runoff Clean Water Program financed by stormwater fees and grants. Street sweeping funded partially by solid waste fees.		The assessment is calculated by multiplying parcel size (acres) by run-off factor. The charge for an average single family home is \$13.50. There is a higher run-off factor for commercial or industrial properties.	
Service Challenges			
NP			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Pipes and Channels	fair	Need to address localized ponding and improper siphoning in some areas.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. The City has a contract for landfill disposal at the Tri-Cities Recycling and Disposal Facility, which is owned and operated by Waste Management, Inc. In addition, the City provides refuse collection at city-owned park facilities.

Through its private hauler—Browning-Ferris Industries, the City offers weekly solid waste collection and recyclable collection services to residents, and weekly commercial refuse collection. The City requires businesses to use the private hauler for solid waste collection; businesses can choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Tri-Cities Recycling and Disposal facility in Fremont.

Key Infrastructure

The Tri-Cities Recycling and Disposal facility in Fremont is owned and operated by Waste Management, Inc. The facility includes a landfill and materials recovery facilities. The facility only accepts materials from the cities of Fremont, Newark and Union City.

Table A.22.5. Fremont Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Browning-Ferris Industries	weekly	weekly	mandatory																				
Recycling	Browning-Ferris Industries	weekly	varies	open market																				
Service Demand		Recycling Efforts																						
<p style="text-align: center;">Solid Waste Disposed (Tons)</p> <table border="1"> <caption>Solid Waste Disposed (Tons) Data</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~180,000</td></tr> <tr><td>1996</td><td>~180,000</td></tr> <tr><td>1997</td><td>~180,000</td></tr> <tr><td>1998</td><td>~190,000</td></tr> <tr><td>1999</td><td>~180,000</td></tr> <tr><td>2000</td><td>~180,000</td></tr> <tr><td>2001</td><td>~160,000</td></tr> <tr><td>2002</td><td>~150,000</td></tr> <tr><td>2003</td><td>~150,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~180,000	1996	~180,000	1997	~180,000	1998	~190,000	1999	~180,000	2000	~180,000	2001	~160,000	2002	~150,000	2003	~150,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	~180,000																					
		1996	~180,000																					
		1997	~180,000																					
		1998	~190,000																					
1999	~180,000																							
2000	~180,000																							
2001	~160,000																							
2002	~150,000																							
2003	~150,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	Yes																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Fremont provides weekly pickup of used motor oil and oil filters. In addition, Residential customers can recycle food waste in the greenwaste cart picked-up weekly.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	62%																						
	2001	63%																						
	2002	63%																						
Service Financing		Rates																						
Recycling fees		Residential rate (per month) ⁴	\$	22.41																				
		Commercial rate (per cu. yd.)	\$	15.21																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Tri-Cities Recycling-Disposal	Fremont	94%	2006																					
Vasco Road Landfill	Livermore	4%	2022																					
Potrero Hills Landfill	Suisun City	0%	2058																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-23: CITY OF HAYWARD

The City of Hayward is a direct provider of water, wastewater and stormwater services. The City contracts with Waste Management, Inc. for solid waste services. SFPUC provides wholesale water service. EBDA provides wastewater disposal service.

Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services provided by the City—street maintenance—and the Hayward Area Recreation and Park District—park maintenance and recreation programming—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Hayward incorporated on March 31, 1876. The City lies in the western portion of Alameda County, bordered by the cities of Union City and Fremont to the south, with unincorporated Alameda County surrounding the remainder of the City.

Hayward's SOI was established by LAFCo on March 23, 1978. Hayward's SOI was established smaller than its bounds, excluding the eastern arm of the City which includes a portion of the Pleasanton Ridge Regional Park. There is a small overlapping SOI area that resulted from an SOI amendment approved for neighboring Union City without a reciprocal SOI action taken for Hayward.¹⁰⁰ This area has not been removed from Hayward's SOI but has been annexed to Union City. Additionally, an amendment to Hayward's SOI was approved by LAFCo in May 2002 as part of the Castro Valley incorporation process. That amendment removed the Five Canyons development area north of the City from Hayward's SOI.

Unincorporated islands lie within Hayward's SOI. Hayward is studying annexations in several areas: the Mt. Eden area (includes Saklan Road, Dunn Road and Depot Road), the Mission-Garin area and other fringe areas along Foothill Boulevard and West A Street. On November 12, 2004, the City filed an application to annex three of five islands in the Mt. Eden area—Saklan Road, Dunn Road and Depot Road—to provide city services and infrastructure improvements. On November 5, 2003, the City filed an application to annex 244 acres (23 parcels) in the Mission-Garin area. Both applications have been reviewed by LAFCo staff and deemed incomplete; both are currently pending approval of property tax sharing agreements between the County and the City. There have been 51 annexations into the City bounds since SOI adoption involving territory in the SOI.

The Hayward City Council adopted an urban limit line in 1993. In the hills area and along the shoreline, Hayward prohibits the extension of urban services except as required for regional park and agricultural uses.

¹⁰⁰ LAFCo Resolution Nos. 89-17 and 89-18.

The City of Hayward has a boundary land area of 44.3 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Hayward adopted a City Charter on March 7, 1956, with a council-city manager form of government.

The seven City Council members are elected at large and members serve four-year terms.

The City Council typically meets four times a month. City Council and Planning Commission meetings are broadcast live on local cable and are also replayed. Through the City website, the public has access to live webcasts and archived video webcasts of previous meetings for viewing online at their convenience. City Council agendas and minutes are posted in three locations and on the City website.

To keep citizens aware of City activities and programs, the City maintains a regular calendar of events, also available on the City website. The City also discloses finances, plans and other public documents via the Internet and on inquiry.

The latest contested election was held in March 2004. The voter turnout rate was 41 percent, lower than the countywide voter turnout rate of 44 percent.

The City of Hayward demonstrated accountability in its disclosure of information with the LAFCo questionnaires. The agency responded to LAFCo's written questionnaires, cooperated with map inquiries and responded to document requests.

Each City department has its own system of tracking constituent complaints. The City Manager's office coordinates complaints that are interdepartmental in nature. A weekly log is maintained of constituent concerns and is part of the City Manager's weekly report.

GROWTH AND POPULATION PROJECTIONS

Figure A.23.1. Hayward Population & Job Base, 2005-25

The City of Hayward’s population is 146,300, according to Census and ABAG data. The worker population is also relevant because utility services are provided to the business community. There are currently 73,670 jobs attributed to Hayward. In the next 15 years, Hayward’s population is expected to grow to 160,300 and its jobs base is projected to increase to 88,790, as depicted in Figure A.23.1. The population density for the Hayward boundary area—3,300 per square miles—is significantly higher than the countywide density but lower than the median city density of 4,992.

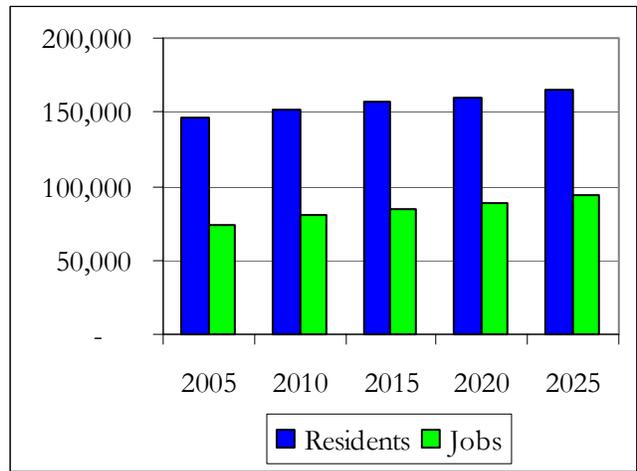
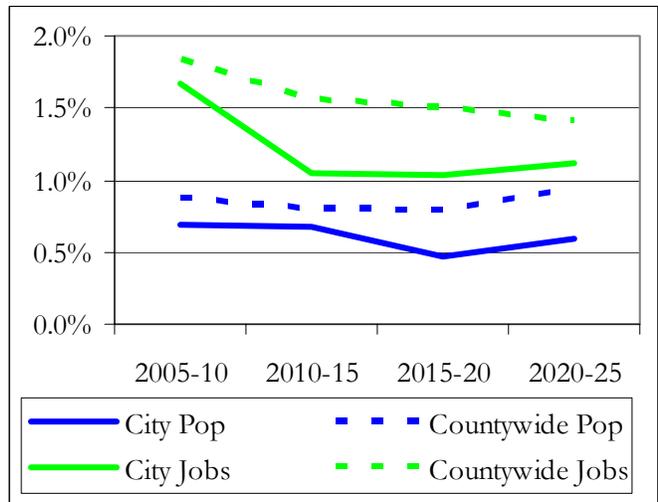


Figure A.23.2. Annual Population & Job Growth Rates, 2005-25

The project growth rate in population and jobs in Hayward is expected to be lower than the countywide growth rate, as depicted in Figure A.23.2.

The projected rate of water demand growth in the Hayward service area is higher than projected population growth and comparable to job growth. From 2005 through 2020, water demand is projected to grow by 17 percent; population and the job base are expected to grow by 10 and 21 percent respectively. Water demand projections were prepared by the City based on supply, demand and conservation studies by SFPUC and BAWSCA, and account for expected changes in accounts and future demand in new accounts.



The projections account for Hayward’s finding that new development is occurring on larger lots with greater outdoor water use than existing development.

In Hayward, potential residential growth areas include the Highlands and Glen Eden areas, redevelopment areas in the Downtown and Burbank vicinities and the Mission-Foothills and Mission-Garin areas along Mission Boulevard and near the South Hayward BART station. There are 419 vacant acres in southwest Hayward, a potential commercial and industrial growth area.

The City expects growth in the unincorporated island areas where the City provides utility services: residential growth in the Mission-Garin, Mt. Eden and La Vista Quarry areas and nonresidential growth in the Depot and Dunn Roads area.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City's management practices include department evaluations integrated into the City's budget process. Each department has performance objectives and goals presented in the annual budget. Monthly reports on the City's budget performance are prepared and provided to operating managers and a summary of the report is provided to the City Council for review. Work plans and workload monitoring are performed at the department level. The Hayward City Council conducts mid-year budget work sessions to provide guidance to staff on City service levels, with discussion on changes and improvements needed.

In FY 2001-02, the City restored a position dedicated to City employee training and development, which had previously fallen to budget reductions. The employee training and development position focuses on skill development and other technical training to better equip employees to provide service to the public.

Management practices conducted by the City include annual financial audits. The City does not conduct performance-based budgeting or benchmarking.

The City does not have an adopted strategic plan, mission statement, or vision. The City General Plan was last updated in 2002 and has a planning time horizon of 20 years. The City water master plan was last updated in 2002 and has a planning time horizon of 20 years. The City wastewater master plan was last updated in 2002 and has a planning time horizon of 10 years.

The District completed a terrorism vulnerability assessment of its water treatment and supply facilities, as mandated by federal law. This assessment identifies security risks and provides a prioritized plan for addressing risks.

To prepare for a seismic event or other emergencies, the City has developed an emergency response plan. As part of the plan, the City has five emergency wells certified for short duration emergency use only. The City is a part of the SFPUC water shortage allocation plan, which includes water allocation, customer rationing, excess use charges and water transfers in the event of an emergency. The City also has agreements with EBMUD and ACWD to provide up to 15 mgd in the event of an emergency. The City's disaster plan incorporates provisions for wastewater treatment. In accordance with State law, the City has developed a water shortage contingency plan that includes rationing stages for customer water consumption, water allotments and water use priorities. The City's water shortage plan has four stages starting with voluntary reduction of water consumption to mandatory reductions of 50 percent or more of water use. In case of an emergency, the City has the water storage capacity to meet average daily demand for up to one day.¹⁰¹

The City has recently received distinguished honors for its Cannery Area Design Plan from the Commission on Local Government, the Charter Award from Congress for New Urbanism, and the Helen Putnam Award for Excellence in Physical Environment and Land Use from the League of California Cities. In 2002, the California Society of Municipal Finance Officers recognized the City for outstanding financial reporting.

¹⁰¹ According to the Bay Area Water Users Association, Annual Survey, FY 2001-02.

FINANCING CONSTRAINTS AND OPPORTUNITIES

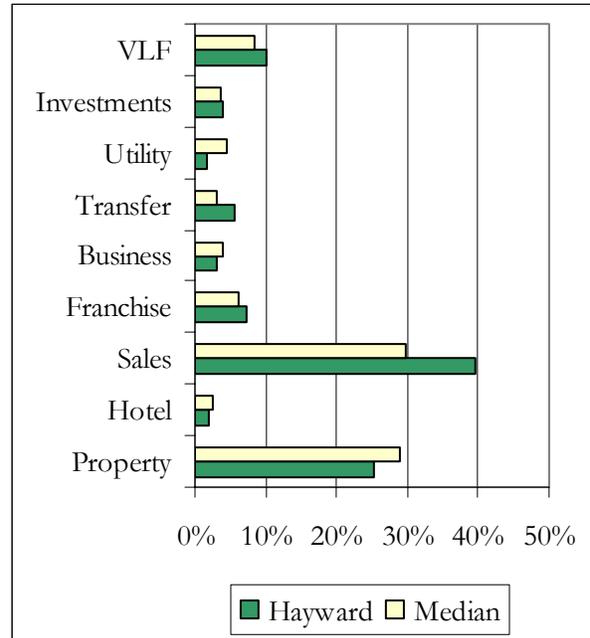
Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Hayward operates on a modest level of general fund revenues, with a relatively high level of reserve funds, and a relatively low level of long-term debt compared with the 14-city median.

Figure A.23.3. General Fund Revenue Sources, FY 2001-02

Hayward’s general fund projected revenues were \$85.8 million in FY 2004-05. The general fund amounts to \$589 per capita, compared with the 14-city median of \$897.¹⁰² Hayward raises a fairly large share of revenue from sales and use tax, as indicated in Figure A.23.3. Sales tax accounts for 40 percent of general fund revenues in Hayward, compared with the median of 30 percent. Sales tax revenue per capita was \$212 in FY 2000-01, 12 percent higher than the median.

Vehicle license fees constituted 10 percent of Hayward’s general fund. Hayward’s business and utility users’ tax rates and revenues are relatively modest compared with the 14-city median. Hayward could increase its business and utility tax rates, subject to voter approval.



The City finances water service primarily with sales of water and secondarily with service charges. Sewer maintenance and improvements are financed with sewer service charges and connection fees. The City finances stormwater service with stormwater assessments. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

Hayward’s long-term debt per capita was \$291, compared with the 14-city median of \$493.103 Most of the City’s long-term debt is associated with a 1996 lease revenue bond that financed a new City Hall and a new fire station. At the end of FY 2002-03, the City’s water enterprise had \$9.3 million in long-term debt consisting of revenue bonds; the wastewater enterprise had \$14 million in long-term debt consisting of revenue bonds; the stormwater enterprise had no long-term debt. Hayward received an “above-average” (A2) underlying rating from Moody’s for its \$33 million City Hall bond issue.

¹⁰² General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

¹⁰³ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

Hayward's contingency reserves at the end of FY 2002-03 were 25 percent of general fund revenue, compared with the median reserve ratio of 13 percent. Hayward's reserves exceeded the Government Finance Officers Association recommended reserve ratio of at least 5-15 percent. Hayward has subsequently used a portion of the reserve fund to finance a budget deficit. The City's water enterprise had unrestricted net assets of \$37 million at the end of FY 2002-03. The water reserves amounted to 198 percent of the City's expenses in FY 2002-03; the City maintained approximately 24 months of working capital in its water enterprise. The City's wastewater enterprise had unrestricted net assets of \$47 million at the end of FY 2002-03. The wastewater reserves amounted to 303 percent of the City's expenses in FY 2002-03; the City maintained approximately 47 months of working capital in its wastewater enterprise. The stormwater enterprise had unrestricted net assets of \$1 million, amounting to 62 percent of operating expenses and seven months of working capital.

The City finances utility-related capital projects with connection fees, bonded debt, service charges, and benefit assessments. The City plans to spend \$11 million on sewer replacement, treatment plant seismic retrofit and other wastewater capital improvements, and \$1 million on water-related improvements in FY 2005-06, according to its most recent capital improvement plan. New developments must install and finance infrastructure on their own properties, and may finance improvements through future assessments by forming a Community Facilities District. In order to ensure financing for capital improvements in potential annexation areas, the City requires properties outside City boundaries to sign pre-annexation agreements when they connect to the City's water or wastewater system. If and when the area is annexed, the pre-annexation agreement requires the property owner to make various infrastructure improvements including street rehabilitation and sidewalk, curb, and gutter installation. The improvements may be financed by formation of a Community Facilities District or directly by the property owner. In the event that the City considers annexation of Arbutus Court or similar semi-rural areas in the future, the Council would consider relaxing the infrastructure improvement requirements to semi-rural standards.

To address an anticipated \$13 million general fund budget shortfall in FY 2004-05, the City is using contingency reserves, new revenues (fee and franchise increases), labor contract adjustments and cost reductions. The City anticipates budget shortfalls in the coming fiscal year.

Hayward participates in joint financing arrangements through various Joint Powers Authorities. The City is a member of the Bus Shelter Consortium, the East Bay Dischargers Authority, the Hayward Shoreline Planning Agency and the Alameda County Waste Management Authority. As a member of the California Statewide Communities Development Authority, Hayward has access to expertise and assistance in the issuance of tax-exempt bonds. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System (PERS)—a multiple-employer defined pension plan.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy, and facilities.

Nature and Extent

The City provides water retail, recycled water and water conservation services. The City maintains several groundwater wells, which would be used in the event of an emergency water outage. Wastewater effluent treated at secondary levels flows from Hayward into the East Bay Dischargers Authority pipeline, from which it is distributed to the Skywest Golf Course. Union Sanitary District discharges wastewater effluent in the Hayward Marsh area for maintenance of this man-made marsh.

Location

The City's service area includes most of the territory within the City (except for a small northern area served by EBMUD) and unincorporated island and fringe areas. The City of Hayward serves all of its unincorporated island areas except for the portion of the Mt. Eden area served by the Mohrland Mutual Water Company. Hayward also serves unincorporated areas in the Mission-Garin Hills area located south of CSU, Hayward and west of Garin Regional Park. All of the outside service areas are developed except for the Mission-Garin Hills area and a portion of the Mt. Eden area, which the City plans to annex. LAFCo has approved 23 separate out-of-area service agreements.

According to EBMUD's UWMP, the District serves 2.6% of the City of Hayward's service area. One area in Hayward served by EBMUD is surrounded by the Hayward Airport to the west, Cannery Park to the east, and north of Longwood Avenue. There are several small northern pockets that include Brenkwitz Continuation High School, Gary Drive, Oak Street, Bridge Court, and Kelly Street. A third area is south of the Fairview community and includes Hayward High School and the Oaks Drive area and surrounding parks—Hayward Memorial, East Avenue and Green Belt.

Key Infrastructure

Key infrastructure includes the City's water supply, five emergency wells, two aqueducts, 13 water storage tanks, eight pump stations.

The City's water supply source is the San Francisco Public Utilities Commission (SFPUC) regional water system. The primary SFPUC water source is the Hetch Hetchy watershed located in Yosemite National Park, which provides approximately 83 percent of SFPUC water. Spring snowmelt runs down the Tuolumne River, is collected via a dam system, and is stored in the SFPUC's Hetch Hetchy Reservoir. The Modesto and Turlock Irrigation Districts have Tuolumne River water rights senior to SFPUC rights. Since 1992, increased water releases at the new Don Pedro Reservoir located in southern Tuolumne County to support salmon in the lower Tuolumne River have been required; the irrigation districts assumed responsibility for the water releases with payment from SFPUC. The average annual supply credited to SFPUC is 570,000 acre-feet, but actual water supply has varied from 0 to 370 percent of the average.¹⁰⁴ This surface water in the Hetch Hetchy Reservoir is treated but not filtered, because it is of such high quality. The Hetch Hetchy water travels 160 miles via gravity aqueduct from Yosemite to the Bay Area.

¹⁰⁴ SFPUC Water System Improvement Program, February 28, 2005. Minimum stream releases required from Hetch Hetchy Reservoir range from 35,000 to 59,000 annually.

Groundwater from the Alameda and Peninsula watersheds produce about 17 percent of the SFPUC water supply. SFPUC maximizes the use of local supplies before Hetch Hetchy supply is used. SFPUC owns one-third (36,000 acres) of the Alameda Creek watershed located in Alameda (23,000 acres) and Santa Clara Counties; this watershed contributes surface water supplies captured and stored in two reservoirs: Calaveras and San Antonio both located south of the City of Pleasanton. The Sunol filter galleries located near the unincorporated area of Sunol are a groundwater source contributing less than one percent of supply. The Peninsula watershed in San Mateo County contributes surface water supplies captured and stored in lower and upper Crystal Springs and San Andreas Reservoirs and in two smaller reservoirs, Pilarcitos and Stone Dam. In the Alameda and Peninsula watersheds, rain and local runoff is collected in local SFPUC reservoirs. Some reservoirs also store Hetch Hetchy water. These local water sources and groundwater from the Sunol filter galleries are treated and filtered before delivery.

The City has five water wells with a maximum supply of 15,200 acre-feet per year. These wells are for emergency purposes only. DHS has not conducted a vulnerability assessment for the Hayward wells.

The City's 13 storage tanks provide 25 mg in storage capacity. Water reserves designated for emergencies are roughly 12 mg. The stored emergency supply would accommodate peak demand for one day in northeast portions of the service area. In the primary pressure zone (the 250 Zone), the stored emergency supply would accommodate peak demand for one-third of one day. The 250 Zone has more ready access to wells and interties.

The City has established agreements with EBMUD and ACWD to exchange emergency water supplies. Maximum capacity from these agreements is 14 mgd. Five City wells provide an additional emergency water supply of 13.7 mgd; by comparison, average daily demand is 19 mgd. Fire storage is based on minimum flow and duration requirements for individual pressure zones.

In the event of emergencies such as earthquakes, Hayward would rely on its emergency wells, stored water, and water sharing through emergency interties with EBMUD. The City's emergency planning efforts are discussed in its 2000 Urban Water Management Plan. The City prepared a terrorism vulnerability assessment, as required by the EPA.

Table A.23.4. Hayward Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	Direct and EBMUD		Groundwater Recharge	Direct				
Wholesale Water	SFPUC		Groundwater Extraction	Direct (emergency only)				
Water Treatment	SFPUC		Recycled Water	EBDA				
Service Area Description								
Retail Water	The City of Hayward and unincorporated island and fringe areas. EBMUD serves a small northern area (3%) of the City.							
Wholesale Water	None							
Recycled Water	Hayward Marsh and Skywest Golf Course.							
Boundary Area (Alameda)	44.3	sq. miles	Population (2005)	146,300				
System Information								
Average Daily Demand	20.8 mgd		Reservoirs	0				
Peak Day Demand	24.5 mgd		Storage Capacity (mg)	25				
Average Annual Demand Information (Acre-feet per Year) ²								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	NP	15,917	20,625	23,300	24,419	25,539	27,331	31,308
Residential	NP	8,855	12,106	13,676	14,333	14,990	16,042	18,376
Commercial/Industrial	NP	5,492	7,398	8,358	8,759	9,161	9,804	11,230
Irrigation/Landscape	NP	NP	NP	NP	NP	NP	NP	NP
Other	NP	1,569	1,121	1,266	1,327	1,388	1,485	1,702
Service Connections			Total	Outside Bounds				
Total			31,076	244				
Domestic			26,705	197				
Commercial/Industrial/Institutional			3,885	47				
Irrigation/Landscape			0	0				
Recycled			0	0				
Other			486	0				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								
(2) 1995-2000 demand provided by the City of Hayward. 2005-2030 demand excerpted from 2004 SFPUC Demand Study.								

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	14,939	15,906	20,610	23,300	24,419	25,539	27,331
Imported	14,939	15,906	20,610	23,300	24,419	25,539	27,331
Groundwater	0	0	0	0	0	0	0
Surface	0	0	0	0	0	0	0
Recycled	0	0	0	0	0	0	0
Supply Constraints							
Primary supply constraints include precipitation levels in the Tuolumne River watershed and local runoff. Irrigation districts with water rights senior to SFPUC have undertaken salmon-related water releases. Water reliability is affected by seismic vulnerability and lack of supply diversification (i.e., single supplier with only one major water source). The City is located within the Hayward fault zone. The City has undertaken recent efforts to reduce the seismic vulnerability of the water system including a study to evaluate the susceptibility of pipes that cross the fault and installing facilities to better allow for the bypass of failed pipes at fault crossings.							
Water Sources							
Source	Type		Supply (Acre-feet per Year)		Safe/Firm		
			Average	Maximum			
SFPUC (Hetch Hetchy)	imported		21,955	Unlimited ¹	NA		
Groundwater Wells	emergency supply only		NA	15,200	NA		
Groundwater Recharge							
Local streams and creeks recharge the basin through percolation.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	19,965	Year 2:	17,350	Year 3:	17,350	
Significant Droughts: 1976-1977, 1988-1993							
Storage Practices: Storage is for short-term emergencies only.							
Plan: SFPUC institutes rationing in dry years. Hayward has issued resolutions encouraging the SFPUC to diversify its water source to reduce the effect of drought.							
Agriculture Effects: Hayward does not currently service agriculture accounts.							
Water Conservation Practices							
CUWCC Signatory	Yes						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	No	No conditions met.					
2 - Retrofits	Partial	Distributed 5,000 retrofit kits.					
3 - Water Audits	Yes	Pre-screening completed.					
4 - Metering	Yes	All accounts metered.					
5 - Landscape Audits	No	None of 3 conditions met.					
6 - Washing Machine Rebate	Yes	Hayward awarded 700 rebates to date.					
7 - Public Information	Yes	Active public information program.					
8 - School Education	No	No school information program.					
9 - CII Audits	No	None of 3 conditions met.					
10 - Wholesale Assistance	NA	NA					
11 - Conservation Pricing	Yes	Conserving rate structure.					
12 - Conservation Coordinator	Yes	Position staffed.					
13 - Water Waste	Partial	Ordinance needs to be updated.					
14 - Toilet Replacement	Yes	Hayward awarded 850 rebates to date.					
Note:							
(1) Hayward supply from SFPUC is not limited by contract.							

continued

Water Infrastructure			
Reservoirs	0	Storage Capacity (mg)	25
Pump Stations	8	Pressure Zones	7
Production Wells	5	Pipe Miles	300
Other: Two aqueducts (32 mgd), 13 water storage tanks			
Infrastructure Needs and Deficiencies			
SFPUC conveyance system, particularly the Irvington Tunnel and Alameda Siphons, is aged, lacks redundancy, cannot be inspected or maintained, and is located on or near three earthquake faults. Additional storage is needed and currently planned by the City to meet build-out demand.			
Facility Sharing and Regional Collaboration			
Current: BAWSCA member. Emergency interties with ACWD and EBMUD.			
Opportunities: The agency is participating in a \$16.5 million project to connect the SFPUC, City of Hayward, and ACWD water systems for shared use in the event of emergencies.			

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	0		
Monitoring Violations	0		
Service Adequacy Indicators			
Water Pressure Adequacy	35+ psi peak day; 20+ psi fire flow		
Response Time Policy	30 mins.	Response Time Actual	< 30 mins.
Distribution Loss Rate	9%	Connections/FTE	545
Distribution Breaks & Leaks	43	Distribution Break Rate ²	14
Renewal/Replacement Rate ³	2%	O&M Cost Ratio ⁴	\$ 346
DW Compliance Rate ⁵	NA-SFPUC	MGD Delivered/FTE	0.36
Employee Indicators			
Total Employees (FTEs)	57	Certified as Required?	Yes
Health/Severity Rate ⁶	6	Employee Vacancy Rate	0%
Training Hours/Employee	NP	Employee Turnover Rate	7%
Service Challenges			
Reliance on single wholesaler, oversight of SFPUC capital improvements			
Water Planning	Description	Planning Horizon	
Water Master Plan	2002	20 years	
UWMP	2000 (2005 in progress)	20 years	
Capital Improvement Plan	FY 04-05	5 years	
General Plan (Resource)	2002	20 years	
Plan Item/Element	Description		
Emergency Plan	2003		
Other Plans			
SFPUC Water Demand Study (2004)			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Retail Water Rates-Ongoing Charges FY 04-05¹			
Rate Description		Avg. Monthly Charges	Consumption²
Residential	Flat Bimonthly: \$7.00 Water Use: \$1.95-2.45 per ccf	\$ 27.24	12 ccf/month
Non-Residential			
Retail	Flat Bimonthly: \$14.40 Water Use: \$1.95-2.45 per ccf	\$ 87.77	38 ccf/month
Industrial	Flat Bimonthly: \$55.50 Water Use: \$1.95-2.45 per ccf	\$ 543.82	215 ccf/month
Special Rates			
Customers outside the boundaries pay a 50% premium on water use and service charges. Reduced service charges apply to low-income families.			
Wholesale Water Rates			
NA			
Rate-Setting Procedures			
Policy Description	The City establishes water rates annually on a cost-of-service basis as part of the budget process. An annual water price and consumption study is prepared prior to rate-setting.		
Most Recent Rate Change	10/1/03	Frequency of Rate Changes	As needed
Water Development Fees and Requirements			
Connection Fee Approach	The fee is based on meter size. Installation charges also apply.		
Connection Fee Timing	Water connection fees are collected when the connection to service lines takes place.		
Connection Fee Amount	5/8 inch meter: \$4,343	1 inch meter:	\$10,860
Land Dedication Requirements	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03
Source	Amount	%	Amount
Total	\$21,338,292	100%	Total \$18,546,122
Rates & Charges	\$18,714,190	88%	Administration \$935,805
Property Tax	\$0	0%	O & M \$8,050,441
Grants	\$0	0%	Capital Depreciation \$1,136,459
Interest	\$382,486	2%	Debt \$592,666
Connection Fees	\$1,663,000	8%	Purchased Water \$7,830,751
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.			

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection and treatment services throughout most of its territory. Within its service area, the City inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City's engineers plan and design sewer rehabilitation projects.

The Oro Loma Sanitary District provides wastewater collection and treatment services to northern portions (approximately five percent) of the City. The City contracts with Union Sanitary District to provide CCTV inspection and cleaning of major Hayward trunk lines.

Location

The City provides services to 95 percent of the area within its boundaries. In addition, the City provides service to some adjacent unincorporated areas, including a portion of the Hayward Hills off Fairview Avenue and Oaks Drive, isolated properties north of West A Street, and unincorporated islands west of Hesperian Blvd. The service areas served outside the City's bounds exclude properties within the service areas of OLSD, CVSD and EBMUD (water service area).

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and the City's share in the EBDA-owned outfall and dechlorination facility.

The Hayward treatment plant has a design capacity of 16.5 mgd. Average dry weather flow in 2004 was 11.9 mgd and peak wet weather flow was 22.9 mgd. The facility provides primary and secondary treatment. Treatment consists of grit removal, primary clarification, flow equalization, trickling filter, secondary clarification, and chlorination. Treated effluent is transported to the EBDA system for chlorination and disposal. The City has 240 acres of out-of-service oxidation ponds which can be used for emergency storage of effluent. Sludge is anaerobically digested, air dried, and either used as vegetation cover on an onsite closed landfill or disposed at an authorized site.

As one of five members in the EBDA, the City has capacity rights to 35 mgd (of a total 189.1 mgd capacity) at the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and LAVWMA facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

The City's collection system includes eight pump stations and 375 miles of sewer lines.

Table A.23.5. Hayward Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection ²		Direct & OLSD		
Wastewater Treatment		Direct & OLSD		
Wastewater Disposal		EBDA		
Service Area				
Collection: all of the territory in the City except a small portion along its northern border and limited areas outside the City.				
Treatment: all of the territory in the City except a small portion along its northern border and limited areas outside the City.				
Service Outside Bounds: limited portions of adjacent unincorporated territory, including the unincorporated islands west of Hesperian Blvd., a portion of Hayward Hills and several properties north of West A Street.				
Onsite Septic Systems in Service Area³				
None within the City limits, but portions of adjacent unincorporated territory are on septic systems.				
Septic Regulatory/Policies				
Connection to the sewer system is generally required when a property is developed for occupancy, provided that a sewer line is within 200 feet of property line. A 10-year grace period for Mt. Eden annexation area is provided in Hayward Municipal Code §11-3.201.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	33,000	226	11.9	22.9
Residential	29,579	203	8.2	NA
Commercial	2,080	16	NP	NA
Industrial	1,190	7	NP	NA
Treatment Plant Daily Flow		Average Dry	Peak Wet	
Hayward WPCF		11.9 mgd	22.9 mgd	
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) Union Sanitary District provides CCTV inspection and major trunk maintenance by contract.				
(3) As reported by agency. 1990 Census reported 183 households on septic.				

continued

Wastewater Infrastructure			
Regional Collaboration			
The City is a member of EBDA, a joint outfall system for wastewater disposal into the San Francisco Bay. USD provides CCTV inspection and cleaning services on Hayward's major trunk lines by contract.			
Facility Sharing Opportunities			
None identified.			
Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity ¹	Condition	Yr Built
Hayward WPCF	16.5 mgd	Fair	1954
EBDA Marina Dechlorination Facility	35.0 mgd	Good	1978
EBDA Joint Outfall	35.0 mgd	Good	1978
Infrastructure Needs and Deficiencies			
The plant's treatment reliability and unit process redundancy are being enhanced through major capital improvements scheduled for completion in 2008. To prevent sewer discharge requirements from being exceeded, the City needs to enclose its open effluent channels, which is currently planned after completion of the City's current plant improvement project.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	375	Pumping Stations	8
Infrastructure Needs and Deficiencies			
The City needs various capacity enhancements and a computerized maintenance management system.			
Infiltration and Inflow			
This system operates with little groundwater infiltration.			
Note:			
(1) Capacity reflects this agency's share of capacity at jointly-owned facilities, unless otherwise noted.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
10/9/2004	Road	Main overflow	NP	NP
6/25/2004	Road	Blocked sewer line near glue	1,300	Yes
6/13/2004	Industrial Plant	Broken sewer line	100	Yes
3/12/2004	Road	Blocked sewer line	NP	Yes
2/6/2004	Residence	Blocked sewer line	NP	Yes
Service Adequacy Indicators				
Reported Spills	5	Sewer Overflows 2004	1	
Sewer Overflow Rate ²	0	Sewer Miles/FTE	9	
Response Time Policy ³	30 mins.	Response Time Actual	30 mins.	
Total Employees (FTEs)	43	Accounts/FTE	776	
Renewal/Replacement Rate ⁴	13%	O&M Costs/Account	\$231	
Treatment Effectiveness Rate	100%	Amount (mg) Processed/FTE	0.29	
Employee Safety Severity Rate ⁵	0	Training Hours per FTE	96	
Employee Turnover Rate	15%	Employees Certified?	Yes	
Regulatory Compliance Record				
Compliant				
Source Control and Pollution Prevention Practices				
The City's pollution source control activities include industrial permitting and inspections, public outreach and education. The City conducts preventative maintenance.				
Collection System Inspection Practices				
Hayward conducted CCTV inspection of 51 miles of sewer line in FY 03-04 . Generally, the City aims to conduct CCTV inspection on a 7.5 year cycle.				
Service Challenges				
Common problems include root intrusion and grease build-up.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	2001	10 years		
Wastewater Collection Plan	2002	18 years		
Capital Improvement Plan	FY 04-05	5 years		
General Plan (Resource)	2002	20 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Included in WWMP			
Seismic/Emergency Plan	Emergency Operations Plan			
Wet Weather Flow Capacity Plan	Included in WWMP			
Other Relevant Plans				
None				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				
(5) Lost workdays per FTE multiplied by 100.				

continued

Wastewater Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Monthly: \$16.49	\$16.49	12 ccf/month
Non-Residential			
Retail	Water Use: \$2.23 per ccf	\$83.89	38 ccf/month
Restaurant	Water Use: \$5.21 per ccf	\$151.08	29 ccf/month
Industrial	Water Use: \$1.30-12.10 per ccf	\$480.28	215 ccf/month
Rate Zones			
Wastewater rates are the same throughout the City.			
Rate-Setting Procedures			
Policy Description: The City Council reviews rates annually, with adjustments based primarily on estimated annual sewer costs.			
Last Rate Change: 10/1/2003 Frequency of Rate Changes: As needed			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is a flat amount; the non-residential fee is based on water use and wastewater characteristics.		
Connection Fee Timing	Upon building permit issuance in most cases.		
Connection Fee Amount ³	Residential: \$4,400	Restaurant:	\$34,678
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount⁴	%	Amount
Total	\$13,443,589	100%	Total \$11,935,977
Rates & Charges	\$11,759,647	87%	Administration \$777,283
Property Tax	\$0	0%	O & M \$7,634,168
Grants	\$0	0%	Capital Depreciation \$2,625,812
Interest	\$287,042	2%	Debt \$785,582
Connection Fees	\$1,304,724	10%	Other \$113,132
Notes:			
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services from Zones 2, 3A and 4 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are five pump stations, channels and pipes. Overhauls are planned on three of the five pump stations. Natural creeks—Sulphur, Ward, Ziele, and Alameda Creek—also provide a path for part of the stormwater run-off.

Table A.23.6. Hayward Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	ACFCD, Zones 2, 3A, 4
Drainage System		Developed Area in 100-Year Flood Plain	
Located on an alluvial plain adjacent to the Bay, stormwater in the City of Hayward flows through storm drains, pipes, channels, and natural creeks including Sulphur, Ward, Ziele, and Alameda Creeks to the San Francisco Bay.		The southwestern corner of the City including a large area of industrial land, residential areas and public facilities.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.21	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	30 min.	New Development and Construction	
Inlet Inspection Rate 2004	109%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	2,773	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	505	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	35,067	Regulatory	
Volume Removed (cu. yds.)	7,362	Permitted Industrial Dischargers	100
Maintenance		Permitted Construction Dischargers	23
Inlets Inspected	3,830	# of Businesses Inspected, FY 2003-04	264
Inlets Cleaned	3,830	# of Storm Drain Inlets	3,500
Service Financing		Stormwater Assessment	
Stormwater fees finance stormwater maintenance, regulation, and street sweeping. Enterprise fund is used for accounting.		The assessment is calculated by multiplying parcel size (sq. ft.) by run-off factor. The charge for an average single family home is \$28.56. There is a higher rate for commercial or industrial properties.	
Service Challenges			
Meeting new NPDES permit requirements and inadequate funding.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Pipes and Channels	good	Need to address localized ponding and flooding along the industrial corridor.	
5 Grade Separation Pump Stations	fair/ poor	none	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers franchise agreements with solid waste collection and recycling providers, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

Through its private haulers—Waste Management, Inc. and CurbCycle, the City offers weekly solid waste collection and recyclable collection services to residents. The City requires businesses to use its franchisee for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Altamont and Vasco Road Landfills in Livermore and the Redwood Landfill in Novato.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.23.7. Hayward Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	CurbCycle	weekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<p style="text-align: center;">Solid Waste Disposed (Tons)</p> <table border="1"> <caption>Solid Waste Disposed (Tons) Data</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~150,000</td></tr> <tr><td>1996</td><td>~160,000</td></tr> <tr><td>1997</td><td>~170,000</td></tr> <tr><td>1998</td><td>~180,000</td></tr> <tr><td>1999</td><td>~190,000</td></tr> <tr><td>2000</td><td>~200,000</td></tr> <tr><td>2001</td><td>~210,000</td></tr> <tr><td>2002</td><td>~220,000</td></tr> <tr><td>2003</td><td>~230,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~150,000	1996	~160,000	1997	~170,000	1998	~180,000	1999	~190,000	2000	~200,000	2001	~210,000	2002	~220,000	2003	~230,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	~150,000																					
		1996	~160,000																					
		1997	~170,000																					
		1998	~180,000																					
		1999	~190,000																					
2000	~200,000																							
2001	~210,000																							
2002	~220,000																							
2003	~230,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	No																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	No																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Hayward provides weekly pickup of #3-7 plastics, Styrofoam, and used motor oil and used motor oil filters.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	52%																						
	2001	47%																						
	2002	49%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	17.27																				
		Commercial rate (per cu. yd.)	\$	13.55																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Altamont Landfill	Livermore	89%	2025																					
Redwood Landfill	Novato	5%	2039																					
Vasco Road Landfill	Livermore	5%	2022																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 32 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-24: CITY OF LIVERMORE

The City of Livermore provides retail water, wastewater collection and treatment, and stormwater services. The City contracts with Waste Management, Inc. for solid waste collection services. The Zone 7 Water Agency provides wholesale water, groundwater management and flood control services. LAVWMA and EBDA provide wastewater discharge services.

Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services—street maintenance, park maintenance, recreation programming, and library—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Livermore incorporated in 1876. The City lies in the eastern portion of Alameda County, bordered to the west by the cities of Dublin and Pleasanton and surrounded for the most part by unincorporated area.

The City of Livermore's SOI was established by LAFCo in December 1979. Since then it has been amended several times in 1981, 1984 and in 1988. In November 1992, the SOI was amended along with corresponding annexations of Alden Lane and South Vineyard Avenue. The last SOI amendment was in July 1999 when approximately 1,140 acres were added. There have been 82 annexations into the City bounds since SOI adoption, all but one involved territory in the SOI.

In 2000, the Livermore electorate adopted an urban growth boundary affecting southern Livermore. The same year, County voters adopted an urban growth boundary limiting growth in the unincorporated areas that are outside the City limits but within Livermore's SOI. In 2002, the Livermore City Council adopted an initiative completing the UGB around the northern part of the City.

The City of Livermore has a boundary land area of 23.9 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Livermore is a general law city with a council-city manager form of government. The Livermore City Council has five members, with four elected at large to four-year terms and a mayor elected separately to a two-year term.

Regular City Council meetings are held twice a month on the second and fourth Mondays. To inform the public of City plans, operations, and programs, Council meetings are broadcast on public access television and via the Internet. The City posts public documents on its website and updates constituents with a quarterly newsletter.

The latest contested election was held in November 2003. The voter turnout rate was 36 percent, significantly higher than the countywide voter turnout rate of 22 percent.¹⁰⁵

The City of Livermore demonstrated partial accountability in its disclosure of information and cooperation with the LAFCo questionnaires. The agency responded to LAFCo’s written questionnaires and document requests and participated in interviews. The City did not provide water demand projections by customer type and water conservation practices.

To solicit public input, the City of Livermore places comment boxes at various public buildings, conducts community surveys and provides citizen comment opportunities at all public meetings. Complaints about City service can be submitted orally or as written correspondence with any department head, manager or council member. Livermore also generates community surveys to solicit public input regarding City services.

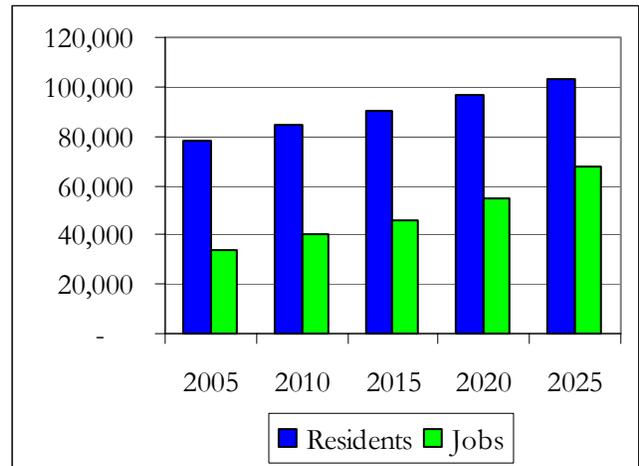
GROWTH AND POPULATION PROJECTIONS

Figure A.24.1. Livermore Population & Job Base, 2005-25

Livermore’s population is 78,000 and its job base is 33,660.

The population density for the City of Livermore is 3,261 residents per square mile—58 percent higher than the countywide density of 2,057 per square mile, but lower than the 14-city median density of 4,992.

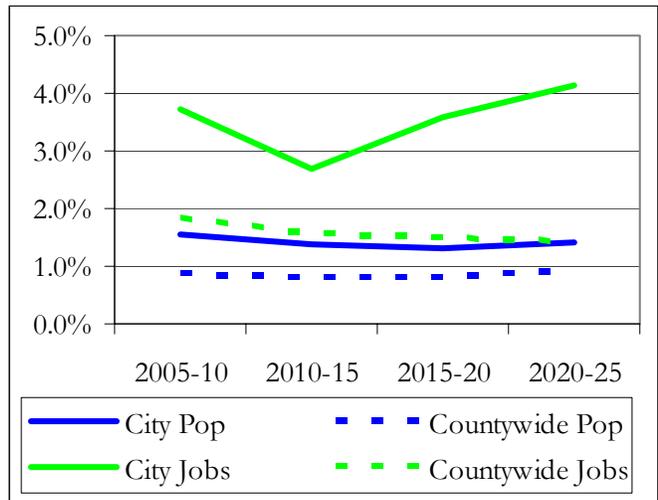
Per ABAG, the Livermore population is expected to grow to 96,300 and its job base is expected to grow to 55,070 in the next 15 years. The population growth trend is depicted in Figure A.24.1.



¹⁰⁵ Voter turnout rates tend to be lower for elections that do not include major federal and state positions, as was the case for this election.

Figure A.24.2. Annual Population & Job Growth Rates, 2005-25

Per ABAG projections, the Livermore population and job growth rates are expected to be higher than countywide growth rates in both the short-term and the long-term. In the next five years, Livermore’s population growth rate is expected to be substantially higher than countywide growth and thereafter to be slightly higher than countywide growth. The Livermore job growth rate is expected to be substantially higher than countywide job growth in both the short-term and the long-term, as depicted in Figure A.24.2.



The ABAG projections exceed the City’s target growth rate of no more than 1.5 percent annually. Consistent with the 2003 General Plan, the City anticipates a population increase of approximately 11,000 over the next 10 years, and 17,000 over the next 15 years.

The projected rate of water demand growth in the City of Livermore and California Water Service Company service areas is higher than projected population growth and lower than job growth. From 2005 through 2020, water demand is projected to grow by 27 percent; population and the job base are expected to grow by 23 and 64 percent respectively. Water demand projections were prepared by the water providers.

Livermore’s residential growth areas include southern areas of the City where 1,600 additional residential units are permitted. Although various land use is permitted in the southern growth area, the area is primarily designated for low-density residential use. Though limited by the City’s Urban Growth Boundary (UGB), there remains residential development potential north of North Livermore Park and south of Raymond Road.

The City’s 2003 General Plan update implements infill goals, policies and actions. The City’s UGB permits only non-urban uses beyond the UGB both inside and outside the city boundary; this promotes infill and preservation of open space. The City prohibits development on slopes of 25 percent or more. Additional growth strategies and policy issues are discussed in the City’s 2000 State of the City Report, which evaluates infrastructure needs and capacity. The City expects jobs to increase by 45,000 to approximately 86,000 total jobs at buildout.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City department heads are responsible for workload monitoring. For example, the Community Development Department tracks the number of permits processed.

Each fiscal year, the City Council establishes goals and priorities that are implemented in accordance with the budget and are reviewed and evaluated annually by the Council. City departments are assigned to implement the City’s goals by function and area of expertise. Individual

departments establish internal annual goals and assign goals to individual employees. The City does not conduct performance based budgeting.

The City establishes goals in its budget, but does not have a strategic planning document. Each City department has a mission statement. The City General Plan was last updated in 2003 and has a planning time horizon of 27 years. The City water master plan was last updated in 2004 and has a planning time horizon of 20 years. The City wastewater master plan was recently updated in 2005 and has a planning time horizon of 20 years.

The District completed a terrorism vulnerability assessment of its water treatment and supply facilities, as mandated by federal law. This assessment identifies security risks and provides a prioritized plan for addressing risks.

To prepare for a seismic event or other emergencies, the City has emergency back-up wells. The City also plans to use Zone 7 groundwater to meet customer demand. Zone 7 can pump up to 75 percent of its maximum daily demand with groundwater. In accordance with State law, the City has developed a water shortage contingency plan that includes rationing stages for customer water consumption, water allotments and water use restrictions. The City's water shortage plan has four stages starting with voluntary reduction of water consumption to mandatory reductions of 50 percent or more of water use. If needed, mandatory consumption limits include rate increases, water allotments and restrictions on specific uses.

The City of Livermore recently received a Government Finance Officers Association award for its annual budget and Comprehensive Annual Financial Report (CAFR). The City's CAFR also received an award from the California Society of Municipal Finance Officers. The City's South Livermore Valley Special Plan has received several awards, including one by CALAFCo. In 1999, Livermore received the Helen Putnam Award for Public Service from the California League of Cities for its role in a three-agency general obligation bond measure.

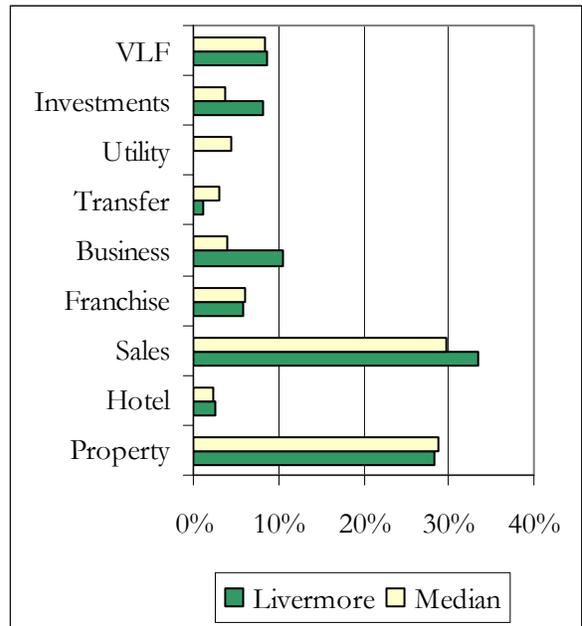
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community's public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

The City of Livermore operates on an average level of general fund revenues, with relatively high levels of reserve funds and long-term debt compared with the 14-city median.

Figure A.24.3. General Fund Revenue Sources, FY 2001-02

The City’s general fund revenues were projected at \$71.7 million in FY 2004-05. The general fund amounts to \$925 per capita, compared with the 14-city median of \$897.¹⁰⁶ Livermore raises a relatively large share of revenue from sales and use tax, as indicated in Figure A.24.3. Sales tax accounts for 33 percent of general fund revenues in Livermore, compared with the median of 30 percent. Sales tax revenue per capita was \$215 in FY 2001-02, 14 percent higher than the median.



Vehicle license fee revenues constitute nine percent of the City’s general fund. Livermore raises a relatively average amount of revenue from its property and transient occupancy taxes. Livermore does not levy a utility user’s tax but could impose one, subject to voter approval.

The City finances water service primarily with sales of water and secondarily with water storage fees. Sewer maintenance and improvements are financed with sewer service charges, source control fees and connection fees. The City finances stormwater service with stormwater assessments, which are inflation-indexed. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

The City’s direct long-term debt per capita was \$1,068, compared with the 14-city median of \$493.¹⁰⁷ The majority of the City’s long-term debt is associated with bond financing of facilities, including City Hall, the police station, fire stations, fire headquarters, and water storage tanks. At the end of FY 2002-03, the City’s water enterprise had no long-term debt; the wastewater enterprise had \$7.2 million in outstanding debt from a State Revolving Fund loan. Livermore received an “above average” (A2) underlying rating from Moody’s for its Certificates of Participation in 1999 and a “very strong” (Aa3) rating from Moody’s as its issuer rating.

Livermore’s undesignated and contingency reserves at the end of FY 2002-03 were nine percent of general fund revenue, compared with the median reserve ratio of 13 percent. The Government Finance Officers Association recommends a reserve ratio of at least 5-15 percent. The City’s water enterprise had unrestricted net assets of \$12 million at the end of FY 2002-03. The water reserves amounted to 202 percent of the City’s expenses in FY 2002-03; the City maintained approximately 24 months of working capital in its water enterprise. The City’s wastewater enterprise had unrestricted net assets of \$38 million at the end of FY 2002-03. The wastewater reserves amounted to 303 percent of the City’s expenses in FY 2002-03; the City maintained approximately 36 months

¹⁰⁶ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

¹⁰⁷ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

of working capital in its wastewater enterprise. Planned wastewater capital improvements include a new pumping station, interceptor improvements, and capacity enhancements for pumping stations and pipelines. Potential wastewater capital improvements include investment in the new LAVWMA disposal pipeline; this project is subject to voter approval in November 2005.

The City finances utility-related capital projects with connection fees, bonded debt, State Revolving Fund loans and service charges. The City plans to spend \$31 million on its recycled water production and distribution system and other utility-related capital improvements in FY 2005-06. New developments must install and finance infrastructure on their own properties, and may finance improvements through future assessments by forming a Community Facilities District.

Livermore participates in joint financing arrangements through various Joint Powers Authorities. The City is a member of the LPFD, the Livermore-Amador Valley Transit Authority, the Tri-Valley Transportation Council, the Livermore-Amador Valley Water Management Agency (LAVWMA), and the Alameda County Congestion Management Program. Livermore financed and operates an animal shelter facility in conjunction with the cities of Dublin and Pleasanton. The City shares a vehicle maintenance center with the Livermore Area Recreation and Park District. As a member of the California Statewide Communities Development Authority, Livermore has access to expertise and assistance in the issuance of tax-exempt bonds. Livermore receives general liability insurance coverage through its membership in California Joint Powers Risk Management Authority. Workers compensation coverage is provided through membership in the Local Agency Workers Compensation Excess Insurance Joint Powers Authority. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy, and facilities.

Nature and Extent

The City provides water retail, recycled water and water conservation services.

Location

The City provides water service directly to northern and eastern portions of the City. The California Water Services Company provides water service to the southern and downtown areas. Water service outside Livermore's boundaries includes a few properties on Greenville Road east of the city limits as well as three properties in a small area between Marathon Drive and the Union Pacific Railroad north of LLNL.¹⁰⁸ The City's water service extends outside Livermore's boundaries

¹⁰⁸The affected areas have received City water service since 1985.

in several areas where there are no water connections—in the southwestern Springtown area (Las Colinas Road) and the Altamont Creek area south of Frick Lake and north of I-580.¹⁰⁹

Recycled water is treated at tertiary levels, and is available in the western portion of the City. Recycled water is used for golf course irrigation and landscape irrigation at the Livermore Airport.

Key Infrastructure

Key infrastructure includes the water supply, three reservoirs, five pump stations, and three storage tanks.

Zone 7 is the wholesaler water provider and is also responsible for groundwater management, monitoring and recharge. The City receives its water supply from the Zone 7 Water Agency through six active turnouts (i.e., branches in Zone 7's main water distribution pipelines). The Zone 7 Board policy is to provide 100 percent of municipal demand through 2022 during water years ranging from average to multi-year drought. For discussion of Zone 7's water supply, treatment facilities and the groundwater basin, please refer to Chapter A-16.

The City has three reservoirs and three storage tanks with a total storage capacity of 10 mg. Emergency water storage consists of six million gallons, or 50 percent of maximum daily demand. Fire storage capacity is nearly four million gallons. Existing storage capacity is primarily located in eastern Livermore (Zone 3); from this location, it may be distributed throughout the City's service area. Emergency storage is predicted to last from one to two days in the summer and up to a week during winter months. However, the City estimates that it will have to increase its emergency storage requirement to 11 mg to meet future water demands. Storage tank improvements are scheduled for all three of the City's zones to meet current and future emergency water needs, according to the City's 2004 Water Master Plan. Two wells are available for emergency purposes.¹¹⁰

The City has participated in the development of a valley-wide plan for potable water distribution during emergencies through Tri-Valley Water Retailers—a collaborative effort of the four water retailers reliant on Zone 7. The members—Livermore, Pleasanton, DSRSD and Cal Water—have identified water-critical customers and possible potable water distribution sites. In case of total disconnection of water supply from Zone 7, the City could obtain water from California Water Service groundwater wells. In two prior severe earthquakes, the City's water supply incurred little damage.

In the event of emergencies such as earthquakes, Zone 7 will rely on groundwater reserves and Lake del Valle water and would be able to make deliveries to its retailers for nearly a full year even without the South Bay Aqueduct (SBA). If a catastrophe were to cause a South Bay Aqueduct outage, Zone 7 would not be able to serve water to its agricultural accounts.

The City prepared a terrorism vulnerability assessment, as required by the EPA.

¹⁰⁹ The area southwest of Springtown is within the City's water service area, although the City does not currently provide water service to existing development along Las Colinas Road. Cal Water provides free water service at present to the existing development—two farms and a church—on Las Colinas Road. The Altamont Creek area south of Frick Lake and north of I-580 lies within the City's water service area and urban growth boundary, but there are no active water connections in this area at present.

¹¹⁰ DHS drinking water source assessments were not available for these wells.

Table A.24.4. Livermore Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	Direct and Cal Water		Groundwater Recharge	Zone 7				
Wholesale Water	Zone 7		Groundwater Extraction	Direct (emergency only)				
Water Treatment	Zone 7		Recycled Water	Direct				
Service Area Description								
Retail Water	The City serves northern and eastern portions of Livermore, and six adjacent unincorporated areas. Cal Water serves southern and downtown Livermore.							
Wholesale Water	None							
Recycled Water	The Los Positas College and Golf Course and various other irrigation customers within the City's Zone 1.							
Boundary Area (Alameda)	23.9	sq. miles	Population (2005)	78,000				
System Information								
Average Daily Demand	6 mgd		Reservoirs	3				
Peak Day Demand	12 mgd		Storage Capacity (mg)	10				
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	3,698	3,785	6,171	7,119	7,721	8,524	9,412	12,378
Residential	NP	NP	3,041	3,555	NP	NP	NP	6,182
Commercial/Industrial	NP	NP	2,263	2,588	NP	NP	NP	4,499
Irrigation/Landscape	NP	NP	NP	NP	NP	NP	NP	NP
Other	NP	NP	867	976	NP	NP	NP	1,697
Service Connections			Total	Outside Bounds				
Total			9,064	12				
Domestic			7,200	3				
Commercial/Industrial/Institutional			1,400	9				
Irrigation/Landscape			NP	0				
Recycled			86	NP				
Other			NP	0				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	3,398	3,785	6,171	7,119	7,721	8,524	9,412
Imported	3,398	3,785	6,171	7,119	7,721	8,524	9,412
Groundwater	0	0	0	0	0	0	0
Surface	0	0	0	0	0	0	0
Recycled	NP	NP	NP	NP	NP	NP	NP
Supply Constraints							
<p>The City is subject to a 31 acre-feet groundwater pumping quota. Zone 7 has adequate sustainable supplies for 2030 demand levels. The Zone 7 Board policy is to provide 100 percent of municipal demand until 2022 during water years ranging from average to multi-year drought. Current infrastructure is only able to support meeting requested deliveries through 2013 without drawing down the existing groundwater basin below historic low levels. Zone 7 currently has a policy to maintain the groundwater basin above historic lows. Zone 7 is currently pursuing additional out-of-valley storage through Cawelo Water District in Kern County.</p>							
Water Sources							
Source	Type	Supply (Acre-feet per Year)			Safe/Firm		
		Average	Maximum				
Zone 7 Water Agency	purchased	7,119	NP ¹	NA			
Recycled Water	recycled	800	5,600	NA			
Groundwater Recharge							
Conducted by Zone 7.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	925	Year 2:	800	Year 3:	620	
Significant Droughts: 1976-1977, 1988-1991							
Storage Practices: Zone 7 stores 31,500 acre-feet annually on average in the Main Basin or with the Semitropic Water Storage District.							
Plan: Zone 7 will draw on water stored in the Main Basin and the Semitropic banking program. Voluntary water use reduction goals will be implemented.							
Agriculture Effects: Agricultural accounts would receive a 20% cut before treated water customers receive a cut.							
Water Conservation Practices							
CUWCC Signatory	No						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	NP	NP					
2 - Retrofits	NP	NP					
3 - Water Audits	NP	NP					
4 - Metering	NP	NP					
5 - Landscape Audits	NP	NP					
6 - Washing Machine Rebate	NP	Zone 7 offers rebates with water and energy retailers.					
7 - Public Information	NP	NP					
8 - School Education	NP	NP					
9 - CII Audits	NP	NP					
10 - Wholesale Assistance	NA	NA					
11 - Conservation Pricing	NP	NP					
12 - Conservation Coordinator	NP	NP					
13 - Water Waste	NP	NP					
14 - Toilet Replacement	NP	NP					
Note:							
(1) Zone 7 entitlement is sufficient for ultimate City demand, but is not allocated to individual retailers.							

continued

Water Infrastructure			
Reservoirs	3	Storage Capacity (mg)	10
Pump Stations	5	Pressure Zones	3
Production Wells	7	Pipe Miles	117
Other: 3 storage tanks, interties			
Infrastructure Needs and Deficiencies			
Enhanced treatment is needed to address taste and odor concerns associated with algae blooms in surface water supplies. Several water mains in Zone 1 (northwestern portion of Livermore) need to be replaced due to new development on the Friesman property and for the Oaks Business Park. A new pump station in Zone 1 is also needed to meet increasing demand due to growth. All zones require additional storage—a total of 15.5 mgd—to meet future demand mainly in northern Livermore.			
Facility Sharing and Regional Collaboration			
Current: Emergency interties with Cal Water. Share wholesaler with three other retail agencies. Member of Tri-Valley Water Retailers.			
Opportunities: None identified.			

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	0		
Monitoring Violations	0		
Service Adequacy Indicators			
Water Pressure Adequacy	35-100 psi; minimum residual pressure of 20 psi		
Response Time Policy	< 1 hr.	Response Time Actual	< 1 hr.
Distribution Loss Rate	7%	Connections/FTE	906
Distribution Breaks & Leaks	NP	Distribution Break Rate ²	20
Renewal/Replacement Rate ³	3%	O&M Cost Ratio ⁴	\$ 196
DW Compliance Rate ⁵	NA-Zone 7	MGD Delivered/FTE	0.64
Employee Indicators			
Total Employees (FTEs)	10	Certified as Required?	Yes
Health/Severity Rate ⁶	0	Employee Vacancy Rate	0%
Training Hours/Employee	38	Employee Turnover Rate	20%
Service Challenges			
None identified.			
Water Planning	Description		Planning Horizon
Water Master Plan	2004		20 years
UWMP	1995		20 years
Capital Improvement Plan	FY 02-03		20 years
General Plan (Resource)	2003		27 years
Plan Item/Element	Description		
Emergency Plan	In UWMP		
Other Plans			
Recycled Water for Agricultural Reuse Feasibility Study (2003), Recycled Water System Master Plan (2004)			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Retail Water Rates-Ongoing Charges FY 04-05¹			
Rate Description		Avg. Monthly Charges	Consumption²
Residential	Flat Monthly: \$12.80 Water Use: \$1.67-3.10 per ccf	\$ 34.93	12 ccf/month
Non-Residential			
Retail	Flat Monthly: \$26.80 Water Use: \$2.00-3.10 per ccf	\$ 102.19	38 ccf/month
Industrial	Flat Monthly: \$78 Water Use: \$2.00-3.10 per ccf	\$ 691.03	215 ccf/month
Special Rates			
No premium for service outside City boundaries. Recycled water costs \$1.60 (non-demineralized) or \$2.00 (de-mineralized) per ccf.			
Wholesale Water Rates			
NA			
Rate-Setting Procedures			
Policy Description	The City Council reviews rates annually, with adjustments to ensure adequate funding.		
Most Recent Rate Change	7/1/04	Frequency of Rate Changes	Annual
Water Development Fees and Requirements			
Connection Fee Approach	The fee is based on meter size. Zone 7 connection fees are also required.		
Connection Fee Timing	Upon building permit issuance.		
Connection Fee Amount	5/8 inch meter: \$16,100	1 inch meter:	\$40,250
Land Dedication Requirements	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03
Source	Amount	%	Amount
Total	\$9,200,687	100%	Total \$6,123,624
Rates & Charges	\$8,219,836	89%	Administration \$923,722
Property Tax	\$0	0%	O & M \$1,394,061
Grants	\$0	0%	Capital Depreciation \$177,453
Interest	\$200,200	2%	Debt \$0
Connection Fees	\$781,000	8%	Purchased Water \$3,628,388
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection and treatment services. Within its service area, the City inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City's engineers plan and design sewer rehabilitation projects.

Location

The City provides collection and treatment services to a service area primarily inside the City's Urban Growth Boundary. The service area excludes agricultural areas inside city limits. The service area outside city limits includes the Ruby Hill subdivision in the City of Pleasanton and the Lawrence Livermore National Laboratory and Sandia National Laboratories in the adjacent unincorporated area; due to topography, the City is the only potential treatment provider to these areas. The City has agreed to allow the Veterans Administration Hospital to discharge to its system, although the hospital does not currently discharge to the City's collection system.

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and the District's share in the LAVWMA-owned export pipeline, dechlorination facility, and wet weather outfall.

The Livermore Water Reclamation Plant has a design capacity of 8.5 mgd (secondary). Average dry weather flow is 6.3 mgd and peak wet weather flow is 16.7 mgd. The facility provides secondary treatment for its average dry weather flow. Treatment consists of grit removal, primary clarification, secondary clarification, and disinfection. Most (approximately 93 percent) of treated effluent is transported to the LAVWMA and EBDA systems for chlorination and disposal.¹¹¹ The remaining effluent (seven percent) receives tertiary treatment; the recycled water is used for golf course irrigation and landscape irrigation at the Livermore Airport. Sludge is anaerobically digested and dewatered using belt filter presses, and is used as alternative landfill cover.

As a member of LAVWMA, the City has 8.7 mgd in disposal capacity rights (of a total 21 mgd capacity). Voters approved Livermore's participation in the LAVWMA expansion project in November 2005. As a result, the City's disposal capacity will be 12.4 mgd of a LAVWMA total capacity of 41.2 mgd. The LAVWMA effluent is discharged through the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and LAVWMA facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven

¹¹¹ LAVWMA is a JPA created in 1974 for wastewater disposal for the service areas of Livermore, Pleasanton and DSRSD. LAVWMA has capacity rights in the EBDA outfall system. EBDA is a wastewater disposal JPA with member agencies including San Leandro, Hayward, Union Sanitary District, and Oro Loma Sanitary District/Castro Valley Sanitary District.

miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

During wet weather, LAVWMA is authorized to discharge up to 21.5 mgd of treated, dechlorinated effluent to San Lorenzo Creek. Related LAVWMA facilities include a dechlorination facility and emergency outfall. The City is not authorized to discharge to Arroyo Mocho or any other waterways in or near its service area. The City's treatment plant includes wet weather storage capacity of 16.5 mg.

The City's recycled water system facilities include tertiary treatment capabilities, a reservoir, and 10 miles of recycled water distribution pipeline. The City's treatment plant has the capacity to produce 6.0 mgd of recycled water, of which 0.8 mgd is used on-site for irrigation and industrial uses. Over one million gallons are used for off-site irrigation at a golf course and airport. Recycled water is also available for fire protection and fire suppression uses.

The City's collection system includes two pump stations and 265 miles of sewer lines.

Table A.24.5. Livermore Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct		
Wastewater Treatment		Direct		
Wastewater Disposal		LAVWMA & EBDA		
Service Area				
Collection: all of Livermore except agricultural areas.				
Treatment: all of Livermore except agricultural areas, Ruby Hill (Pleasanton), and adjacent unincorporated areas.				
Service Outside Bounds: Ruby Hill subdivision in Pleasanton and adjacent unincorporated areas (LLNL, Sandia National Laboratories, and a Greenville Road property).				
Onsite Septic Systems in Service Area²				
68 septic systems in and around Livermore, generally located on outskirts in formerly unincorporated areas.				
Septic Regulatory/Policies				
As long as the septic system works properly, there is no requirement to connect to the central system.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	24,527	678	6.5	16.7
Residential	23,586	677	5.1	NA
Commercial	861	0	0.7	NA
Industrial	3	1	0.5	NA
	Average			
Treatment Plant Daily Flow	Dry		Peak Wet	
Livermore Water Reclamation Plant	6.5 mgd		17.3 mgd	
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented 136 in Livermore.				

continued

Wastewater Infrastructure			
Regional Collaboration			
The City is a member of LAVWMA, which maintains an effluent export pipeline conveying wastewater to the EBDA outfall.			
Facility Sharing Opportunities			
Subject to voter approval, Livermore may have excess wastewater disposal capacity available for lease to other parties such as the Zone 7 Water Agency.			
Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity ¹	Condition	Yr Built
Livermore Water Reclamation Plant	8.5 mgd	Fair	1958
EBDA Marina Dechlorination Facility	19.7 mgd ²	Good	1978
EBDA Joint Outfall	19.7 mgd ²	Good	1978
LAVWMA Export Pipeline (New)	8.7 mgd ³	Excellent	2004
LAVWMA Export Pipeline (Old)	8.7 mgd ³	Good	1979
Infrastructure Needs and Deficiencies			
Wastewater disposal and storage capacity is inadequate to accommodate peak wet weather flow (11 mgd during the 1998 El Nino season) and future growth (9.5 mgd dry flow at build-out). City voters approved participation in LAVWMA expansion in Nov. 2005; as a result, the City disposal capacity will be expanded from 8.7 to 12.4 mgd. A new pumping station and interceptor improvements will be required by 2008 to increase interceptor capacity to 12.4 mgd. Peak storage capacity (currently 16.25 mg) is inadequate, but is being enhanced now that voters approved the LAVWMA expansion alternative.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	280	Pumping Stations	2
Infrastructure Needs and Deficiencies			
Capital improvement needs include elimination of hydraulic bottlenecks and increased pumping station and pipeline capacity. New systems are needed to accommodate growth in the northeastern portion of the City and north of I-580 in the vicinity of Portola. New Downtown development requires the upsizing or replacing of sewer mains. The 2004 Master Plan recommends that permanent flow monitors be installed.			
Infiltration and Inflow			
Infiltration and inflow is a concern throughout the LAVWMA service area due to limited wet weather disposal capacity. Infiltration from the developed area tributary to the City's collection system is also a system capacity concern.			
Note:			
(1) Capacity reflects this agency's share of capacity at jointly-owned facilities, unless otherwise noted.			
(2) The EBDA capacity is shared with LAVWMA members. LAVWMA owns 19.7 mgd in EBDA capacity and leases additional capacity when it is available.			
(3) The agency's total disposal capacity upon completion of the pipeline repair project.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
8/24/2004	Sewage Facility	Facility error	25	Yes
3/5/2004	Sewage Facility	Facility error-chemical release	NP	NP
8/30/2003	Road, Residence	Blocked sewer line	4,000	Yes
7/17/2003	Residence	Blocked sewer line	6,000	Yes
Service Adequacy Indicators				
Reported Spills	4	Sewer Overflows 2004	30	
Sewer Overflow Rate ²	11	Sewer Miles/FTE	6	
Response Time Policy ³	1 hr on scene	Response Time Actual	1 hr.	
Total Employees (FTEs)	46	Accounts/FTE	533	
Renewal/Replacement Rate ⁴	8%	O&M Costs/Account	\$500	
Treatment Effectiveness Rate	100%	Amount (mg) Processed/FTE	0.13	
Employee Safety Severity Rate ⁵	0	Training Hours per FTE	27	
Employee Turnover Rate	3.8%	Employees Certified?	Yes	
Regulatory Compliance Record				
Penalized for exceeding cyanide limitations on five occasions in 2000. The City believes the cyanide was a chlorination by-product that is generally removed during dechlorination, and that the sampling point was at the wrong point in the treatment process.				
Source Control and Pollution Prevention Practices				
The City regulates commercial discharge through inspections, sampling and discharge permit requirements. The City conducts preventative maintenance.				
Collection System Inspection Practices				
One-fifth of the system is inspected by CCTV annually. The 2004 Master Plan recommends a comprehensive CCTV inspection program be conducted.				
Service Challenges				
The City's main challenge is addressing inadequate disposal capacity. Increasing recycled water capacity and demand are challenges.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	2004	20 years		
Wastewater Collection Plan	Included in WWMP	20 years		
Capital Improvement Plan	FY 02-03	20 years		
General Plan (Resource)	2003	27 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Included in WWMP			
Seismic/Emergency Plan	LAVWMA Engineer's Report			
Wet Weather Flow Capacity Plan	2005 Disposal Plan			
Other Relevant Plans				
2005 Disposal Plan				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				
(5) Lost workdays per FTE multiplied by 100.				

continued

Wastewater Rates and Financing				
Wastewater Rates-Ongoing Charges FY 04-05¹				
	Rate Description	Avg. Monthly Charges	Demand²	
Residential	Flat Monthly: \$38.75	\$38.75	12 ccf/month	
Non-Residential				
Retail	Water Use: \$3.76-4.69 per ccf	\$150.20	38 ccf/month	
Restaurant	Water Use: \$7.21-7.43 per ccf	\$210.67	29 ccf/month	
Industrial	Water Use: \$0.36 per ccf, plus load charges	\$666.38	215 ccf/month	
Rate Zones				
Wastewater rates are the same throughout the City.				
Rate-Setting Procedures				
Policy Description: The City Council reviews rates annually, with adjustments to ensure adequate funding.				
Last Rate Change: 5/24/2004		Frequency of Rate Changes: Annual		
Wastewater Development Fees and Requirements				
Connection Fee Approach	The residential fee is based on number of units; the non-residential fee is based on discharger type and square footage or water use.			
Connection Fee Timing	When the complete building permit application has been submitted.			
Connection Fee Amount ³	Residential: \$8,900	Restaurant:	\$75,843	
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.			
Development Impact Fee	None			
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03		
Source	Amount ⁴	%	Amount	
Total	\$25,650,913	100%	Total	\$15,144,385
Rates & Charges	\$14,751,958	58%	Administration	\$285,348
Property Tax	\$0	0%	O & M	\$12,256,828
Grants	\$0	0%	Capital Depreciation	\$1,455,058
Interest	\$733,300	3%	Debt	\$822,064
Connection Fees	\$6,804,000	27%	Other	\$325,087
Notes:				
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.				
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.				
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.				
(4) Miscellaneous revenue not displayed. Includes sewer infrastructure financed by governmental activities.				

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services from Zone 7 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are four pump stations and 200 miles of channels and pipes. Natural creeks are also critical components of the drainage infrastructure. Although stormwater flows into Arroyo Las Positas, Arroyo Mocho, Cottonwood Creek, Cayetano Creek, and Altamont Creek, creek maintenance is primarily conducted by the flood control district.¹¹²

¹¹² See Chapter A-16 for information on creeks maintained by the relevant flood control service provider.

Table A.24.6. Livermore Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	Zone 7
Drainage System		Developed Area in 100-Year Flood Plain	
Concrete pipes flow to major channels and detention basins, and to creeks including Arroyo Las Positas, Arroyo Mocho, Granada Channel, Cottonwood, Cayetano, and Altamont Creeks.		None. Flood plains along Arroyo Mocho, Altamont Creek and Arroyo Las Positas cover open space and undeveloped areas.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.45	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 1 hour	New Development and Construction	
Inlet Inspection Rate 2004	225%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	none
Litter Removed (cu. yds.)	113	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	602	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	8,369	Regulatory	
Volume Removed (cu. yds.)	3,752	Permitted Industrial Dischargers	20
Maintenance		Permitted Construction Dischargers	50
Inlets Inspected	4,098	# of Businesses Inspected, FY 2003-04	236
Inlets Cleaned	575	# of Storm Drain Inlets	1,823
Service Financing		Stormwater Assessment	
Stormwater assessments, called "Enterprise Service Charges," which are inflation-indexed (CPI).		The assessment is calculated by multiplying parcel size (acres) by run-off factor. The charge for an average single family home is \$21.93. There is a surcharge for commercial or industrial properties.	
Service Challenges			
Increasing flow capacity of the system and pumps as development occurs.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
200 Miles of Concrete Pipes	good	Need improvements to system for localized flooding, major maintenance on channels prior to transfer to Zone 7 for maintenance, and erosion control of Arroyo Mocho.	
4 Pump Stations	good/fair	3 updated within 5-10 years. P St. Station is not adequate for required flow rate.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and recyclable collection services to residents through a private hauler—Waste Management, Inc. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Vasco Road and Altamont Landfills in Livermore and the Potrero Hills Landfill in Suisun City.

Key Infrastructure

There are no landfills, materials recovery facilities, or waste transfer stations in the City.

Table A.24.7. Livermore Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	Waste Management, Inc.	weekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<table border="1"> <caption>Solid Waste Disposed (Tons)</caption> <thead> <tr> <th>Year</th> <th>Tons</th> </tr> </thead> <tbody> <tr><td>1995</td><td>80,000</td></tr> <tr><td>1996</td><td>90,000</td></tr> <tr><td>1997</td><td>95,000</td></tr> <tr><td>1998</td><td>110,000</td></tr> <tr><td>1999</td><td>120,000</td></tr> <tr><td>2000</td><td>115,000</td></tr> <tr><td>2001</td><td>110,000</td></tr> <tr><td>2002</td><td>110,000</td></tr> <tr><td>2003</td><td>100,000</td></tr> </tbody> </table>		Year	Tons	1995	80,000	1996	90,000	1997	95,000	1998	110,000	1999	120,000	2000	115,000	2001	110,000	2002	110,000	2003	100,000	Resid. Curbside Recyclable	Yes	
		Year	Tons																					
		1995	80,000																					
		1996	90,000																					
		1997	95,000																					
		1998	110,000																					
		1999	120,000																					
2000	115,000																							
2001	110,000																							
2002	110,000																							
2003	100,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	No																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	Yes																							
Food Waste Composting	Yes																							
Landfill Diversion Rate		Other Efforts																						
		None																						
	Year	Rate																						
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	50%																						
	2001	59%																						
	2002	55%																						
Service Financing		Rates																						
General fund, Measure D funds		Residential rate (per month) ⁴	\$	11.14																				
		Commercial rate (per cu. yd.)	\$	13.09																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Vasco Road Landfill	Livermore	82%	2022																					
Altamont Landfill	Livermore	16%	2025																					
Potrero Hills Landfill	Suisun City	1%	2058																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-25: CITY OF NEWARK

The City of Newark is a direct provider of stormwater services. The City contracts with Waste Management, Inc. for solid waste services. ACWD provides retail and wholesale water service, with additional wholesale water supplies purchased from the State Water Project and SFPUC. Union Sanitary District provides wastewater collection and treatment; wastewater disposal is provided by the East Bay Dischargers Authority.

Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services provided by the City—street maintenance, park maintenance and recreation programming—and by the Alameda County Library District—library service—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Newark incorporated on September 22, 1955. The City lies in the southwestern portion of Alameda County, bordered entirely by the City of Fremont.

LAFCo established the City of Newark's SOI on April 19, 1979 as coterminous with the City's bounds. There have been no subsequent LAFCo actions affecting Newark's SOI or boundary.

The City of Newark has a boundary land area of 14 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Newark is a general law city with a council-city manager form of government.

The Newark City Council consists of five members, four City Council members and the Mayor, elected at large. The Council members serve four-year terms and the directly elected Mayor serves a two-year term. The City Council meets twice a month on the second and fourth Thursdays of each month in the Council Chambers.

The City Council and Planning Commission meetings are broadcast live on local television. Upcoming events, job openings and other information are also provided on television. City Council and Planning Commission agenda and minutes are posted on the City website, along with other public documents. The website includes general information about City services, programs and events. The City publishes a quarterly newsletter that it sends to all residents and businesses.

The latest contested election was held in November 2001. The voter turnout rate was 26 percent, slightly higher than the countywide voter turnout rate of 21 percent.¹¹³

The City of Newark demonstrated accountability in its disclosure of information. The agency responded to LAFCo’s written questionnaires and document requests, cooperated with LAFCo map inquiries and participated in interviews.

Citizen complaints are directed to the City Manager's office or to the Economic Development Manager, who serves as the development ombudsman. The City does not keep specific records on the number of complaints received each year.

GROWTH AND POPULATION PROJECTIONS

Figure A.25.1. Newark Population & Job Base, 2005-25

There are 44,400 residents and 21,180 jobs in Newark, according to Census and ABAG data.

The City of Newark’s population density is 3,178 per square mile—higher than the countywide density (2,057) and lower than the median city density (4,992).

In the next 15 years, Newark’s population is projected by ABAG to increase to 49,000, as depicted in Figure A.25.1. Over the same period, Newark’s job base is expected to grow to 24,230.

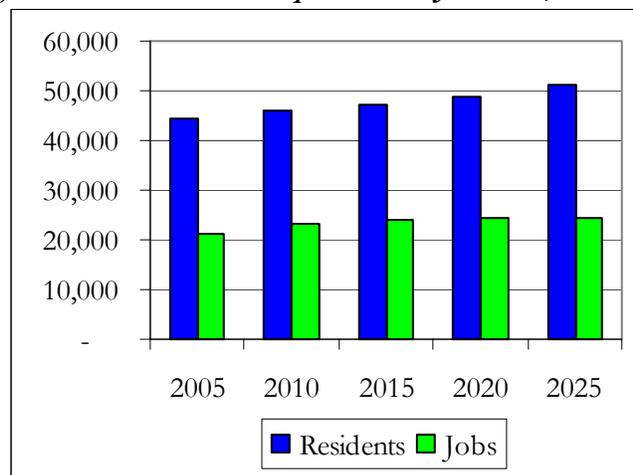
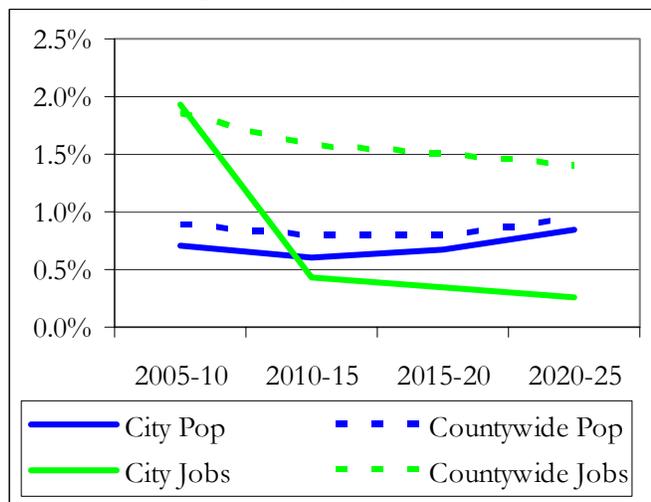


Figure A.25.2. Annual Population & Job Growth Rates, 2005-25

Population growth in Newark is expected to occur somewhat more slowly in the County as a whole, according to ABAG projections. After 2010, ABAG expects Newark’s growth to slow to slightly less than the countywide growth rate, as depicted in Figure A.25.2. The Newark job growth rate is currently higher than countywide job growth, but is expected to be substantially lower in the long-term.

In the long run, the City expects that no more than 10,000 additional residents can be accommodated in the City; this represents



¹¹³ Voter turnout rates tend to be lower for elections that do not include major federal and state positions, as was the case for this election.

an increase of 25 percent over the 2000 population.

Newark’s most recent (1992) General Plan identified commercial development potential at six infill areas including the New Park Mall area and adjacent lands, mixed use development at Cedar Boulevard and redevelopment in the Historic Newark area.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City reported that it does not conduct performance evaluations. The City reported that each City department head monitors and reports on productivity, and that City officials review productivity reports on a quarterly basis.

The City’s departments set annual objectives as part of the budget process. Objectives may include such items as personnel training, the upgrade of facilities, the implementation of community programs, etc. The City has an adopted mission and vision statement; the statements focus on customer service, resource efficiency and diversity. The City does not conduct performance-based budgeting. The City General Plan was last updated in 1992 and has a planning time horizon of 15 years.

The City did not report any awards or honors received in the last five years.

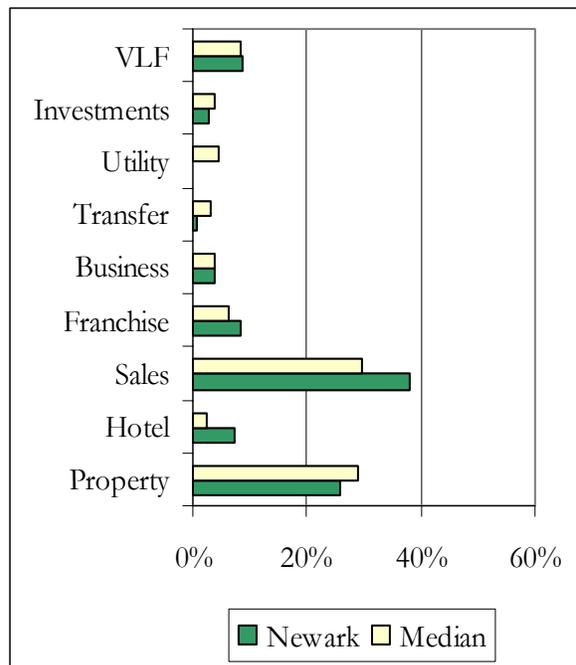
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Figure A.25.3. General Fund Revenue Sources, FY 2001-02

Newark operates on a below-average level of general fund revenues, with a relatively high level of reserve funds, and a relatively low level of long-term debt compared to the 14-city median.

The City’s general fund was budgeted to receive \$33 million in FY 2004-05. The general fund amounts to \$746 per capita, compared with the 14-city median of \$897.¹¹⁴ Newark raises an above-average share of revenue from sales and use tax, as indicated in Figure A.25.3. Sales tax accounts for 38 percent of Newark’s general fund revenues, compared with the median of 30 percent. Sales tax revenue per resident was \$242 in FY 2000-01, 28 percent higher than the median. Vehicle license fee revenues constitute nine percent of Newark’s general fund. Newark raises



¹¹⁴ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

an above-average share of revenue from transient occupancy taxes and franchise fees. Newark raises a below-average share of revenue from business taxes. Newark does not currently levy a utility users' tax and could increase revenues if a majority of voters approved imposition of a utility users' tax.

The Union Sanitary District finances sewer maintenance and improvements in the city limits with sewer service charges and connection fees. The City finances stormwater service with stormwater assessments, known locally as "environmental protection fees." Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with recycling fees and general fund revenues.

Newark's direct long-term debt per capita was \$377 at the end of FY 2002-03, compared with the 14-city median of \$493.¹¹⁵ Most of the City's debt is related to bonds issued to finance a community activity center and a fire station in the Old Town area. The City of Newark's underlying financial rating is "above-average" (A2) according to Moody's.

Newark's undesignated reserves for economic uncertainties and contingencies at the end of FY 2001-02 were 23 percent of general fund revenue, compared with the median reserve ratio of 13 percent. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent.

The City finances stormwater capital projects, such as line repair and drainage studies, with gas tax revenues. Infrastructure expansion is financed through developer fees, specifically park dedication, park facility, fire impact, traffic impact and capital facility fees. These fees are levied on all new development in the City to pay for the construction and improvement of public facilities related to growth.

The City participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. As a member of the California Statewide Communities Development Authority, Newark has access to expertise and assistance in the issuance of tax-exempt bonds. The City receives general liability insurance coverage through its membership in the ABAG Plan, and workers compensation excess insurance through the Local Agency Workers' Excess Compensation Joint Powers Authority. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

¹¹⁵ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City of Newark provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services from Zone 5 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are channels and pipes. Although stormwater also flows into Beard Creek, Sanjon de los Alisos, Plummer Creek, Newark Slough, and Mowrys Slough, creek maintenance is primarily conducted by the flood control district.¹¹⁶ The City plans to replace 91 storm drain grates with higher flow models.

¹¹⁶ See Chapter A-1 for information on creeks maintained by the relevant flood control service provider.

Table A.25.4. Newark Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	ACFCD, Zone 5
Drainage System		Developed Area in 100-Year Flood Plain	
In an alluvial plain adjacent to the Bay, the City of Newark uses storm drains, pipes and channels to drain to Beard Creek, Sanjon de los Alisos, Plummer Creek, Newark Slough, and Mowrys Slough, and to the San Francisco Bay.		Flood plain areas lie west of the Southern Pacific Railroad where land is primarily undeveloped. The City maintains industrial and residential development plans throughout this area, subject to wetland constraints.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.47	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 2 hours	New Development and Construction	
Inlet Inspection Rate 2004	723%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	yes
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	1,100	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	90	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	3,449	Regulatory	
Volume Removed (cu. yds.)	1,629	Permitted Industrial Dischargers	35
Maintenance		Permitted Construction Dischargers	11
Inlets Inspected	9,032	# of Businesses Inspected, FY 2003-04	229
Inlets Cleaned	9,032	# of Storm Drain Inlets	1,249
Service Financing		Stormwater Assessment	
Stormwater assessments, known locally as "Environmental Protection Fees," finance storm drainage maintenance and street cleaning.		Residential assessments are levied per unit. An average single family home is assessed \$20.32. Non-residential rates are calculated by parcel size (acres).	
Service Challenges			
Meeting new NPDES permit requirements as they are enacted.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Pipes and Channels	very good	Need to update 91 storm drain inlets with newer higher flow models.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and recyclable collection services to residents through a private hauler—Waste Management, Inc. The City does not provide recyclable collection services to multi-family residents. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Tri-Cities Recycling and Disposal facility in Fremont.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.25.5. Newark Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	Waste Management, Inc.	weekly	none	open market																				
Service Demand		Recycling Efforts																						
<table border="1"> <caption>Solid Waste Disposed (Tons)</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~50,000</td></tr> <tr><td>1996</td><td>~50,000</td></tr> <tr><td>1997</td><td>~50,000</td></tr> <tr><td>1998</td><td>~50,000</td></tr> <tr><td>1999</td><td>~70,000</td></tr> <tr><td>2000</td><td>~50,000</td></tr> <tr><td>2001</td><td>~50,000</td></tr> <tr><td>2002</td><td>~50,000</td></tr> <tr><td>2003</td><td>~50,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~50,000	1996	~50,000	1997	~50,000	1998	~50,000	1999	~70,000	2000	~50,000	2001	~50,000	2002	~50,000	2003	~50,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	~50,000																					
		1996	~50,000																					
		1997	~50,000																					
		1998	~50,000																					
		1999	~70,000																					
2000	~50,000																							
2001	~50,000																							
2002	~50,000																							
2003	~50,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	Yes																							
Food Waste Composting	No																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Newark provides weekly pickup of used motor oil.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	53%																						
	2001	52%																						
	2002	50%																						
Service Financing		Rates																						
Recycling fees		Residential rate (per month) ⁴	\$	15.53																				
		Commercial rate (per cu. yd.)	\$	15.22																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Tri-Cities Recycling-Disposal	Fremont	99%	2006																					
Vasco Road Landfill	Livermore	1%	2022																					
Azusa Land Reclamation	Los Angeles	0%	2025																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-26: CITY OF OAKLAND

The City of Oakland is a direct provider of wastewater collection and stormwater services. The City contracts with Waste Management, Inc. for solid waste services. EBMUD provides water and wastewater treatment and disposal services. Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services—street maintenance, park maintenance, recreation programming, and library—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Oakland incorporated on May 4, 1852. The City lies in the northwestern portion of Alameda County, bordered by the cities of Berkeley and Emeryville to the north and San Leandro to the south.

Oakland's SOI was established by LAFCo on September 15, 1983. The SOI includes a small area south of Redwood Road that is outside the city limits but not in Redwood Regional Park. In its resolution, LAFCo placed four eastern hill fringe areas—Villanova Drive, Manzanita Court, Starkeville and Diablo Courts—in Oakland's SOI. These areas are served by the City of Oakland; however, they are actually in Contra Costa County. The LAFCo resolution stated that development in Contra Costa County adjacent to Oakland should not be permitted until the areas are annexed to Alameda County and the City of Oakland. The CKH Act prohibits the annexation of territory in another county to a city,¹¹⁷ but it does not explicitly prohibit a city's SOI from including territory located in another county.

Subsequent to the SOI adoption, LAFCo approved a boundary realignment and SOI change involving Oakland and San Leandro, which included detachment and annexation of parcels from both cities. In 1992, following a county line adjustment, one of the four Contra Costa County areas—Villanova Drive—was annexed to Alameda County and the City of Oakland. Hence, Oakland's current SOI includes its boundary area, the areas south of Redwood Road that are within Alameda County, and the three fringe areas in Contra Costa County.

In 1996, LAFCo approved a landowner petition to annex 30 acres of fringe area near Redwood Road to Oakland.

The City of Oakland has a boundary land area of 56.1 square miles according to the 2000 Census.

¹¹⁷ California Government Code, Section 56741.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo’s MSR process, customer service, and community outreach.

The City of Oakland is a charter city, with a mayor-council form of government. The Oakland City Council has seven members elected by district and one member elected at large. The City also has a strong Mayor elected at large. All City Council members and the Mayor serve four-year terms.

The Oakland City Council meets biweekly on Tuesdays.

The Oakland website posts City Council agendas and minutes. A local television station broadcasts committee and council meetings and meeting notices are posted in the required places, which include outside public buildings. The City also discloses finances, plans and other public documents via the Internet.

The latest contested election was held in March 2004. The voter turnout rate was 40 percent, slightly lower than the countywide voter turnout rate of 44 percent.

The City of Oakland demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and participated in interviews.

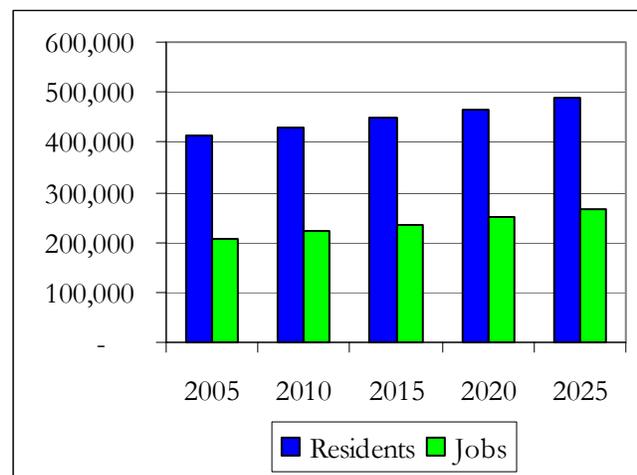
Constituents can submit complaints regarding City services in a variety of ways. They can call the Oaklanders' Assistance Center in the Mayor's office, which receives approximately 600 of the 3,000 monthly contacts involving complaints. Customers can also call individual council members. The City Auditor also staffs a "Good Government" hotline.

GROWTH AND POPULATION PROJECTIONS

Figure A.26.1. Oakland Population & Job Base, 2005-25

Oakland is the largest populated city in Alameda County with 414,100 people and 207,100 jobs, according to Census and ABAG data.

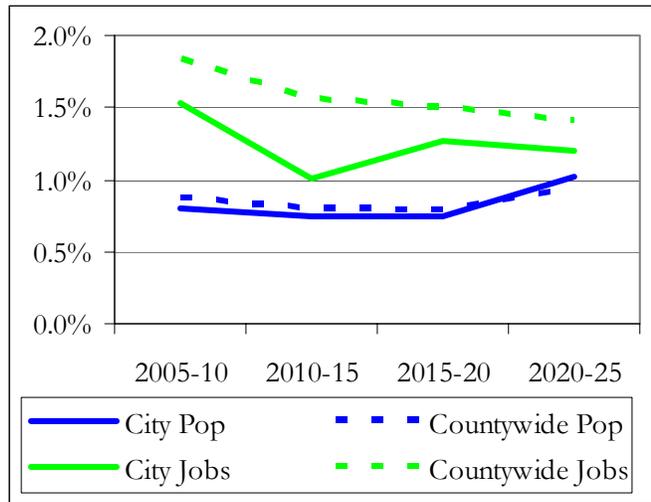
Oakland’s population density is 7,387 residents per square mile, which is significantly higher than both the countywide density of 2,057 and the median city density of 4,992. Among the cities, Oakland’s population density ranks third after Berkeley and Albany.



Per ABAG population projections, Oakland’s population is expected to grow to 464,000 in the next 15 years and its job base is expected to grow to 250,260, as shown in Figure A.26.1.

Figure A.26.2. Annual Population & Job Growth Rates, 2005-25

Oakland’s population is growing more slowly than the countywide population; however, Oakland’s population is expected to grow more quickly over the long-term. Oakland’s job base is expected to grow more slowly than the countywide job base in both the short- and long-term, as depicted in Figure A.26.2.



Oakland’s growth areas include Chinatown, the airport area, West Oakland and the hill areas. The Chinatown area is growing due to mixed-use housing development and various neighborhood improvements. In the airport vicinity, East Oakland is projected to experience high job growth from airport and related jobs. Another commercial development growth area is West Oakland. The main residential growth areas are in the North and South Hills areas.

Growth strategies in Oakland involve encouraging infill development to preserve open space in other areas of Alameda County. Oakland has a plan to attract 10,000 residents to the downtown area. In addition to its existing Coliseum and Downtown redevelopment areas, Oakland is developing two new redevelopment areas in West Oakland and in Central City East to encourage growth in older, blighted neighborhoods. Oakland is also exploring transit villages at BART station locations. A transit village is currently being constructed at the Fruitvale station.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City of Oakland monitors on a quarterly basis whether departments have met performance standards, and uses this information in the preparation of its annual budget. The budget process allows the City to reconsider the value of every service, and to evaluate strengths and weaknesses. The City indicates that this approach enables it to reshape its organization and provide more efficient use of its resources. The City’s strategies to preserve core programs and minimize the necessity for employee layoffs or service reductions include reduction of the costs of doing business and raising certain fees. Cost reductions include restructuring of City government to maximize the efficiency of delivering services while minimizing reductions in the services themselves.

The City’s approach to monitoring workload varies by agency and department. For example, the Building Services department tracks its permit-related workload.

In 2001, the City launched an independent evaluation effort entitled “Improving Performance While Living Within Our Means.” Under this program, Oakland staff is working to reduce overtime and workers compensation costs, implement performance-based budgeting, and improve neighborhood services and outdoor maintenance. The City’s intent is to move from the traditional baseline budget to a program- and performance-based budget that is aligned with the goals of the Mayor and City Council. In preparing for the program-based budget, City departments have identified programs and linked them to broad Council goals and citywide objectives. City

departments have also developed performance measures that will be used to track the performance of each program and will lead to the development of a performance-based budget. The Oakland City Council implemented the program-based budget during the 2003-2005 budget cycle and is implementing performance-based budgeting in the 2005-2007 cycle.¹¹⁸ The City General Plan was last updated in 1998 and has a planning time horizon of 17 years.

The City of Oakland’s mission is to deliver effective, courteous and responsible service. The mission statement envisions citizens and employees being treated with fairness, dignity and respect.

No honors or awards were identified by the agency.

FINANCING CONSTRAINTS AND OPPORTUNITIES

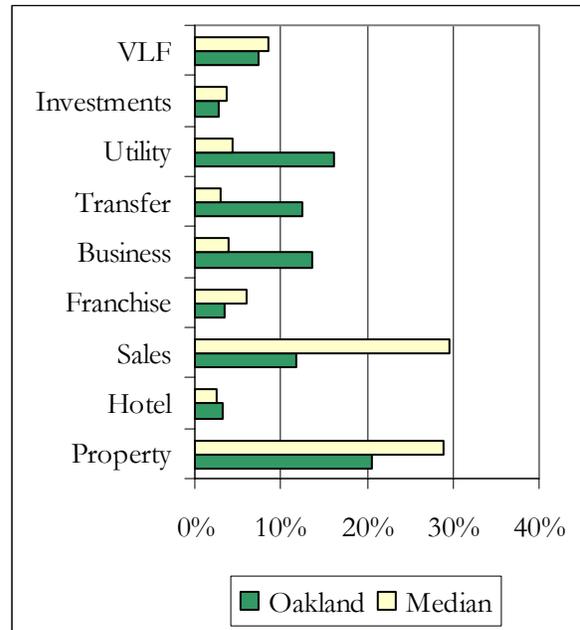
Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Figure A.26.3. General Fund Revenue Sources, FY 2001-02

Oakland operates with an above-average level of general fund revenues, with a relatively low level of reserve funds, and a relatively high level of long-term debt compared with the 14-city median.

The City’s budgeted general fund revenues were \$505 million in FY 2004-05. The general fund amounts to \$1,224 per capita, compared with the 14-city median of \$897.¹¹⁹ Oakland raises a relatively low share of revenue from sales tax, as indicated in Figure A.26.3. Sales tax accounts for 12 percent of general fund revenues in Oakland, compared with the median of 30 percent. Sales tax revenue per resident was \$90 in FY 2001-02, approximately 53 percent lower than the median.

Vehicle license fee revenue constitutes seven percent of Oakland’s general fund. Oakland raises an above-average share of revenue from business, property transfer and utility users’ taxes.



Sewer maintenance and improvements are financed with sewer service charges, source control fees and connection fees. The City finances stormwater service with sewer and general fund revenues and does not impose a stormwater assessment. The City plans to pursue a ballot measure in the near future regarding a stormwater assessment. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

¹¹⁸ The City’s budget is prepared on a two-year cycle, although the City tracks performance measures on an annual basis.

¹¹⁹ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

Oakland's direct long-term debt per capita was \$3,392, compared with the 14-city median of \$493.¹²⁰ Nearly one-third of the City's long-term debt is associated with lease revenue bonds issued to finance the Oakland Museum, equipment and other facilities. Nearly one-third of the City's long-term debt is associated with pension obligation bonds, used to provide full financing to the City's primarily independent pension system. Oakland's general fund provides \$11 million annually to subsidize Coliseum revenue shortfalls in repayment of the joint venture's debt. The City's wastewater enterprise had \$6.4 million in long-term debt at the end of FY 2002-03, and has subsequently borrowed \$62 million through revenue bonds to finance sewer collection system rehabilitation. Oakland received a financial rating of "strong creditworthiness" (A-) from Standard and Poor's and an "above-average" (A3) underlying credit rating from Moody's for its \$44 million lease revenue bond issue in 1999. Oakland's pension obligation bonds receive a somewhat higher credit rating (A2) from Moody's.

At the end of FY 2002-03, Oakland's undesignated reserves for economic uncertainties were eight percent of general fund revenue, compared with the median reserve ratio of 13 percent. Oakland's policy is to maintain a 7.5 percent general fund reserve level. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City's wastewater enterprise had unrestricted net assets of -\$8 million at the end of FY 2002-03. In FY2004-05, the City borrowed \$62 million and increased sewer service charges to finance related capital improvements. Future financial statements are expected to reveal positive wastewater reserves.

The City plans to spend \$7.8 million on wastewater and stormwater rehabilitation and replacement projects in FY 2005-06, according to its most recent capital improvement plan. The City finances utility-related capital projects through wastewater connection fees, service charges, bonded debt, and general fund resources. New developments must install and finance infrastructure on their own properties, and may finance improvements through future assessments by forming a Community Facilities District.

The City has faced general fund budget deficit pressures in the last several fiscal years and in the upcoming budget cycle. The City has asked its departments to cut five percent of net costs to the general fund in FY 2005-06 and FY 2006-07. Due to a \$38 million revenue shortfall in FY 2003-04, the City Council closed a fire station, reduced library hours, increased fees and forced City buildings from City Hall to recreation centers to close once a month. In March 2004, the City's voters considered three revenue-raising measures: Measure O to expand the existing utility users' tax on cell phone bills (approved), Measure Q to extend and increase the existing library parcel tax (approved), and Measure R to impose a special parcel tax for community-based policing and after-school programs (failed).

Oakland participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. The City is a member of the East Bay Communities JPA, which conducts studies of infiltration and inflow into the wastewater collection systems of member agencies. As a member of the California Statewide Communities Development Authority, Oakland has access to expertise and assistance in the issuance of tax-exempt bonds. Oakland receives excess general liability insurance coverage and other risk management services through its membership in the California State Association of Counties' (CSAC) Excess Insurance Authority. The City is a member

¹²⁰ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

of the Oakland Financing Authority, the Chabot Observatory and Science Center Board, and the Oakland Base Reuse Authority. Oakland owns and operates the Alameda County Coliseum in a joint venture with Alameda County. In conjunction with Alameda County and the Oakland's Redevelopment Agency, the City is converting closed military bases in Oakland to civilian use and is currently involved in site remediation at the former Oakland Army Base.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection services, and relies on EBMUD for wastewater treatment and disposal. The City inspects, cleans and repairs sewer structures such as pipes, pump stations and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City provides investigation and assistance in solving problems with private sewer laterals. The City's engineers plan and design sewer rehabilitation projects.

Location

The City provides services within its boundaries and does not provide wastewater collection services outside its boundaries.

Key Infrastructure

Key infrastructure includes 1,300 miles of sewer lines and seven pumping stations. RWQCB orders issued in 1986, 1993 and 2004 require the City to make sewer improvements to eliminate discharges due to overflows and bypasses during wet weather. The City is working to upgrade its system to eliminate infiltration and inflow. Oakland has spent \$150 million on sewer maintenance, rehabilitation and replacement since 1987. In FY 04-05, the City borrowed \$62 million and increased sewer service charges to finance related capital improvements.

Table A.26.4. Oakland Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct		
Wastewater Treatment		EBMUD		
Wastewater Disposal		EBMUD		
Service Area				
Collection: coterminous with the City's boundary.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: none				
Onsite Septic Systems in Service Area²				
250 septic systems, mostly in the Oakland Hills.				
Septic Regulatory/Policies				
Properties with septic systems must connect to central system when main is within 200 feet of property line. Certain septic systems are exempt, as they predate this policy.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	103,024	0	28.9	NP
Residential	92,892	0	20.0	NP
Commercial	8,611	0	6.0	NP
Industrial	601	0	1.1	NP
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented 709 septic systems in the City.				

continued

Wastewater Infrastructure	
Regional Collaboration	
The City is a member of the East Bay Communities JPA. The JPA lead agency is EBMUD. The JPA has conducted infiltration and inflow studies.	
Facility Sharing Opportunities	
None identified.	
Wastewater Collection & Distribution Infrastructure	
Collection & Distribution Infrastructure	
Sewer Pipe Miles	1,300
Pumping Stations	7
Infrastructure Needs and Deficiencies	
The City's sewer system dates to the late 1800s. Old, defective sewer lines cause infiltration and inflow of rain water into the sewage system; these lines need replacement. There is one overflow location identified by RWQCB as a high threat; the City plans to remedy the problem.	
Infiltration and Inflow	
The City is working to upgrade its system to eliminate infiltration and inflow. Oakland has spent \$150 million on sewer maintenance, rehabilitation and replacement since 1987. In FY 04-05, the City borrowed \$62 million and increased sewer service charges to finance related capital improvements.	

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
11/19/2004	Road, Residence	Unknown sewer release.	NP	No
9/16/2004	Bay	Broken sewer line on pier	NP	NP
7/20/2004	Creek	Unknown cause	10	Yes
7/20/2004	Creek	Unknown cause-upstream from	NP	NP
1/8/2004	Airport	Private party	10	Yes
1/8/2004	Airport	Private party	NP	NP
12/14/2003	Residence	Unknown cause	NP	Yes
10/30/2003	Airport	Line blockage at a pump station	NP	NP
5/6/2003	Airport	Unknown cause	NP	NP
Service Adequacy Indicators				
Reported Spills	9	Sewer Overflows 2004	127	
Sewer Overflow Rate ²	10	Sewer Miles/FTE	11	
Response Time Policy ³	2.5 hrs maximum	Response Time Actual	<2.5 hrs	
Total Employees (FTEs)	120	Accounts/FTE	859	
Renewal/Replacement Rate ⁴	6%	O&M Costs/Account	\$116	
Regulatory Compliance Record				
RWQCB orders issued in 1986, 1993 and 2004 require the City to make sewer improvements to eliminate discharges due to overflows and bypasses during wet weather.				
Collection System Inspection Practices				
Oakland conducts CCTV inspection of 50 miles of sewer line annually.				
Service Challenges				
The main challenge for the City is the elimination of infiltration and inflow.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	NP	25 years		
Wastewater Collection Plan	None	NA		
Capital Improvement Plan	FY 02-03	5 years		
General Plan (Resource)	1998	17 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	None			
Seismic/Emergency Plan	Inspection program			
Wet Weather Flow Capacity Plan	None			
Other Relevant Plans				
Infiltration/Inflow Compliance Plan (1985)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Collection Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Monthly: \$14.65	\$15	12 ccf/month
Non-Residential			
Retail	Water Use: \$1.00 per ccf	\$38	38 ccf/month
Restaurant	Water Use: \$1.04 per ccf	\$30	29 ccf/month
Industrial	Water Use: \$0.91 per ccf	\$196	215 ccf/month
Rate Zones			
Collection rates are the same throughout the City.			
Rate-Setting Procedures			
Policy Description: 11% annual increase through 2008, with annual inflation adjustment thereafter.			
Last Rate Change: 1/1/2005 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	The fee is flat. EBMUD fees also apply.		
Connection Fee Timing	When the developer submits the sewer permit application.		
Connection Fee Amount ³	Collection Only:	\$633	Total: \$1,238
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount⁴	%	Amount
Total	\$19,383,000	100%	Total \$19,207,000
Rates & Charges	\$19,364,000	100%	Administration \$2,718,000
Property Tax	\$0	0%	O & M \$11,951,000
Grants	\$19,000	0%	Capital Depreciation \$2,547,000
Interest	\$0	0%	Debt \$1,136,000
Connection Fees	\$0	0%	Other \$855,000
Notes:			
(1) Rates include any relevant collection service charges, assessments and sewer parcel taxes. Average monthly charges are based on average consumption. Rates and demand information are rounded for presentation, but not for calculation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home. The "Collection Only" amount reflects collection charges only; the "Total" amount includes charges levied by the wholesale provider.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided.¹²¹ The City receives flood control services from Zone 12 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are 304 miles of channels and pipes. The City currently is without adequate funding for regular repairs and improvements to the storm drainage system. Natural creeks are also critical components of the drainage infrastructure and include Sausal Creek, Peralta Creek, Lion Creek, Arroyo Viejo, and Elmhurst Creek. However, creek maintenance is primarily conducted by the flood control district.¹²²

¹²¹ EBMUD treats a portion of wet weather sewage flows caused by infiltration of rainwater into the sewage system through deteriorated community sewer pipes and improper storm drain connections.

¹²² See Chapter A-1 for information on creeks maintained by the relevant flood control service provider.

Table A.26.5. Oakland Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	ACFCD, Zone 12
Drainage System		Developed Area in 100-Year Flood Plain	
Several creeks generally flow in a southwesterly direction from the hills down to developed areas and to the San Francisco Bay through culverts, channels, and creeks including Sausal Creek, Peralta Creek, Lion Creek, Arroyo Viejo, and Elmhurst Creek.		None	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.29	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 1.25 hours	New Development and Construction	
Inlet Inspection Rate 2004	103%	Post Construction/ Source Controls	yes
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	none
Litter Removed (cu. yds.)	49,017	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	7,100	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	95,886	Regulatory	
Volume Removed (cu. yds.)	28,054	Permitted Industrial Dischargers	165
Maintenance		Permitted Construction Dischargers	7
Inlets Inspected	9,746	# of Businesses Inspected, FY 2003-04	950
Inlets Cleaned	7,984	# of Storm Drain Inlets	9,471
Service Financing		Stormwater Assessment	
Financed by sewer fund assessments and general fund. City plans to pursue ballot measure in the near future for stormwater assessments.		No Assessment	
Service Challenges			
Completing the Storm Drain Master Plan and preventative maintenance as well as meeting all NPDES requirements.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
304 Miles of Pipes and Channels	poor	Stormdrain repairs and improvements are needed throughout the City.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and biweekly recyclable collection services to residents through private haulers—Waste Management, Inc and California Waste Solutions. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Altamont and Vasco Road Landfills in Livermore and the Redwood Landfill in Novato.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.26.6. Oakland Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Waste Management, Inc.	weekly	weekly	mandatory																				
Recycling	Waste Management, Inc. & California Waste Solutions	biweekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<p>Solid Waste Disposed (Tons)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Waste Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~500,000</td></tr> <tr><td>1996</td><td>~450,000</td></tr> <tr><td>1997</td><td>~450,000</td></tr> <tr><td>1998</td><td>~450,000</td></tr> <tr><td>1999</td><td>~500,000</td></tr> <tr><td>2000</td><td>~450,000</td></tr> <tr><td>2001</td><td>~450,000</td></tr> <tr><td>2002</td><td>~450,000</td></tr> <tr><td>2003</td><td>~450,000</td></tr> </tbody> </table>		Year	Waste Disposed (Tons)	1995	~500,000	1996	~450,000	1997	~450,000	1998	~450,000	1999	~500,000	2000	~450,000	2001	~450,000	2002	~450,000	2003	~450,000	Resid. Curbside Recyclable	Yes	
		Year	Waste Disposed (Tons)																					
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		1996	~450,000																					
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2000	~450,000																							
2001	~450,000																							
2002	~450,000																							
2003	~450,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	Yes																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Oakland provides weekly or biweekly pickup of #3-7 plastics, aerosol cans, latex paint containers, and used motor oil and filters.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	52%																						
	2001	52%																						
	2002	50%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	21.58																				
		Commercial rate (per cu. yd.)	\$	28.35																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Altamont Landfill	Livermore	77%	2025																					
Redwood Landfill	Novato	9%	2039																					
Vasco Road Landfill	Livermore	5%	2022																					
Notes:																								
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(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
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(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-27: CITY OF PIEDMONT

The City of Piedmont is a direct provider of wastewater collection, flood control and stormwater services. The City contracts with Republic Service Inc. for solid waste services. EBMUD provides water and wastewater treatment and disposal services.

The City's public safety services—fire protection, police protection, paramedic, and ambulance transport—were reviewed in MSR Volume I. Other services provided by the City—street maintenance, park maintenance and recreation programming—and by Oakland—library service—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Piedmont incorporated on January 31, 1907. The City lies in the northwestern portion of Alameda County, bordered entirely by the City of Oakland.

Piedmont's SOI was established by LAFCo on September 15, 1983, and is coterminous with its boundaries. No subsequent actions relating to Piedmont's boundaries or SOI have been taken.

The City of Piedmont has a boundary land area of 1.7 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in various ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Piedmont is a charter city with a council-city manager form of government.

The Piedmont City Council has five members elected at large to four-year terms. The terms are limited to two consecutive four-year terms. The Piedmont City Council meets twice a month on the first and third Mondays.

City Council meetings are broadcast live on local television. The City posts public documents on its website.

At the most recent contested election in March 2002, the voter turnout rate was 51 percent, significantly higher than the countywide voter turnout rate of 35 percent.

The City of Piedmont demonstrated partial accountability in its disclosure of information and cooperation with the LAFCo questionnaires and interview requests. The agency responded to LAFCo's written questionnaires and document requests and participated in interviews. The City did

not provide information on sanitary sewer overflows, wastewater response time, service challenges, septic regulatory policy, and connection fees.

City staff is responsible for resolving complaints. The City Manager reviews complaints that are not resolved by City staff.

GROWTH AND POPULATION PROJECTIONS

Figure A.27.1. Piedmont Population & Job Base, 2005-25

There are 11,100 residents and 2,120 jobs in Piedmont, according to Census and ABAG data.

The population density of Piedmont is 6,568 residents per square mile, significantly higher than the 14-city median density of 4,992.

ABAG expects Piedmont’s population to grow to 11,200 by the year 2015 and not to increase thereafter, as depicted in Figure A.27.1. The job base in Piedmont is expected to grow to 2,190 in the next 15 years.

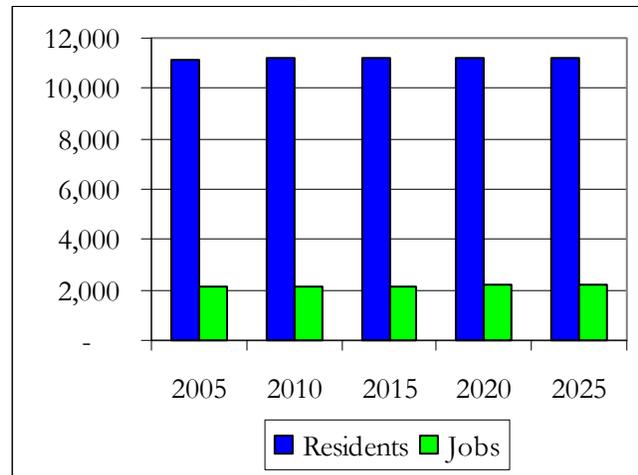
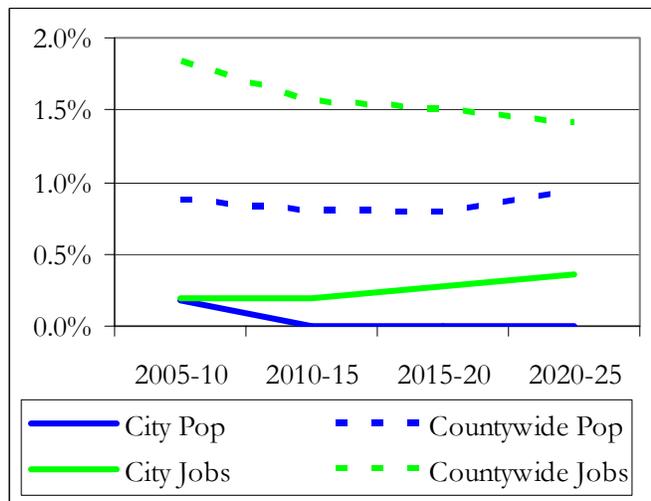


Figure A.27.2. Annual Population & Job Growth Rates, 2005-25

According to ABAG projections, the Piedmont population is expected to grow relatively slowly for the next five years and not to grow thereafter, as depicted in Figure A.27.2. The Piedmont job base is expected to grow much more slowly than the countywide job base over the short-term and the long-term.

No significant growth areas were identified in Piedmont.

Growth strategies or plans were not identified by the agency.



EVALUATION OF MANAGEMENT EFFICIENCIES

The City of Piedmont stated that it does not conduct performance evaluations or productivity monitoring. The City does not conduct performance-based budgeting. The City General Plan was last updated in 1996 and has a planning time horizon of 10 years.

The City did not report any awards or honors within the last five years.

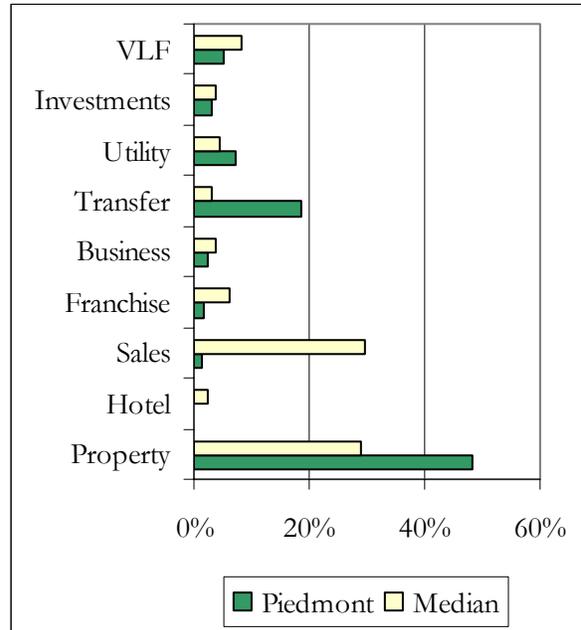
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Piedmont operates on a relatively high level of general fund revenues, with a relatively low level of reserve funds, and a relatively low level of long-term debt compared with the median.

Figure A.27.3. General Fund Revenue Sources, FY 2001-02

The City’s budgeted general fund revenues were \$15.3 million in FY 2003-04. The general fund amounts to \$1,383 per capita, compared with the 14-city median of \$897.¹²³ Piedmont raises a relatively low share of revenue from sales and use tax, as indicated in Figure A.27.3. Sales tax accounts for one percent of general fund revenues in Piedmont, compared with the median of 30 percent. Sales tax revenue per capita was \$16 in FY 2001-02; the median city raised \$190 in sales tax per capita.



Vehicle license fee revenue constitutes five percent of Piedmont’s general fund. Piedmont relies extensively on property tax and real property transfer taxes for revenue, with property tax providing 48 percent of general fund revenue, compared with the median of 29 percent.

Piedmont raises an above-average share of revenue from utility users’ taxes, and a below-average share of revenue from business and transient occupancy taxes.

Sewer maintenance and improvements are financed with sewer parcel tax revenues. The City finances stormwater service with sewer and general fund revenues and does not impose a stormwater assessment. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

Piedmont’s long-term debt per capita was zero, compared with the 14-city median of \$493.¹²⁴ The City had no outstanding government debt at the end of FY 2002-03. The City’s wastewater enterprise had \$2.3 million in long-term debt consisting of a State Revolving Fund loan used to finance a sewer rehabilitation project.

Piedmont’s undesignated reserves for economic uncertainties at the end of FY 2002-03 were 21 percent of general fund revenue, compared with the median reserve ratio of 13 percent. The

¹²³ General fund revenues per capita are based on residential population and FY 2004-05 budget data.

¹²⁴ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City's wastewater enterprise had unrestricted net assets of \$1 million at the end of FY 2002-03. The wastewater reserves amounted to 80 percent of the City's expenses in FY 2002-03; the City maintained approximately 10 months of working capital in its wastewater enterprise.

The City finances utility-related capital projects through sewer parcel tax revenues and State Revolving Fund loans.

The City participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. The City is a member of the East Bay Communities JPA, which conducts studies of infiltration and inflow into the wastewater collection systems of member agencies. As a member of the California Statewide Communities Development Authority, Piedmont has access to expertise and assistance in the issuance of tax-exempt bonds. The City receives general liability insurance coverage through its membership in the Bay Cities Joint Powers Insurance Authority, and workers compensation excess insurance through the Local Agency Workers' Excess Compensation Joint Powers Authority. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City of Piedmont provides wastewater collection services and relies on EBMUD for wastewater treatment and disposal. The City inspects, cleans and repairs sewer structures such as pipes, pump stations and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City does not provide investigation and assistance in solving problems with private sewer laterals. The City relies on private engineering firms for the planning and design of sewer rehabilitation projects.

Location

The City provides services within its boundaries and does not provide wastewater collection services outside its boundaries.

Key Infrastructure

Key infrastructure includes 50 miles of main sewer lines. The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow. The City came into compliance with the RWQCB compliance order in 2004. There have been no overflows related to infiltration in the past three years. The City continues to upgrade sewer lines.

Table A.27.4. Piedmont Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct		
Wastewater Treatment		EBMUD		
Wastewater Disposal		EBMUD		
Service Area				
Collection: coterminous with the City's boundary.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: none				
Onsite Septic Systems in Service Area ²				
None				
Septic Regulatory/Policies				
NP				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	3,907	0	1.1	NP
Residential	3,818	0	1.0	NP
Commercial	17	0	0.0	NP
Industrial	0	0	-	NP
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented no septic systems in the City.				

continued

Wastewater Infrastructure			
Regional Collaboration			
The City is a member of the East Bay Communities JPA. The JPA lead agency is EBMUD. The JPA has conducted infiltration and inflow studies.			
Facility Sharing Opportunities			
None identified.			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	50	Pumping Stations	NP
Infrastructure Needs and Deficiencies			
The City has rehabilitated 17 miles of its collection system. The remaining 30 miles of the collection system have marginal sub-basins and have aged 20 years since the original RWQCB order. Piedmont’s 60-year-old sewer mains and feeder lines are made of vitreous clay. The old pipes have cracked and the joints have become loose or sections have been separated by tree roots or ground movement. Piedmont is replacing marginal sewer mains gradually, with the project expected to be completed by 2008.			
Infiltration and Inflow			
The City came into compliance with the RWQCB compliance order in 2004. There have been no overflows related to infiltration in the past three years.			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
None				
Service Adequacy Indicators				
Reported Spills		0	Sewer Overflows 2004	NP
Sewer Overflow Rate ²		NP	Sewer Miles/FTE	13
Response Time Policy ³		NP	Response Time Actual	NP
Total Employees (FTEs)		4	Accounts/FTE	977
Renewal/Replacement Rate ⁴		16%	O&M Costs/Account	\$190
Regulatory Compliance Record				
The City is under an RWQCB order to upgrade its sewer system to eliminate infiltration and inflow. Piedmont completed its infiltration and inflow program in 2004.				
Collection System Inspection Practices				
Piedmont conducts CCTV inspection of two miles of sewer line annually.				
Service Challenges				
NP				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	None			
Wastewater Collection Plan	None			
Capital Improvement Plan	None	NA		
General Plan (Resource)	1996	10 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Addressed in Compliance Plan.			
Seismic/Emergency Plan	None			
Wet Weather Flow Capacity Plan	None			
Other Relevant Plans				
Infiltration/Inflow Compliance Plan (1985); Municipal Tax Review Committee Report (2003)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Collection Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Annual parcel tax based on lot size	\$47	12 ccf/month
Non-Residential			
Retail	Annual parcel tax: \$782	\$65	38 ccf/month
Restaurant	Annual parcel tax: \$782	\$65	29 ccf/month
Industrial	Annual parcel tax: \$1,077	\$90	215 ccf/month
Rate Zones			
The City sewer tax rate is uniform throughout the City.			
Rate-Setting Procedures			
Policy Description: Council determines revenue requirements and sets rates annually. Rates may be no greater than the voter-approved maximum rates, which increase annually with inflation.			
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
Connection Fee Approach	NP		
Connection Fee Timing	NP		
Connection Fee Amount ³	Collection Only:	NP	Total: NP
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount⁴	%	Amount
Total	\$1,773,529	100%	Total \$1,465,847
Rates & Charges	\$0	0%	Administration \$47,479
Property Tax	\$0	0%	O & M \$740,676
Grants	\$0	0%	Capital Depreciation \$677,692
Interest	\$19,020	1%	Debt \$0
Connection Fees	\$0	0%	Other \$0
Notes:			
(1) Rates include any relevant collection service charges, assessments and sewer parcel taxes. Average monthly charges are based on average consumption. Rates and demand information are rounded for presentation, but not for calculation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home. The "Collection Only" amount reflects collection charges only; the "Total" amount includes charges levied by the wholesale provider.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City of Piedmont provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided.¹²⁵ The City provides flood control services through its stormwater program. The City is not in the ACFCO service area.

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are channels and pipes. Natural creeks are also critical components of the drainage infrastructure and include Indian Gulch, Piedmont Park and Dracena Park Canyon.

¹²⁵ EBMUD treats a portion of wet weather sewage flows caused by infiltration of rainwater into the sewage system through deteriorated community sewer pipes and improper storm drain connections.

Table A.27.5. *Piedmont Stormwater Service Profile*

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	City
Drainage System		Developed Area in 100-Year Flood Plain	
Principal drainages are Indian Gulch, Piedmont Park and Dracena Park Canyon.		None	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	1.12	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 1 hour	New Development and Construction	
Inlet Inspection Rate 2004	265%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	none
Litter Removed (cu. yds.)	NP	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	2,177	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	1,162	Regulatory	
Volume Removed (cu. yds.)	1,301	Permitted Industrial Dischargers	0
Maintenance		Permitted Construction Dischargers	0
Inlets Inspected	397	# of Businesses Inspected, FY 2003-04	5
Inlets Cleaned	386	# of Storm Drain Inlets	150
Service Financing		Stormwater Assessment	
Financed by sewer and general funds.		No Assessment	
Service Challenges			
None			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Pipes and Channels	good	No identified needs.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and recyclable collection services to residents through a private hauler—Republic Services, Inc. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the West Contra Costa Landfill in Richmond and the Altamont and Vasco Road Landfills in Livermore.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.27.6. Piedmont Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Republic Services, Inc.	weekly	weekly	mandatory																				
Recycling	Republic Services, Inc.	weekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<table border="1"> <caption>Solid Waste Disposed (Tons)</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~7,000</td></tr> <tr><td>1996</td><td>~7,000</td></tr> <tr><td>1997</td><td>~7,000</td></tr> <tr><td>1998</td><td>~7,000</td></tr> <tr><td>1999</td><td>~6,000</td></tr> <tr><td>2000</td><td>~6,000</td></tr> <tr><td>2001</td><td>~4,000</td></tr> <tr><td>2002</td><td>~6,000</td></tr> <tr><td>2003</td><td>~6,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~7,000	1996	~7,000	1997	~7,000	1998	~7,000	1999	~6,000	2000	~6,000	2001	~4,000	2002	~6,000	2003	~6,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
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Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	No																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	No																							
		Other Efforts																						
		None																						
Landfill Diversion Rate																								
	Year	Rate																						
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	63%																						
	2001	68%																						
	2002	63%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	19.84																				
		Commercial rate (per cu. yd.)	\$	6.41																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
W. Contra Costa Landfill	Richmond	85%	2004																					
Vasco Road Landfill	Livermore	9%	2022																					
Altamont Landfill	Livermore	3%	2025																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
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(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-28: CITY OF PLEASANTON

The City of Pleasanton provides direct water, wastewater collection and stormwater services. The City contracts with Pleasanton Garbage Co. for solid waste services. The Zone 7 Water Agency provides wholesale water, groundwater management and flood control services. DSRSD provides wastewater treatment services. EBDA and LAVWMA provide wastewater disposal.

Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services—street maintenance, park maintenance, recreation programming, and library—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Pleasanton incorporated on June 18, 1894. The City lies in the eastern portion of Alameda County, bordered by the cities of Dublin to the north and portions of Livermore to the east and Hayward to the west.

Pleasanton's SOI was established by LAFCo in March 1976. Since then it has been amended several times in 1981, 1984, and in 1988. Pleasanton's SOI was extended in 1991 and again in 1992 with the annexation of the Ruby Hill/Vineyard Avenue Corridor. There have been 66 annexations into the City bounds since SOI adoption; all but one involved territory in the SOI.

Pleasanton voters approved a permanent urban growth boundary in 1996. The City's growth boundary lies inside its western border and lies inside the City limits in several other locations. In addition, Alameda County voters approved an urban growth boundary in 2002 that coincides with the City's growth boundary in the Pleasanton area.

The City of Pleasanton has a boundary land area of 21.7 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Pleasanton is a general law city with a council-city manager form of government. The City Council consists of four elected City Council members and one directly elected Mayor. All members are elected at large. Council members are elected to four-year terms and the Mayor is elected to a two-year term.

The Pleasanton City Council holds regular meetings on the first and third Tuesdays. Council meetings are broadcast live on local cable television.

The City website posts current Council agendas and minutes and provides an archive of Council agendas and minutes for the preceding five years. The City discloses finances, plans and other public documents via the Internet and on inquiry.

The latest contested election was held in November 2004. The voter turnout rate was 84 percent, higher than the countywide voter turnout rate of 77 percent.

The City of Pleasanton demonstrated accountability in its disclosure of information and cooperation with the LAFCo questionnaires, map inquires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests and participated in interviews.

The City does not maintain a central database of complaints received. Individual departments are responsible for addressing complaints and inquiries.

GROWTH AND POPULATION PROJECTIONS

Figure A.28.1. Pleasanton Population & Job Base, 2005-25

Pleasanton’s population is 68,200 and its job base is 58,670.

The population density for the City of Pleasanton is 3,147 residents per square mile—53 percent higher than the countywide density of 2,057 per square mile, but lower than the 14-city median density of 4,992.

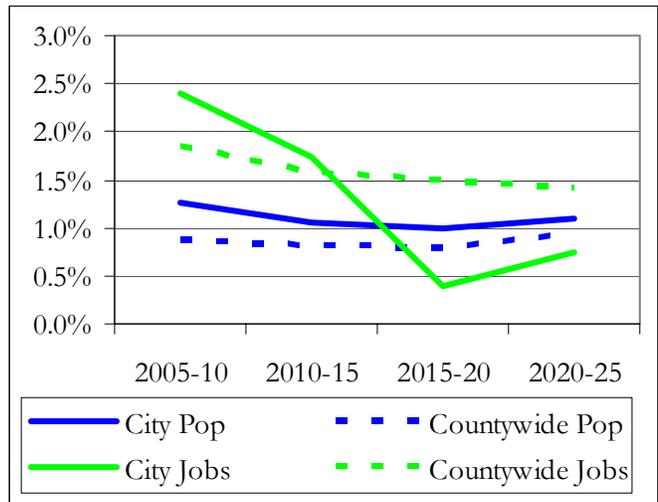
In the next 15 years, Pleasanton’s population is expected to grow to 80,400 and the job base is expected to increase to 73,410, per ABAG projections, as depicted in Figure A.28.1.



In the next five years, Pleasanton’s population is projected to grow at a relatively fast rate of 1.3 percent annually. By comparison, the projected countywide annual growth rate over this period is 0.9 percent. Thereafter, Pleasanton’s growth rate is expected to be comparable to the countywide growth rate, as shown in Figure A.28.2. Pleasanton’s job growth rate in the short-term is substantially higher than the countywide growth rate, but is expected over the long-term to be lower than the countywide job growth rate.

Figure A.28.2. Annual Population & Job Growth Rates, 2005-25

The projected rate of water demand growth in the Pleasanton service area is slightly higher than projected population growth and slightly lower than job growth. From 2005 through 2020, water demand is projected to grow by 24 percent; population and the job base are expected to grow by 18 and 25 percent respectively. Water demand projections were prepared by the City, as reported in the 2000 UWMP.



The City’s growth expectations are lower than the ABAG growth projections; the City proposed alternative projections for the purpose of this study.

Pleasanton’s residential growth areas are located on Stoneridge Drive, in the Vineyard Avenue corridor, the Bernal property and the Ruby Hill area. As of early 2002, Pleasanton had approved 4,505 new housing units and was expecting healthy commercial growth accommodating 2,200 to 2,800 new employees each year. Projected annual population and job growth rates are depicted in Figure A.28.2.

The City of Pleasanton has an adopted urban limit line limiting growth to the existing urbanized area. Growth strategies for the City include maintaining a growth management program that evaluates the ability to assimilate growth. The City has also adopted a "green" ordinance for new development to ensure that environmental impacts are minimal.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City did not provide details on how it monitors productivity, workload and performance. Pleasanton reported that its department heads and managers routinely evaluate City operations. The City reported that its workload is monitored on a department-by-department basis.

In the CAFR for FY 2001-02, the City refers to its initiatives, which summarize service and policy priorities for the coming fiscal year, but it does not elaborate on these.

The City does not conduct performance-based budgeting.

The City does not have a strategic planning document, mission statement or vision statement. The City General Plan was last updated in 1996 and has a planning time horizon of 15 years. The City water master plan was last updated in 2004 and has a planning time horizon of 10 years. The City wastewater master plan was recently updated in 2005.

The District completed a terrorism vulnerability assessment of its water treatment and supply facilities, as mandated by federal law. This assessment identifies security risks and provides a prioritized plan for addressing risks.

To prepare for a seismic event or other emergencies, the City plans to use Zone 7 groundwater to meet customer demand. Zone 7 can pump up to 75 percent of its maximum daily demand with groundwater. If needed, the City will ask customers to voluntarily reduce water consumption; the first likely targets are irrigation customers. In accordance with State law, the City has developed a water shortage contingency plan, including rationing stages for customer water consumption, water allotments and water use restrictions. The City’s water shortage plan has four stages starting with voluntary reduction of water consumption to mandatory reductions of 50 percent or more of water use.

In 1997, the City received a Helen Putnam Award from the California League of Cities in recognition of its financial management.

FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

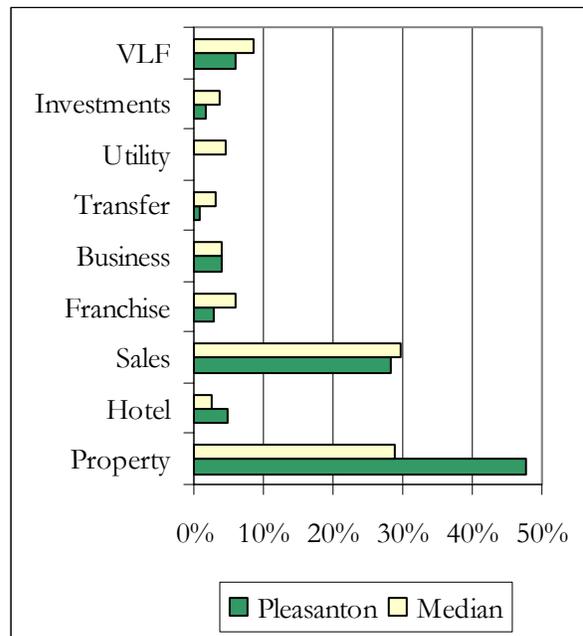
The City of Pleasanton operates on a relatively high level of general fund revenues, with an average level of reserve funds, and a relatively high level of long-term debt compared with the 14-city median.

Figure A.28.3. General Fund Revenue Sources, FY 2001-02

The City’s general fund budgeted revenues were \$76.8 million in FY 2003-04. The general fund amounts to \$1,134 per capita, compared with the 14-city median of \$897.¹²⁶ Pleasanton’s revenue sources are shown in Figure A.28.3. Property tax accounts for 48 percent of the City’s general fund revenue. Sales tax accounts for 28 percent of general fund revenues in Pleasanton. Sales tax revenue per capita was \$266 in FY 2000-01, 40 percent higher than the median.

Vehicle license fees constitute six percent of Pleasanton’s general fund. Transient occupancy taxes are above the median. Pleasanton does not levy a utility users’ tax but could impose one, subject to voter approval.

The City finances water service primarily with sales of water and secondarily with water storage fees. Sewer maintenance and improvements are financed with sewer service charges, source control fees and connection fees. The City finances stormwater service with stormwater assessments. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.



¹²⁶ General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

Pleasanton's direct long-term debt per capita was \$614, compared with the 14-city median of \$493.¹²⁷ The majority of the City's long-term debt is associated with bond financing of facilities including a senior center, golf course and other facilities. The City's water enterprise had \$4.4 million in bonded debt consisting entirely of revenue bonds. The wastewater enterprise had \$3.6 million in bonded debt consisting entirely of revenue bonds; the bonds were used to finance sewer collection system improvements. The stormwater enterprise had no long-term debt. Pleasanton received an "above-average" (A1) underlying rating from Moody's for its 2003 bond issue.

The City's undesignated reserves and reserves set aside for economic uncertainties at the end of FY 2002-03 were 10 percent of general fund revenue, compared with the median reserve ratio of 13 percent. The City's policy is to maintain a 10 percent reserve level for economic uncertainties. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City's water enterprise had unrestricted net assets of \$22 million at the end of FY 2002-03. The water reserves amounted to 140 percent of the City's expenses in FY 2002-03; the City maintained approximately 17 months of working capital in its water enterprise. The City's wastewater enterprise had unrestricted net assets of \$22 million at the end of FY 2002-03. The wastewater reserves amounted to 182 percent of the City's expenses in FY 2002-03; the City maintained approximately 22 months of working capital in its wastewater enterprise. The stormwater enterprise had unrestricted net assets of \$1.7 million, amounting to 128 percent of annual operating expenses and 15 months of working capital.

The City finances utility-related capital projects through connection fees, bonded debt, service charges, and benefit assessments. The City plans to spend \$1.6 million on water-related capital improvements and \$2.1 million on sewer-related capital improvements in FY 2005-06. New developments must install and finance infrastructure on their own properties, and may finance improvements through future assessments by forming a Community Facilities District.

Pleasanton participates in joint financing arrangements through various JPAs. The City is a member of the Livermore-Amador Valley Transit Authority, the Tri-Valley Transportation Council, the Tri-Valley Wastewater Authority, and the Livermore-Amador Valley Water Management Agency (LAVWMA). Pleasanton financed and operates an animal shelter facility in conjunction with Dublin and Livermore. Pleasanton cooperated with Dublin in the financing of a Dublin/Pleasanton BART station. As a member of the California Statewide Communities Development Authority, Pleasanton has access to expertise and assistance in the issuance of tax-exempt bonds. Pleasanton receives general liability insurance coverage through its membership in Bay Cities Joint Powers Insurance Authority. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy, and facilities.

¹²⁷ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

Nature and Extent

The City provides water retail, groundwater extraction and water conservation services.

Location

The City's water service area includes much of the area within the city limits. Areas served outside City boundaries include an unincorporated island, an area along Kilkare Road north of Sunol, the Castlewood area, and other small fringe areas. Specifically, small fringe areas include the Santos Ranch Road and Eastwood Way area along the City's western boundary, the Castlewood and Happy Valley Road area, the Little Valley Road area near Highway 84, a small area north of Busch Road along the City's eastern boundary, and the Santa Rita area that extends out to El Charro Road (i.e., the Livermore boundary).

Key Infrastructure

The City's water infrastructure includes water wells, 20 reservoirs and 14 pump stations.

Zone 7 is the wholesale water provider and is also responsible for groundwater management, monitoring and recharge. For discussion of Zone 7's water supply, treatment facilities and groundwater basin, please refer to Chapter A-16.

The City's four water wells produce a supply of 3,500 acre-feet per year, which is the groundwater pumping quota as determined by Zone 7. The pumping quota is equivalent to 3 mgd, although the wells are capable of producing approximately 12 mgd. The local groundwater basin is not adjudicated but is managed to produce a total yield of 13,000 acre-feet annually. Other water retailers and local gravel quarries also have groundwater pumping rights.

The City's reservoirs offer a total storage capacity of 35 million gallons. The storage capacity is concentrated at the Foothill, Sycamore and Tassajara concrete reservoirs in the lower zone. Emergency water storage consists of 50 percent of the maximum daily water demand, which could accommodate demand for up to a week during winter months. Fire storage is based on minimum flow and duration requirements for the most critical land use within each zone.

The City receives most of its water from Zone 7 and has participated in the development of a valley-wide plan for potable water distribution during emergencies. The agencies have identified water-critical customers and possible potable water distribution sites. In case of total disconnection of water supply from Zone 7, the City could obtain water from its current wells which presently supply 20 percent of its water.

In the event of emergencies such as earthquakes, Zone 7 will rely on groundwater reserves and Lake del Valle water, and would be able to make deliveries to its retailers for nearly a full year even without the South Bay Aqueduct (SBA). If a catastrophe were to cause a SBA outage, Zone 7 would not be able to serve water to its agricultural accounts. The City completed the terrorism vulnerability assessment, as required by the EPA.

Table A.28.4. Pleasanton Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	Direct		Groundwater Recharge	Zone 7				
Wholesale Water	Zone 7		Groundwater Extraction	Direct				
Water Treatment	Zone 7		Recycled Water	None				
Service Area Description								
Retail Water	The City of Pleasanton and unincorporated areas along Kilcare Road north of Sunol, in the Castlewood area, and other small fringe areas.							
Wholesale Water	None							
Recycled Water	None							
Boundary Area (Alameda)	21.7	sq. miles	Population (2005)	68,200				
System Information								
Average Daily Demand	17 mgd		Reservoirs	20				
Peak Day Demand	36.7 mgd		Storage Capacity (mg)	34				
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	9,900	11,944	17,361	19,802	20,394	20,506	20,506	20,506
Residential	6,100	7,616	10,590	12,079	12,500	12,570	12,570	12,570
Commercial/Industrial	1,200	1,325	2,083	2,376	2,490	2,502	2,502	2,502
Irrigation/Landscape	2,600	3,003	4,687	5,347	5,404	5,434	5,434	5,434
Other	0	0	0	0	0	0	0	0
Service Connections			Total	Outside Bounds				
Total			21,391	150				
Domestic			19,254	150				
Commercial/Industrial/Institutional			1,462	0				
Irrigation/Landscape			675	0				
Recycled			0	0				
Other			0	0				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	14,211	15,189	17,361	18,500	22,523	22,523	22,545
Imported	10,711	14,432	14,866	15,000	19,023	19,023	19,045
Groundwater	3,500	757	2,495	3,500	3,500	3,500	3,500
Surface	0	0	0	0	0	0	0
Recycled	0	0	0	0	0	0	0
Supply Constraints							
The City is subject to a 3,500 acre-feet groundwater pumping quota. Zone 7 has adequate sustainable supplies for 2030 demand levels. The Zone 7 Board policy is to provide 100 percent of municipal demand until 2022 during water years ranging from average to multi-year drought. Current infrastructure is only able to support meeting requested deliveries through 2013 without drawing down the existing groundwater basin below historic low levels. Zone 7 currently has a policy to maintain the groundwater basin above historic lows. Zone 7 is currently pursuing additional out-of-valley storage through Cawelo Water District in Kern County.							
Water Sources							
Source	Type	Supply (Acre-feet per Year)					
		Average	Maximum	Safe/Firm			
Zone 7 Water Agency	imported & groundwater	15,000	28,448 ¹	NA			
City Groundwater Wells	groundwater	3,500	3,500	3,500			
Groundwater Recharge							
Conducted by Zone 7.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	19,700	Year 2:	18,500	Year 3:	18,500	
Significant Droughts: 1976-1977, 1988-1991							
Storage Practices: Zone 7 stores 31,500 acre-feet annually on average in the Main Basin or with the Semitropic Water Storage District.							
Plan: Zone 7 will draw on water stored in the Main Basin and the Semitropic banking program.							
Agriculture Effects: Agricultural accounts would receive a 20% cut before treated water customers receive a cut.							
Water Conservation Practices							
CUWCC Signatory	No, but the City follows many of the BMPs.						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	No	Pilot survey conducted.					
2 - Retrofits	Partial	The City makes retrofit kits available to residents during drought years.					
3 - Water Audits	Yes	Unaccounted for water is less than 10% of water used.					
4 - Metering	Yes	All accounts are metered.					
5 - Landscape Audits	Yes	Separate meters for irrigation accounts.					
6 - Washing Machine Rebate	Yes	The City and Zone 7 offer \$150 rebates.					
7 - Public Information	Partial	Limited public information program.					
8 - School Education	No	The City supports Zone 7's school education program.					
9 - CII Audits	No	No program to help commercial and industrial clients conserve water.					
10 - Wholesale Assistance	NA	NA					
11 - Conservation Pricing	Yes	Inclined block rate (residential) and summer rates (commercial).					
12 - Conservation Coordinator	No	The position is not staffed.					
13 - Water Waste	No	Ordinance in place to prohibit water waste is enforced only during water shortages.					
14 - Toilet Replacement	No	The City participates in Zone 7's rebate program.					
Note:							
(1) Zone 7 entitlement is sufficient for ultimate City demand, but is not allocated to individual retailers.							

continued

Water Infrastructure			
Reservoirs	20	Storage Capacity (mg)	34
Pump Stations	14	Pressure Zones	18
Production Wells	4	Pipe Miles	304
Other: None			
Infrastructure Needs and Deficiencies			
<p>Enhanced treatment of groundwater is needed to reduce hardness and a salty or bitter taste associated with minerals. Three city pump stations have deficient capacity to meet peak day demands. Increased pump station capacity of up to 8 mgd will be needed by build-out to meet peak day demands. System improvements will be needed on pump stations that serve the Vineyard, Ruby Hill, Longview, and Kottinger Ranch areas. The City has water storage deficiencies in four service zones. Additional water storage will be needed in both the City's lower and upper zones to meet 2020 projected demand. The Santos Ranch pump station needs to be replaced.</p>			
Facility Sharing and Regional Collaboration			
Current: Interconnections with DSRSD. Member of Tri-Valley Water Retailers.			
Opportunities: None identified.			

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	1	An MCL violation for coliform in FY 95-96.	
Monitoring Violations	1	Failed to notify State of coliform monitoring in 1995.	
Service Adequacy Indicators			
Water Pressure Adequacy	40+ psi peak day; 20+ psi fire flow		
Response Time Policy	30 mins. on scene	Response Time Actual	45 mins.
Distribution Loss Rate	9%	Connections/FTE	1,389
Distribution Breaks & Leaks	103	Distribution Break Rate ²	28
Renewal/Replacement Rate ³	3%	O&M Cost Ratio ⁴	\$ 187
DW Compliance Rate ⁵	NA-Zone 7	MGD Delivered/FTE	1.15
Employee Indicators			
Total Employees (FTEs)	15	Certified as Required?	Yes
Health/Severity Rate ⁶	186	Employee Vacancy Rate	5%
Training Hours/Employee	23	Employee Turnover Rate	4%
Service Challenges			
Water storage challenges while capital improvements take place.			
Water Planning	Description		Planning Horizon
Water Master Plan	2004		10 years
UWMP	2002		20 years
Capital Improvement Plan	FY 00-01		5 years
General Plan (Resource)	1996		15 years
Plan Item/Element	Description		
Emergency Plan	None		
Other Plans			
None			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing				
Retail Water Rates-Ongoing Charges FY 04-05¹				
Rate Description		Avg. Monthly Charges	Consumption ²	
Residential	Flat Bimonthly: \$15.70 Water Use: \$1.55-2.25 per ccf	\$ 26.25	12 ccf/month	
Non-Residential				
Retail	Flat Bimonthly: \$39.25 Water Use: \$1.63 per ccf	\$ 80.95	38 ccf/month	
Industrial	Flat Bimonthly: \$125.60 Water Use: \$1.63 per ccf	\$ 413.86	215 ccf/month	
Special Rates				
Water rates are the same in each of the pressure zones in the City. No premium for service outside City boundaries.				
Wholesale Water Rates				
NA				
Rate-Setting Procedures				
The City sets rates to recoup expenses. Rates are reviewed at least every two years for adequacy of cost recovery. Rates are increased annually to recoup wholesale water and other cost increases.				
Policy Description				
Most Recent Rate Change	1/1/01	Frequency of Rate Changes	Occasional	
Water Development Fees and Requirements				
The fee is based on meter size. Zone 7 connection fees are also required. North Pleasanton connection fees are lower due to assessment financing in this area.				
Connection Fee Approach				
Connection Fee Timing	Upon building permit issuance.			
Connection Fee Amount	5/8 inch meter: \$14,250	1 inch meter: \$35,625		
Land Dedication Requirements	The City accepts land dedications if needed for utility service.			
Development Impact Fee	General fee			
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03	
Source	Amount	%	Amount	
Total	\$16,744,597	100%	Total	\$15,575,438
Rates & Charges	\$15,624,700	93%	Administration	\$767,097
Property Tax	\$0	0%	O & M	\$3,701,548
Grants	\$0	0%	Capital Depreciation	\$2,484,048
Interest	\$765,787	5%	Debt	\$787,005
Connection Fees	\$342,240	2%	Purchased Water	\$7,835,740
Notes:				
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.				
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.				

continued

Water Wells and Source Assessments					
Source Name	Type	Source	Detected Contam.	Vulnerabilities	Date Assessed
Well 05	Groundwater	Livermore Valley Main Basin	None	Mining - gravel Sewer collection systems Automobile - gas station Dry cleaners Known contaminant plumes Leaking underground storage tanks	Dec 02
Well 06	Groundwater	Livermore Valley Main Basin	None	Mining - gravel Sewer collection systems Automobile - gas station Dry cleaners Known contaminant plumes Leaking underground storage tanks	Dec 02
Well 08	Groundwater	Livermore Valley Main Basin	None	Automobile - gas station	Dec 02

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City of Pleasanton provides wastewater collection services and relies on DSRSD and Livermore for treatment services. Wastewater disposal services are provided by LAVWMA and EBDA. Within its service area, the City inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City's engineers plan and design sewer rehabilitation projects.

Location

The City provides collection services to a service area that is primarily coterminous with city limits. The Ruby Hill subdivision receives treatment services from Livermore. As a contract service provider, the City maintains the Castlewood CSA sewer collection system and accepts the CSA's effluent.

Key Infrastructure

Key infrastructure includes 10 pump stations, 239 miles of sewer lines, and the City's share in the LAVWMA-owned export pipeline, dechlorination facility, and wet weather outfall.

As a member of LAVWMA, the City has 14.4 mgd in disposal capacity rights (of a total 41.2 mgd capacity). The LAVWMA effluent is discharged through the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and LAVWMA facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven miles through the

outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

During wet weather, LAVWMA is authorized to discharge up to 21.5 mgd of treated, dechlorinated effluent to San Lorenzo Creek. Related LAVWMA facilities include a dechlorination facility and emergency outfall. The City is not authorized to discharge to waterways in or near its service area.

Table A.28.5. Pleasanton Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type	Service Provider(s)			
Wastewater Collection	Direct			
Wastewater Treatment	DSRSD & Livermore (Ruby Hill)			
Wastewater Disposal	LAVWMA & EBDA			
Service Area				
Collection: all of the territory in the City.				
Wholesale: no treatment/disposal services provided.				
Service Outside Bounds: accepts effluent from the Castlewood CSA.				
Onsite Septic Systems in Service Area²				
None in city limits. 15 septic systems in adjacent Castlewood and Remen.				
Septic Regulatory/Policies				
New and replacement septic systems require City Council approval. Sewer connections are required of all buildings within 250 feet of a sewer main.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	19,689	175	6.3	15
Residential	18,775	150	5.0	NP
Commercial	910	25	1.2	NP
Industrial	4	0	0.1	NP
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented 110 septic systems in the City.				

continued

Wastewater Infrastructure	
Regional Collaboration	
The City is a member of LAVWMA, which maintains an effluent export pipeline conveying wastewater to the EBDA outfall.	
Facility Sharing Opportunities	
Through LAVWMA, Pleasanton shares storage and pipeline capacity with DSRSD and Livermore under a long-term arrangement.	
Wastewater Collection & Distribution Infrastructure	
Collection & Distribution Infrastructure	
Sewer Pipe Miles	239
Pumping Stations	10
Infrastructure Needs and Deficiencies	
Needs include replacement of various sewer mains and trunk lines, pump maintenance, and the installation of a new pump station to receive flows from the East Amador sewer.	
Infiltration and Inflow	
Infiltration and inflow is a concern throughout the LAVWMA service area due to limited wet weather disposal capacity. The City conducts remote monitoring of flow at pump stations.	

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows¹				
Date	Spill Site	Cause	Gallons	Contained?
None				
Service Adequacy Indicators				
Reported Spills		0	Sewer Overflows 2004	4
Sewer Overflow Rate ²		2	Sewer Miles/FTE	20
Response Time Policy ³	top priority		Response Time Actual	1 hr
Total Employees (FTEs)		12	Accounts/FTE	1,641
Renewal/Replacement Rate ⁴		NP	O&M Costs/Account	\$419
Regulatory Compliance Record				
Compliant				
Collection System Inspection Practices				
Pleasanton conducts CCTV inspection of new lines and problem areas.				
Service Challenges				
Regular pump maintenance, increasing capacity to account for development and timely replacement of sewer lines are the greatest challenges.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	In progress	TBD		
Wastewater Collection Plan	None			
Capital Improvement Plan	FY 00-01	5 years		
General Plan (Resource)	1996	15 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	LAVWMA Engineer's Report			
Seismic/Emergency Plan	LAVWMA Engineer's Report			
Wet Weather Flow Capacity Plan	To be included in WWMP			
Other Relevant Plans				
None				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				

continued

Wastewater Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Bimonthly: \$63	\$32	12 ccf/month
Non-Residential			
Retail	Water Use: \$2.92 per ccf	\$110	38 ccf/month
Restaurant	Water Use: \$4.60 per ccf	\$133	29 ccf/month
Industrial	Water Use: \$8.00 per ccf	\$1,723	215 ccf/month
Rate Zones			
Wastewater rates are the same throughout the City.			
Rate-Setting Procedures			
Policy Description: The local charge for collection is set by Pleasanton and is reviewed every two years. The regional charge for treatment and disposal is set by DSRSD and adopted by the City.			
Last Rate Change: 7/1/2004 Frequency of Rate Changes: Annual			
Wastewater Development Fees and Requirements			
The residential fee is based on number of units; the non-residential fee is based on discharger type and square footage or water use.			
Connection Fee Approach	DSRSD fees also apply (included below).		
Connection Fee Timing	Upon building permit issuance.		
Connection Fee Amount ³	Residential: \$10,400	Restaurant: \$70,227	
Land Dedication Req.	The City accepts land dedications if needed for utility service.		
Development Impact Fee	General fee		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount ⁴	%	Amount
Total	\$13,181,255	100%	Total \$12,034,020
Rates & Charges	\$10,828,709	82%	Administration \$416,131
Property Tax	\$0	0%	O & M \$8,248,413
Grants	\$0	0%	Capital Depreciation \$2,421,985
Interest	\$393,880	3%	Debt \$620,119
Connection Fees	\$110,941	1%	Other \$327,372
Notes:			
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.			
(4) Miscellaneous revenue not displayed.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services from Zone 7 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are 74 miles of channels and pipes. The City maintains three underpass pump stations to alleviate local flooding. Natural creeks are also critical components of the drainage infrastructure and include Arroyo de la Laguna, Arroyo del Valle, Laurel Creek and Tassajara Creek. Although stormwater flows into creeks, creek maintenance is a flood control responsibility rather than a stormwater responsibility.¹²⁸

¹²⁸ See Chapter A-16 for information on creeks maintained by the relevant flood control service provider.

Table A.28.6. Pleasanton Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	Zone 7
Drainage System		Developed Area in 100-Year Flood Plain	
The City utilizes storm drains, pipes, and culverts which drain to creeks and channels including Arroyo de la Laguna, Arroyo del Valle, Arroyo Mocha Canal, Pleasanton Canal, Alamo Canal, Laurel Creek, and Tassajara Creek.		Valley Trails and Del Prado Park neighborhoods east of the Alamo Canal and south of Arroyo Mocho.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.1	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 30 min.	New Development and Construction	
Inlet Inspection Rate 2004	128%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	none
Litter Removed (cu. yds.)	2,000	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	4,401	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	7,229	Regulatory	
Volume Removed (cu. yds.)	753	Permitted Industrial Dischargers	12
Maintenance		Permitted Construction Dischargers	18
Inlets Inspected	6,163	# of Businesses Inspected, FY 2003-04	72
Inlets Cleaned	875	# of Storm Drain Inlets	4,825
Service Financing		Stormwater Assessment	
Financed by assessments and general fund. Enterprise fund used for accounting.		The assessment is calculated by multiplying parcel size (acres) by run-off factor. The charge for an average single family home is \$14.00. There is a surcharge for commercial or industrial properties.	
Service Challenges			
Achieving full compliance with all new performance standards of the NPDES permit as they are enacted, particularly with regard to construction and development.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
74 Miles of Channels and Pipes	good	No needs identified.	
3 Underpass Pump Stations	good	No needs identified. All pumps were built in 1986 or 1988 and are inspected annually.	

SOLID WASTE SERVICE

This section describes the nature and extent, as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and recyclable collection services to residents through a private hauler—Pleasanton Garbage Co. The City requires businesses to use the private hauler for solid waste collection and recycling collection service.

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Vasco Road Landfill in Livermore.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.28.7. Pleasanton Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Pleasanton Garbage Co.	weekly	weekly	mandatory																				
Recycling	Pleasanton Garbage Co.	weekly	weekly	mandatory																				
Service Demand		Recycling Efforts																						
<table border="1"> <caption>Solid Waste Disposed (Tons)</caption> <thead> <tr> <th>Year</th> <th>Tons</th> </tr> </thead> <tbody> <tr><td>1995</td><td>100,000</td></tr> <tr><td>1996</td><td>105,000</td></tr> <tr><td>1997</td><td>110,000</td></tr> <tr><td>1998</td><td>115,000</td></tr> <tr><td>1999</td><td>130,000</td></tr> <tr><td>2000</td><td>125,000</td></tr> <tr><td>2001</td><td>110,000</td></tr> <tr><td>2002</td><td>105,000</td></tr> <tr><td>2003</td><td>100,000</td></tr> </tbody> </table>		Year	Tons	1995	100,000	1996	105,000	1997	110,000	1998	115,000	1999	130,000	2000	125,000	2001	110,000	2002	105,000	2003	100,000	Resid. Curbside Recyclable	Yes	
		Year	Tons																					
		1995	100,000																					
		1996	105,000																					
		1997	110,000																					
		1998	115,000																					
		1999	130,000																					
2000	125,000																							
2001	110,000																							
2002	105,000																							
2003	100,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	No																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	No																							
Landfill Diversion Rate		Other Efforts																						
		None																						
	Year	Rate																						
IWMA Requirement ²	2004	50%																						
Actual Diversion ³	2000	48%																						
	2001	32%																						
	2002	32%																						
Service Financing		Rates																						
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	22.50																				
		Commercial rate (per cu. yd.)	\$	21.08																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Vasco Road Landfill	Livermore	99%	2022																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Diversion rate for 2000 was Board-approved. Subsequent Board review has been delayed due to a time extension.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-29: CITY OF SAN LEANDRO

The City of San Leandro is a direct provider of wastewater and stormwater services. The City contracts with Alameda County Industries for solid waste services in the central and western portions of the City. Oro Loma Sanitary District provides solid waste services to the eastern portion of the City. Oro Loma contracts with Waste Management, Inc. for solid waste services. EBMUD provides water services.

Public safety services provided by the City (police protection), the Alameda County Fire District (fire protection and paramedic) and American Medical Response (ambulance transport) were reviewed in MSR Volume I. Other services—street maintenance, park maintenance, recreation programming, and library—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of San Leandro incorporated on March 21, 1872, and lies in the western portion of Alameda County, bordered by Oakland to the north and unincorporated areas to the east and south.

San Leandro's SOI was established by LAFCo on March 23, 1978. Since 1978, San Leandro's SOI has been amended at least twice by LAFCo. In June 1988, the SOI was realigned along with Oakland's SOI, and in May of 2002; it was amended as a part of the Castro Valley incorporation process. There have been five annexations into the City bounds since SOI adoption involving territory in the SOI.

The City of San Leandro has a boundary land area of 13.1 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

San Leandro is a charter city; its current Charter was adopted in 1947. San Leandro's City Council consists of six members and a Mayor. Council Members and the Mayor are elected at large; however, Council Members are nominated by district and required to reside within the district from which they are nominated. Each may serve a maximum of two consecutive four-year terms.

Regular City Council meetings are held on the first and third Mondays of each month in the City's Civic Center. City Council minutes are posted on the City website and outside City Hall. City

Council meetings are broadcast on local television. The City discloses finances, plans and other public documents via the Internet and on request.

The latest contested election was held in November 2004. The voter turnout rate was 77 percent, comparable to the countywide voter turnout rate of 77 percent.

The City of San Leandro demonstrated accountability in its disclosure of information and cooperation with LAFCo questionnaires and interview requests. The agency responded to LAFCo’s written questionnaires and document requests, participated in interviews and followed up with information on utility services not available at the time of interview.

The City reported that citizen complaints can be filed with the City’s Community Relations representative or emailed via the City website. Complaints are documented and responses sent to the individual.

GROWTH AND POPULATION PROJECTIONS

Figure A.29.1. San Leandro Population & Job Base, 2005-25

San Leandro’s population is 82,400, and its job base includes 42,790 jobs, according to Census and ABAG.

Population density in San Leandro—6,276 per square mile—is significantly higher than the County average (2,057) and is higher than the 14-city median of 4,992 per square mile.

San Leandro’s population is expected to grow to approximately 90,800 over the next 15 years, as depicted in Figure A.29.1. The job base is expected to increase from 42,790 to 54,380 over the next 15 years.

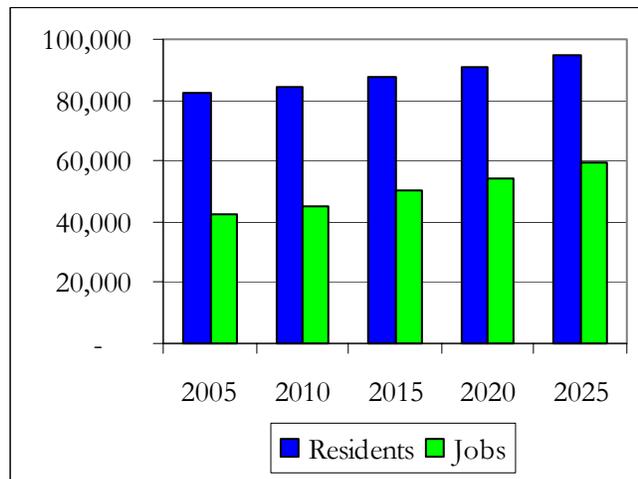
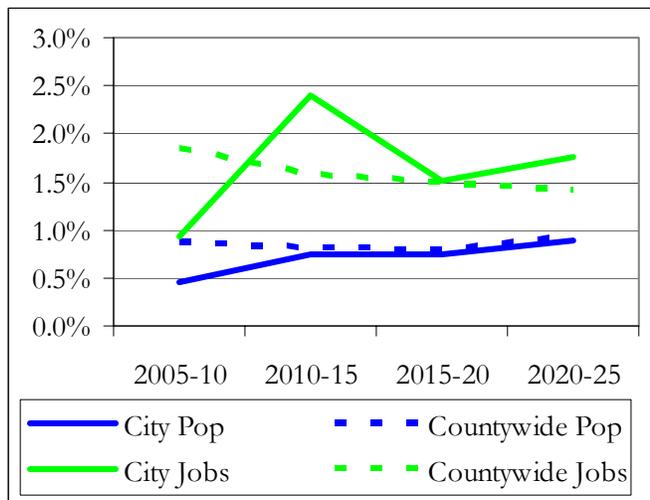


Figure A.29.2. Annual Population & Job Growth Rates, 2005-25

Per ABAG, San Leandro’s population growth rate is slower than the countywide rate, but is expected to rise and equal countywide growth in the long-term, as depicted in Figure A.29.2.

San Leandro reported that it considers the ABAG growth projections to be ambitious, but it did not provide alternative projections.

There are scattered and relatively small potential residential growth areas in San



Leandro. There are also former industrial sites that are available for mixed-use development. As of 2002, only 130 acres of vacant land remained, with the potential for residential development of about 170 single-family and 230 multi-family units.

The City of San Leandro's growth strategies include continuous study and implementation of zoning amendments and streetscape improvements along thoroughfares to promote infill. The City has also partnered with the City's Redevelopment Agency to promote infill through various economic assistance programs. San Leandro is primarily a built-out community.

EVALUATION OF MANAGEMENT EFFICIENCIES

The City Manager conducts an annual evaluation based on annual goals set by the City Council. The City conducts annual performance evaluations for all employees. The City reports that it continually evaluates its internal organization to measure its ability to address constituent needs, maintain labor resources and overall efficiency.

The City also conducts an annual comprehensive budget analysis including a personnel control evaluation to monitor overtime and staffing levels within each department. During the budget process, the City Manager's office meets with each department to review personnel and operational changes. Each department prepares and is responsible for its own budget. In each budget, City Council goals for service delivery are identified.

The City does not conduct performance-based budgeting.

The City has a strategic plan with a mission statement and vision. The City's objectives include retention of quality staff, customer service and financial stability. The City General Plan was last updated in 2000 and has a planning time horizon of 15 years. The City wastewater master plan was last updated in 1995 and has a planning time horizon of five years.

The City's wastewater master plan did not include seismic or emergency planning efforts.

In the last five years, the City was commended by PG&E for its energy curtailment efforts, and the wastewater facility received a Class A designation from the EPA for biosolids produced.

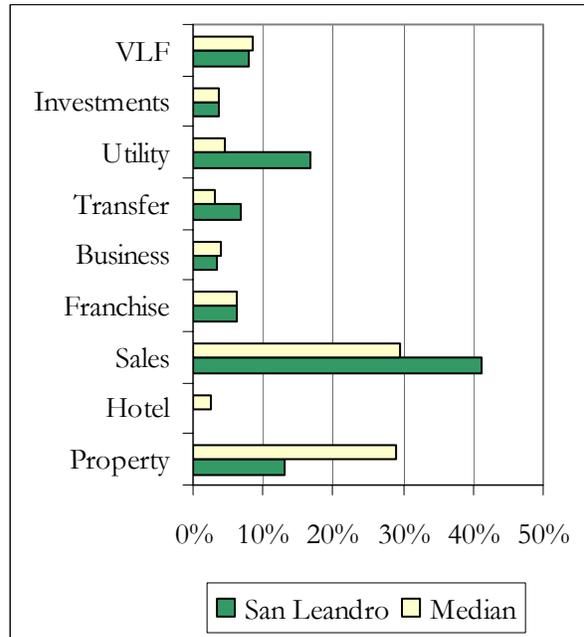
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Figure A.29.3. General Fund Revenue Sources, FY 2002-03

San Leandro receives an average level of general fund revenues, with a relatively high level of reserve funds, and a relatively high level of long-term debt compared with the 14-city median.

The City’s general fund projected revenues were \$68.7 million in FY 2004-05. The general fund totals \$868 per capita, compared with the 14-city median of \$847.¹²⁹ San Leandro raises a relatively large share of revenue from sales and use tax, as indicated in Figure A.29.3. Sales tax accounts for 41 percent of general fund revenues in San Leandro, compared with the median of 30 percent. Sales tax revenue per capita was \$286 in FY 2002-03, 51 percent higher than the 14-city median.



Vehicle license fee revenues constitute eight percent of the City’s general fund. San Leandro receives a relatively large share of revenue from utility users’ tax as compared to the median; and lower shares from property, business and transient occupancy (hotel) taxes as compared to the median. San Leandro could increase its business taxes, subject to majority voter approval.

Sewer services are financed primarily by service charges, with additional revenue from licenses and permits, rents and concessions, and other sources. The City finances stormwater service primarily with stormwater assessments and secondarily with general fund support. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with Measure D funds and recycling fees.

San Leandro’s long-term debt per capita was \$545 at the end of FY 2002-03, compared with the 14-city median of \$493.¹³⁰ Approximately 40 percent of the City’s long-term debt is associated with a \$26 million bond issued to finance improvements to the City’s main library and community center building and the construction of two new fire stations. The City also has a \$10 million debt for parking facility construction and seismic retrofitting costs. Neither the City’s wastewater nor

¹²⁹ General fund revenues per capita are based on residential population with FY 2004-05 budget data.

¹³⁰ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

stormwater enterprise had outstanding bonded debt at the end of FY 2002-03. San Leandro received an underlying financial rating of “strong creditworthiness” (A+) from Standard and Poor’s.

San Leandro’s undesignated reserves and reserves set aside for economic uncertainties and contingences at the end of FY 2001-02 were 15 percent of general fund revenue, compared with the median reserve ratio of 13 percent. San Leandro maintains above-average reserves pursuant to City Council policy that these reserves constitute at least 20 percent of general fund expenditures. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent. The City’s wastewater enterprise had unrestricted net assets of \$16 million at the end of FY 2002-03. The wastewater reserves amounted to 182 percent of the City’s expenses in FY 2002-03; the City maintained approximately 22 months of working capital in its wastewater enterprise. The stormwater enterprise had unrestricted net assets of \$0.3 million, amounting to 25 percent of operating expenses and three months of working capital.

San Leandro finances infrastructure expansion through developer fees and utility underground work reimbursements. These fees may be rebated in certain instances to attract development, for example the City paid the street-related and utility undergrounding fees for Costco development. The City finances utility-related capital projects through connection fees, service charges and benefit assessments. The City plans to spend \$6.3 million on implementation of wastewater capital improvement recommendations in FY 2005-06, according to its most recent capital improvement plan. New developments must install and finance infrastructure on their own properties, and may finance improvements through future assessments by forming a Community Facilities District.

San Leandro participates in joint financing arrangements through various Joint Powers Authorities. The City receives general liability insurance coverage through its membership in the California Joint Powers Risk Management Authority. As a member of the California Statewide Communities Development Authority, San Leandro has access to expertise and assistance in the issuance of tax-exempt bonds. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

WASTEWATER SERVICE

This section describes the nature, extent and location of the wastewater services provided as well as key infrastructure. The tables provide further information and indicators of the agency's wastewater service configuration, infrastructure, service adequacy, and financing.

Nature and Extent

The City provides wastewater collection and treatment services to the northern and central portions of the City. The Oro Loma Sanitary District provides wastewater collection and treatment services to the southern portion of the City.

Within its service area, the City inspects, cleans and repairs sewer structures such as pipes and manholes. Preventive maintenance services include closed-circuit television inspection of sewer lines and cleaning sewer lines. The City's engineers plan and design sewer rehabilitation projects.

Location

The City provides services to two-thirds of the area within its boundaries and does not provide wastewater services outside its boundaries.

Key Infrastructure

Key infrastructure includes the wastewater treatment plant and the City's share in the EBDA-owned outfall and dechlorination facility.

The San Leandro Water Pollution Control Plant has an ADWF design capacity of 7.9 mgd and a PWWF design capacity of 22.3 mgd. Average dry weather flow is 5.5 mgd and peak wet weather flow is 10.7 mgd. The facility provides secondary treatment for its average dry weather flow. Treatment consists of grinding, primary sedimentation, trickling filter, activated sludge, secondary clarification, and chlorination. Treated effluent is transported to the EBDA system for dechlorination and disposal. Sludge is anaerobically digested, dewatered using a belt filter press, dried in open drying beds, and disposed at an authorized disposal site.

As one of five members in the EBDA, the City has capacity rights to 22.3 mgd (of a total 189.1 mgd capacity) at the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, located near the San Leandro Marina, the flows from all EBDA and LAVWMA facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

The City's collection system includes 13 pump stations and 125 miles of sewer lines.

Table A.29.4. San Leandro Wastewater Service Profile

Wastewater Service Configuration and Demand				
Service Configuration				
Service Type		Service Provider(s)		
Wastewater Collection		Direct & OLSD		
Wastewater Treatment		Direct & OLSD		
Wastewater Disposal		EBDA		
Service Area				
Collection: northern and central portions of the City (two-thirds of the City's territory).				
Treatment: northern and central portions of the City.				
Service Outside Bounds: none				
Onsite Septic Systems in Service Area²				
1904-1906 Williams St., Monarch Bay Golf Course bathroom				
Septic Regulatory/Policies				
Per Cal. Plumbing Code §713, connection to public sewer is required if within 200 feet of the property.				
Service Demand FY 04-05				
	Connections		Flow (mgd)	
Type	Total	Outside Bounds	Average	Peak
Total	18,500	0	5.5	10.7
Residential	17,100	0	3.3	NP
Commercial	1,100	0	1.2	NP
Industrial	200	0	0.7	NP
Treatment Plant Daily Flow		Average Dry	Peak Wet	
San Leandro WPCP		5.5 mgd	10.7 mgd	
Note:				
(1) NA: Not Applicable; NP: Not Provided.				
(2) As reported by agency. 1990 Census documented 64 in San Leandro.				

continued

Wastewater Infrastructure			
Regional Collaboration			
<p>The City is a member of EBDA, a joint outfall system for wastewater disposal into the San Francisco Bay. By contract, the City provides operation and maintenance services to EBDA. The City supplies reclaimed water to EBMUD. Sewage from the Floresta Gardens area is tributary to and treated by the OLSD WWTP under a contractual service arrangement.</p>			
Facility Sharing Opportunities			
<p>The City has considered transferring wastewater services to EBMUD to achieve greater economies of scale and to add wet weather capacity to the treatment system. However, a 2000 consultant study concluded that the current city-run operation is less costly than alternatives.</p>			
Wastewater Treatment & Disposal Infrastructure			
Facility Name	Capacity ¹	Condition	Yr Built
San Leandro WPCP	7.9 mgd	Fair	1939
EBDA Marina Dechlorination Facility	22.3 mgd	Good	1978
EBDA Joint Outfall	22.3 mgd	Good	1978
Infrastructure Needs and Deficiencies			
<p>The San Leandro WPCP needs various improvements including expansion, motor control center replacements, and peak wet weather flow capacity. A recent engineering stress test has been conducted, and related capital improvements are being prioritized for implementation over a 10-year period. Key operational processes at the WPCP are remotely monitored using SCADA technology, alerting management to any flow or process irregularities on a 24-hour basis.</p>			
Wastewater Collection & Distribution Infrastructure			
Collection & Distribution Infrastructure			
Sewer Pipe Miles	125	Pumping Stations	13
Infrastructure Needs and Deficiencies			
<p>Most of the City's sewers are between 30 and 80 years old. Structural defects identified by CCTV inspection involve cracks primarily; another common defect is root intrusion. The City has rehabilitated and replaced several pump stations in the last several years and is installing remote monitoring (SCADA) at all major pump stations.</p>			
Infiltration and Inflow			
<p>Wet weather infiltration is a service challenge, particularly north of San Leandro Creek and in areas close to the Bay. CCTV inspection identifies problem areas, which are rehabilitated through point repair, liner installation or replacement. The City plans to make continued improvements to the collection system to correct infiltration and inflow problems.</p>			
<p>Note: (1) Capacity reflects this agency's share of capacity at jointly-owned facilities, unless otherwise noted.</p>			

continued

Wastewater Service Adequacy, Efficiency & Planning				
Sewage Spills/Overflows ¹				
Date	Spill Site	Cause	Gallons	Contained?
None				
Service Adequacy Indicators				
Reported Spills		0	Sewer Overflows 2004	1
Sewer Overflow Rate ²		1	Sewer Miles/FTE	4
Response Time Policy ³	1 hr on scene		Response Time Actual	hrs to clear
Total Employees (FTEs)		31	Accounts/FTE	593
Renewal/Replacement Rate ⁴		19%	O&M Costs/Account	\$392
Treatment Effectiveness Rate		100%	Amount (mg) Processed/FTE	0.13
Employee Safety Severity Rate ⁵		419	Training Hours per FTE	35
Employee Turnover Rate		7%	Employees Certified?	Yes
Regulatory Compliance Record				
Compliant				
Source Control and Pollution Prevention Practices				
The City controls the discharge of industrial waste through implementation of an EPA-approved pre-treatment program that includes permitting, inspection and sampling components. The program oversees facilities with mandated SB 14 Waste Minimization Plans and performs multi-media pollution prevention outreach.				
Collection System Inspection Practices				
One-fifth of the system is inspected by CCTV annually. CCTV spot inspections are also conducted in conjunction with street improvements and engineering projects. Field inspections and sampling are undertaken annually.				
Service Challenges				
Mitigating the effects of grease build-up, root intrusion, and general wear and tear present the greatest challenges for San Leandro. In older areas, manholes and lines in backyards present an access challenge.				
Wastewater Planning				
Plan	Description	Planning Horizon		
Wastewater Master Plan	1995	5 years		
Wastewater Collection Plan	Included in WWMP	5 years		
Capital Improvement Plan	FY 02/03	5 years		
General Plan (Resource)	2000	15 years		
Plan Item/Element	Description			
Sanitary Sewer Overflow Plan	Included in WWMP			
Seismic/Emergency Plan	Emergency Response Plan			
Wet Weather Flow Capacity Plan	Included in WWMP			
Other Relevant Plans				
WPCP Facilities Plan (2004)				
Notes:				
(1) Includes sewage spills/overflows reported to the California Governor's Office of Emergency Services between January 2003 and February 2005.				
(2) Sewer overflows (excluding those caused by customers) per 100 miles of collection piping.				
(3) Agency policy, guidelines or goals for response time between service call and clearing the blockage.				
(4) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of wastewater assets.				
(5) Lost workdays per FTE multiplied by 100.				

continued

Wastewater Rates and Financing			
Wastewater Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Demand²
Residential	Flat Monthly: \$22.32	\$22.32	12 ccf/month
Non-Residential			
Retail	Water Use: \$2.70 per ccf	\$101.57	38 ccf/month
Restaurant	Water Use: \$5.26 per ccf	\$152.53	29 ccf/month
Industrial	Water Use: \$0.51 per ccf, plus load charges	\$496.99	215 ccf/month
Rate Zones			
Wastewater rates are the same throughout the City's service area.			
Rate-Setting Procedures			
Policy Description: The City Council establishes rates, which are codified in the Administrative Code.			
Last Rate Change: 7/1/2004		Frequency of Rate Changes: Annual	
Wastewater Development Fees and Requirements			
Connection Fee Approach	The residential fee is a flat amount; the non-residential fee is based on water use.		
Connection Fee Timing	Before issuance of a plumbing permit.		
Connection Fee Amount ³	Residential: \$1,225	Restaurant: \$3,911	
Land Dedication Req.	Rights-of-way for sewer lines and storm drainage, as needed.		
Development Impact Fee	None		
Wastewater Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount ⁴	%	Amount
Total	\$9,117,822	100%	Total \$8,651,342
Rates & Charges	\$7,441,239	82%	Administration \$652,885
Property Tax	\$2,776	0%	O & M \$7,249,646
Grants	\$0	0%	Capital Depreciation \$238,860
Interest	\$0	0%	Debt \$116,356
Connection Fees	\$0	0%	Other \$393,595
Notes:			
(1) Rates include wastewater-related service charges and strength and flow charges, utility users' taxes and property taxes are excluded. Average monthly charges calculated based on average consumption. Rates are rounded for presentation.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 4.			
(3) Connection fee amount is calculated for a single-family home and an average-sized restaurant.			
(4) Miscellaneous revenue not displayed. Includes rents, permits and other miscellaneous operating revenue.			

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services from Zones 2, 2A, 9 and 13 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are 175 miles of channels and pipes. Natural creeks are also critical components of the drainage infrastructure and include San Leandro Creek and San Lorenzo Creek. Although stormwater flows into creeks, creek maintenance is primarily a flood control responsibility rather than a stormwater responsibility.¹³¹

¹³¹ See Chapter A-16 for information on creeks maintained by the relevant flood control service provider.

Table A.29.5. San Leandro Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	ACFCD, Zones 2, 2A, 9, 13
Drainage System		Developed Area in 100-Year Flood Plain	
Pipes, Estudillo Canal, Corvalis Canal, San Leandro Creek, and San Lorenzo Creek carry water to the San Francisco Bay.		Portions of southwest San Leandro, including 1,870 homes in Manor, Floresta and Springlake neighborhoods.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.54	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 1 hour	New Development and Construction	
Inlet Inspection Rate 2004	67%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	NA	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	NA	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	13,748	Regulatory	
Volume Removed (cu. yds.)	7,380	Permitted Industrial Dischargers	51
Maintenance		Permitted Construction Dischargers	11
Inlets Inspected	1,461	# of Businesses Inspected, FY 2003-04	223
Inlets Cleaned	641	# of Storm Drain Inlets	2,182
Service Financing		Stormwater Assessment	
Primary funding from stormwater assessments with some general fund support. Enterprise fund—Storm Water Utility Fund—used for accounting.		Residential assessments are levied per unit. An average single family home is assessed \$26.33. Non-residential rates are calculated by parcel size (acres).	
Service Challenges			
Alleviating flooding in southwest San Leandro.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
175 Miles of Conduit	fair	In southwest areas of the City, the size of pipes is too small to handle system flows and various improvements are needed to alleviate flooding.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers a franchise agreement with a solid waste collection and recycling provider, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and biweekly recyclable collection services to residents through a private hauler—Alameda County Industries. The City requires businesses to use the private hauler for solid waste collection and recycling collection service.

Location

The City's solid waste and recycling services are provided in the northern and western portions of the City and are not provided outside city limits. The southern and eastern portions of the City within OLSD boundaries receive solid waste and recycling collection services from Waste Management, Inc. Most of the City's waste is disposed at the Altamont and Vasco Road Landfills in Livermore, the Forward, Inc. Landfill in Manteca, the Potrero Hills Landfill in Suisun City, and the Redwood Landfill in Novato.

Key Infrastructure

The Davis Street Transfer Station in San Leandro is owned and operated by Waste Management, Inc. The transfer station provides a public self-hauling drop-off location, and operates salvage, materials recovery, and recycling programs. The transfer station is also used for transferring all collected refuse and plant debris to the landfills. There are no active landfills in the City, although the City monitors its closed landfill—the former Davis Street Landfill.

Table A.29.6. San Leandro Solid Waste Service Profile

Service Configuration				
Service	Provider	Single-Family	Multi-Family	Commercial ¹
Solid Waste Collection	Alameda County Industries & OLSD	weekly	weekly	mandatory
Recycling	Alameda County Industries & OLSD	biweekly	biweekly	mandatory
Service Demand		Recycling Efforts		
		Resid. Curbside Recyclable	Yes	
		Resid. Curbside Greenwaste	Yes	
		Resid. Curbside Hazardous Waste	Yes	
		Comm. On-Site Recyclable	Yes	
		Comm. On-Site Greenwaste	No	
		Food Waste Composting	Yes	
		Landfill Diversion Rate		Other Efforts
	Year	Rate	San Leandro provides biweekly pickup of #3-7 plastics and scrap metal.	
IWMA Requirement ²	2000	50%		
Actual Diversion ³	2000	51%		
	2001	64%		
	2002	55%		
Service Financing		Rates		
Recycling fees, Measure D funds		Residential rate (per month) ⁴	\$	18.05
		Commercial rate (per cu. yd.)	\$	18.05
Disposal Facilities 2003				
Facility Name	Location	Share ⁵	Estimated Closure Date	
Vasco Road Landfill	Livermore	24%	2022	
Altamont Landfill	Livermore	23%	2025	
Forward, Inc.	Manteca	16%	2020	
Notes:				
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.				
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.				
(3) Board-approved diversion rate.				
(4) The residential rate is for a 30-35 gallon cart.				
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.				

CHAPTER A-30: CITY OF UNION CITY

Union City is a direct provider of stormwater services. The City contracts with Waste Management, Inc. for solid waste services. ACWD provides retail and wholesale water service, with additional wholesale water supplies purchased from the San Francisco Public Utilities Commission. Union Sanitary District provides wastewater collection and treatment; wastewater disposal is provided by the East Bay Dischargers Authority.

Public safety services provided by the City—fire protection, police protection and paramedic—and by American Medical Response—ambulance transport—were reviewed in MSR Volume I. Other services provided by the City—street maintenance, park maintenance and recreation programming—and by the Alameda County Library District—library service—will be reviewed in MSR Volume III.

AGENCY OVERVIEW

FORMATION AND BOUNDARY

The City of Union City incorporated on January 26, 1959. The City lies in the southwestern portion of Alameda County, bordered by the cities of Hayward to the north and Fremont to the south.

LAFCo established Union City's SOI on April 19, 1979.

When established, the SOI included two areas in northwest Fremont that lie north of Alameda Creek in the vicinity of Coyote Hills Regional Park. This 384-acre area was detached from Fremont and annexed to Union City in 1997.

In subsequent actions, LAFCo created two small overlapping SOI areas as a result of SOI amendments. The Union City SOI was expanded in 1989 to include a small (5.3 acre) area that forms a land peninsula surrounded on three sides by Union City; this area has not been removed from Hayward's SOI but has been annexed to Union City. In 1998, Fremont annexed a very small (0.2 acre) area near Mission Boulevard to correct three split parcels. Although Fremont's SOI was amended to include the area, Union City's SOI was not amended to remove the area. Thus, the area remains in both Fremont and Union City's SOIs. One annexation (384 acres in 1997) has occurred within the City's SOI since SOI adoption.

The City of Union City has a boundary land area of 19.3 square miles according to the 2000 Census.

LOCAL ACCOUNTABILITY AND GOVERNANCE

Local accountability and governance can be measured in a variety of ways. This service review focuses on several variables, including visibility and accessibility, decision-making body and process, public participation, public access to information, responsiveness to LAFCo's MSR process, customer service, and community outreach.

The City of Union City is a general law city with a council-city manager form of government.

Union City has a five-member City Council elected at large with each member serving a four-year term. The City Council meets twice a month on the second and fourth Tuesdays.

City Council meetings are broadcast on local television. City Council agendas are posted on the City website and public notices are placed in local newspapers. The City discloses finances, plans and other public documents via the Internet.

The latest contested election was held in November 2004. The voter turnout rate was 75 percent, slightly lower than the countywide voter turnout rate of 77 percent.

The City of Union City demonstrated accountability in its disclosure of information and cooperation with LAFCo. The agency responded to LAFCo’s written questionnaires and document requests, cooperated with LAFCo map inquiries, and participated in service interviews.

Complaints are initially directed to the Deputy City Manager and reviewed by the City Manager. Complaints are not formally tracked due to their limited number.

In the development of the City’s General Plan, the Union City Planning Commission held public meetings to solicit input. Community meetings are also held at the end of each fiscal year to discuss the upcoming fiscal year budget. The City sponsors community committees that involve community members in the decision-making process about recreation and youth activities.

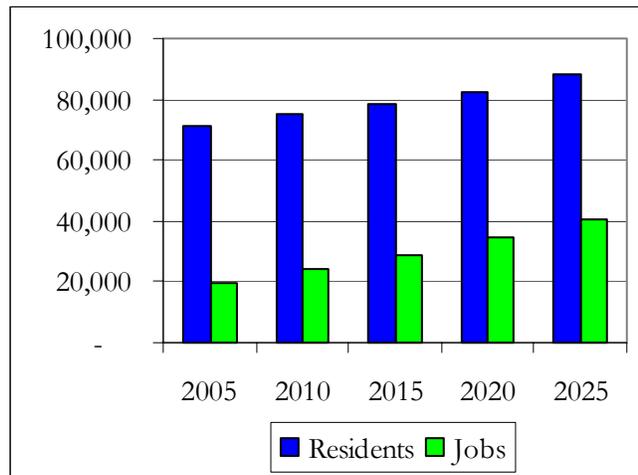
GROWTH AND POPULATION PROJECTIONS

Figure A.30.1. Union City Population & Job Base, 2005-25

There are 71,400 residents and 19,920 jobs in Union City, according to Census and ABAG data.

Union City has a population density of 3,709 per square mile, substantially lower than the median city density of 4,992.

Union City’s population is expected to reach 82,600 in the next 15 years, according to ABAG. As depicted in Figure A.30.1, the population is expected to grow to 88,200 by 2025. Union City’s job base is projected to grow to 34,900 in the next 15 years.



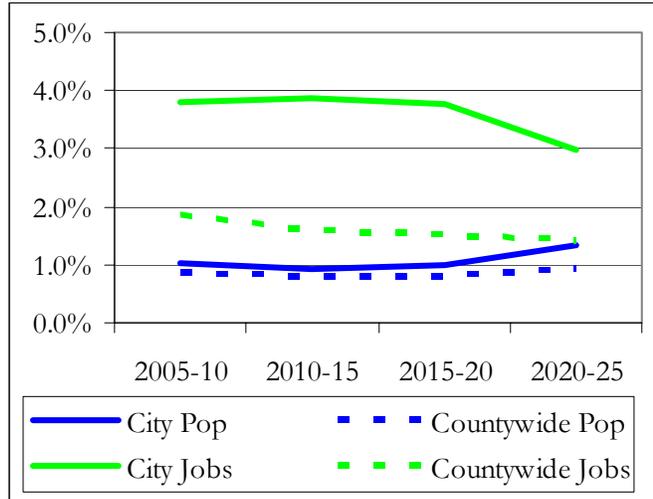
Union City’s population is expected to grow more quickly than the countywide population in the short-term and long-term, as indicated in Figure A.30.2. Similarly, Union City job growth is expected to occur much more quickly than countywide job growth in both the short-term and long-term.

Although the City did not object to the ABAG projections, it stated in its response to a LAFCo questionnaire that it perceives its growth to be limited because the City is largely built out. The City expects infill and redevelopment to increase the City’s population marginally. A saltwater marsh

creates a natural boundary to the west, limiting development in that portion of the City. Union City voters approved several measures (1989, 1995 and 1996) limiting development on 6,100 acres of eastern hillside areas. Voter-approved density limits development in this area to 300 additional residential units in order to preserve the area’s natural appearance, encourage continued agricultural uses, protect the watershed, and provide open space.

Figure A.30.2. Annual Population & Job Growth Rates, 2005-25

Union City is concentrating its redevelopment efforts in the vicinity of its BART station, where its most recent General Plan envisions construction of a transit village including multi-family residential, offices and additional development at an industrial park. And, the General Plan envisions industrial development at the Alvarado Technology Center in northwest Union City. The Union Landing development is expected to continue to attract retail and office investment until it is fully built out.



The City’s General Plan encourages high density and mixed use development. Growth strategies practiced by the City include redevelopment of lands for more intensive uses, from low-density to high-density mixed use.

EVALUATION OF MANAGEMENT EFFICIENCIES

Union City department heads monitor conduct workload monitoring on a regular basis. Annual performance evaluations are conducted. Management employees have been compensated under a performance incentive basis since 1996; performance pay requires detailed evaluation and provided merit pay of up to 20 percent above base salary.

The City Council adopts policy priorities as part of the strategic planning and budget process. The City Council adopted a five-year strategic plan in February 2005; it is used to guide budget preparation for all City departments. The City Council establishes written objectives for the City Manager, who in turn establishes objectives for each department. The City does not conduct performance-based budgeting. The City General Plan was last updated in 2002 and has a planning time horizon of 20 years.

In 1999, Union City received the All American City Award. The City has also received Helen Putnam Awards from the California League of Cities, an American Planning Association Award in 2002, and Financial Auditing Awards.

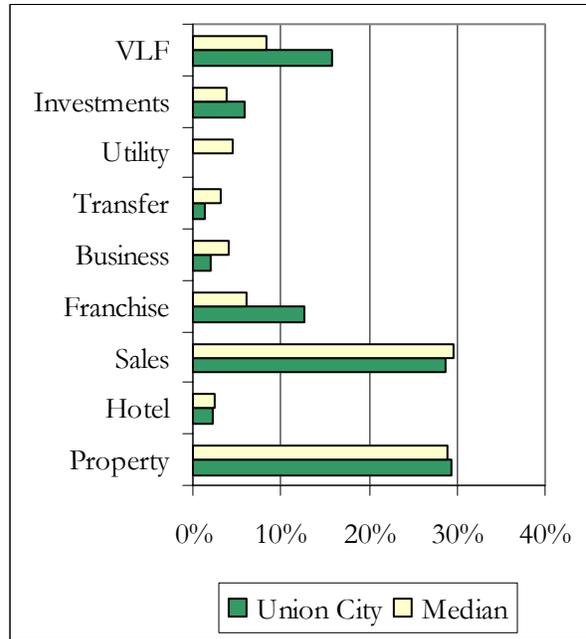
FINANCING CONSTRAINTS AND OPPORTUNITIES

Agency financing constraints and opportunities compare a community’s public service needs with resources available to fund services. Some of the factors used in analyzing the financing constraints and opportunities include revenue sources, debt and reserve levels.

Union City operates on a relatively low level of general fund revenues, with an average level of reserve funds, and a relatively low level of long-term debt compared with the 14-city median.

Figure A.30.3. General Fund Revenue Sources, FY 2001-02

The City’s projected general fund revenues were \$30.9 million in FY 2004-05. The general fund amounts to \$435 per capita, compared with the 14-city median of \$897.¹³² Union City revenue sources are shown in Figure A.30.3. Sales tax revenue per resident was \$101 in FY 2001-02, 47 percent lower than the median.



Vehicle license fees constituted 16 percent of Union City’s general fund, rendering Union City the most dependent on this vulnerable revenue source among cities in Alameda County. Union City raises an above-average share of revenue from franchise fees and property taxes. Union City raises a below-average share of revenue from business taxes. Union City does not currently levy a utility users’ tax and could increase revenues if a majority of voters approved imposition of a utility users’ tax. The City has a tax-sharing agreement to remit a portion of redevelopment-related tax increment revenue to Alameda County, the Alameda Library District and the County of Alameda Flood Control District.

The Union Sanitary District finances sewer maintenance and improvements within the city limits with sewer service charges and connection fees. The City finances stormwater service with stormwater assessments. Solid waste service is provided by private haulers and is not financed by the City, although the City does provide franchise oversight and recycling services with solid waste franchise income. The City collects basic residential service fees for solid waste, organic waste, recyclable materials and stormwater program services. The solid waste franchisee invoices commercial and industrial customers, and invoices residential customers for additional services.

Union City’s long-term debt per capita was \$350 at the end of FY 2002-03, compared with the 14-city median of \$493.¹³³ The outstanding debt involves bonds secured on special taxes (Mello-Roos), a bond to cover settlement agreement costs relating to landfill closing, and capital leases. The City does have debt related to redevelopment bonds. Its most recently issued bonds backed by its general fund were non-rated. Union City’s underlying financial rating is not available.

Infrastructure expansion is financed through developer fees, specifically park dedication, park facility, fire impact, traffic impact and capital facility fees. These fees are levied on all new development in the City to pay for the construction and improvement of public facilities resulting from growth. The City finances utility-related capital projects through benefit assessments. New

¹³² General fund revenues per capita are based on the residential population and FY 2004-05 budget data.

¹³³ This ratio represents long-term indebtedness from governmental activities as of June 30, 2003 divided by the 2003 residential population.

developments must install and finance infrastructure on their own properties, and may finance improvements through future assessments by forming a Community Facilities District.

Union City’s undesignated reserves for economic uncertainties and contingencies at the end of FY 2002-03 were 10 percent of general fund revenue, compared with the median reserve ratio of 13 percent. The Government Finance Officers Association recommends an undesignated reserve ratio of at least 5-15 percent.

The City participates in joint financing arrangements through various Joint Powers Authorities and multi-agency groups. As a member of the California Statewide Communities Development Authority, Union City has access to expertise and assistance in the issuance of tax-exempt bonds. The City receives general liability insurance coverage through its membership in the Bay Cities Joint Powers Insurance Authority, and workers compensation excess insurance through the Local Agency Workers’ Excess Compensation Joint Powers Authority. The City is a member of the Southern Alameda County GIS System Authority and the Alameda County Congestion Management Agency. City employees are eligible to participate in pension plans offered by California Public Employees Retirement System—a multiple-employer defined pension plan.

STORMWATER SERVICE

This section describes the nature and extent as well as location of the stormwater services provided and key infrastructure. The table provides information and indicators of the stormwater system, service needs, financing and facilities.

Nature and Extent

The City of Union City provides stormwater maintenance services, including blockage removal and the cleaning of stormwater inlets. Preventive maintenance services include open space litter control, street sweeping and inspection of stormwater inlets. The City conducts inspections not only of dischargers with RWQCB permits, but also of other dischargers that have the potential to release pollutants into the stormwater system. Other regulatory activities involve permitting, construction site control, public information and inspection for illicit wastewater discharge into the stormwater system. Stormwater treatment services are not provided. The City receives flood control services from Zones 3A and 5 of the Alameda County Flood Control District (ACFCD).

Location

Municipal stormwater services are provided throughout the City and are not provided outside city limits.

Key Infrastructure

Included are underground pipes and channels. Natural creeks are also critical components of the drainage infrastructure and include Alameda Creek and Dry Creek. Although stormwater flows into creeks, creek maintenance is primarily a flood control responsibility rather than a stormwater responsibility.¹³⁴

¹³⁴ See Chapter A-16 for information on creeks maintained by the relevant flood control service provider.

Table A.30.4. Union City Stormwater Service Profile

Service Configuration			
Service Type	Provider	Service Type	Provider
Stormwater Maintenance	City	Inspections	City
Stormwater Treatment	None	Flood Control	ACFCD, Zones 3A, 5
Drainage System		Developed Area in 100-Year Flood Plain	
In an alluvial plain adjacent to the San Francisco Bay, Union City uses storm drains, pipes and channels to drain to Alameda Creek, Dry Creek, and to the San Francisco Bay.		None. Flood plains include areas in undeveloped parts of the City along Dry Creek, the M Line Channel and western Baylands areas.	
Service Adequacy		Meeting Pollution Prevention Requirements	
Pollutant Reduction		Performance Standard	Areas to Improve
Mercury Prevention & Policies	compliant	Public Information Program	none
Pesticide Survey & Policies	compliant	Municipal Maintenance:	
Prevention: Street Cleaning		Street Sweeping	none
Volume Removed per Street Mile (cu. yds.)	0.21	Infrastructure Maintenance	none
Maintenance Adequacy		Litter Control	none
Response Time for Blockages	< 8 hours	New Development and Construction	
Inlet Inspection Rate 2004	24%	Post Construction/ Source Controls	none
Annual Workload FY 2003-2004		Permitting/ Reporting	none
Prevention: Open Space Litter Control		Source/Treatment Controls	yes
Litter Removed (cu. yds.)	NP	Illicit Discharge	compliant
Leaf Volume Removed (cu. yds.)	NP	Industrial and Commercial	compliant
Prevention: Street Cleaning		Annual Workload (continued)	
Curb Miles Swept	15,357	Regulatory	
Volume Removed (cu. yds.)	3,167	Permitted Industrial Dischargers	21
Maintenance		Permitted Construction Dischargers	12
Inlets Inspected	452	# of Businesses Inspected, FY 2003-04	115
Inlets Cleaned	452	# of Storm Drain Inlets	1,858
Service Financing		Stormwater Assessment	
Primary funding source is stormwater assessment. Special fund—Clean Water Program Fund—is used for accounting.		Residential properties are assessed a flat charge of \$21.72. Non-residential properties are assessed a percentage of their solid waste charge.	
Service Challenges			
To meet new NPDES permit requirements as enacted and address decreased flow in the county-run flood control system.			
Facilities 2003			
Infrastructure Description	Condition	Needs/Deficiencies	
Underground Pipes and Channels	good	No identified needs.	

SOLID WASTE SERVICE

This section describes the nature and extent as well as location of the solid waste services provided and key infrastructure. The table provides information and indicators of solid waste service demand, financing, service adequacy, and facilities.

Nature and Extent

The City administers franchise agreements with solid waste collection and recycling providers, and offers various programs to encourage recycling and to reduce the amount of solid waste disposed at landfills. In addition, the City provides refuse collection at city-owned facilities and in public spaces (e.g., streets, parks and City-owned facilities).

The City offers weekly solid waste collection and recyclable collection services to residents through private haulers—Allied Waste and TriCED. The City requires businesses to use the private hauler for solid waste collection; businesses choose their own recycling collection service

Location

The City's solid waste and recycling services are provided throughout the City and are not provided outside city limits. Most of the City's waste is disposed at the Tri-Cities Recycling and Disposal Facility in Fremont.

Key Infrastructure

There are no landfills, materials recovery facilities or waste transfer stations in the City.

Table A.30.5. Union City Solid Waste Service Profile

Service Configuration																								
Service	Provider	Single-Family	Multi-Family	Commercial ¹																				
Solid Waste Collection	Allied Waste	weekly	weekly	mandatory																				
Recycling	Tri-CED	weekly	weekly	open market																				
Service Demand		Recycling Efforts																						
<table border="1"> <caption>Solid Waste Disposed (Tons)</caption> <thead> <tr> <th>Year</th> <th>Disposed (Tons)</th> </tr> </thead> <tbody> <tr><td>1995</td><td>~75,000</td></tr> <tr><td>1996</td><td>~80,000</td></tr> <tr><td>1997</td><td>~90,000</td></tr> <tr><td>1998</td><td>~85,000</td></tr> <tr><td>1999</td><td>~75,000</td></tr> <tr><td>2000</td><td>~75,000</td></tr> <tr><td>2001</td><td>~85,000</td></tr> <tr><td>2002</td><td>~95,000</td></tr> <tr><td>2003</td><td>~110,000</td></tr> </tbody> </table>		Year	Disposed (Tons)	1995	~75,000	1996	~80,000	1997	~90,000	1998	~85,000	1999	~75,000	2000	~75,000	2001	~85,000	2002	~95,000	2003	~110,000	Resid. Curbside Recyclable	Yes	
		Year	Disposed (Tons)																					
		1995	~75,000																					
		1996	~80,000																					
		1997	~90,000																					
		1998	~85,000																					
		1999	~75,000																					
		2000	~75,000																					
		2001	~85,000																					
2002	~95,000																							
2003	~110,000																							
Resid. Curbside Greenwaste	Yes																							
Resid. Curbside Hazardous Waste	Yes																							
Comm. On-Site Recyclable	Yes																							
Comm. On-Site Greenwaste	No																							
Food Waste Composting	No																							
Landfill Diversion Rate		Other Efforts																						
	Year	Rate	Union City provides weekly pickup of used motor oil.																					
IWMA Requirement ²	2000	50%																						
Actual Diversion ³	2000	61%																						
	2001	52%																						
	2002	61%																						
Service Financing		Rates																						
Recycling fees		Residential rate (per month) ⁴	\$	20.06																				
		Commercial rate (per cu. yd.)	\$	17.86																				
Disposal Facilities 2003																								
Facility Name	Location	Share ⁵	Estimated Closure Date																					
Tri-Cities Recycling-Disposal	Fremont	92%	2006																					
Keller Canyon Landfill	Pittsburgh	3%	2030																					
Altamont Landfill	Livermore	2%	2025																					
Notes:																								
(1) With mandatory commercial service, businesses are required to use the City's service provider. With open market commercial service, businesses can use a private provider they choose. In all jurisdictions, businesses have the option to self-haul solid waste.																								
(2) The Integrated Waste Management Act (IWMA), also known as A.B. 939, required each jurisdiction in the State to submit detailed solid waste planning documents for approval by the California Integrated Waste Management Board, (CIWMB), and to set requirements that agencies divert 50 percent of solid waste from landfills by 2000. The Board is authorized to extend agency compliance deadlines based on good-faith efforts and special circumstances.																								
(3) Board-approved diversion rate.																								
(4) The residential rate is for a 30-35 gallon cart.																								
(5) Represents the proportion of the local agency's waste that was disposed at this particular site, according to CIWMB.																								

CHAPTER A-31: OTHER WATER SERVICE PROVIDERS

This chapter discusses regional water purveyors and other water systems in Alameda County.

The San Francisco Public Utilities Commission (SFPUC) is a regional water purveyor with wholesale, conveyance and retail activities in the County. The California Water Service Company is the only investor-owned water utility operating in the County, according to the California Public Utilities Commission (PUC).

The California State Water Project (SWP) is a regional water purveyor with wholesale and conveyance activities in the County. The U.S. Bureau of Reclamation Central Valley Project (CVP) canal system passes through the County. Small community and seasonal systems are also listed.

SAN FRANCISCO PUBLIC UTILITIES COMMISSION

The San Francisco Public Utilities Commission is a wholesale water supplier to the ACWD and City of Hayward in Alameda County, and to 27 other cities and districts in the Bay Area.

AGENCY OVERVIEW

SFPUC is an agency of the City and County of San Francisco (hereafter, San Francisco). In 1850, the California Legislature created San Francisco County and incorporated the City of San Francisco. In 1856, the City and County of San Francisco were consolidated by the Consolidation Act of 1856. The City is organized as a charter city.

SFPUC is responsible for the water enterprise in addition to enterprises engaged in electricity generation and wastewater services.

In 1913, the United States Congress passed the Raker Act which gave San Francisco the right to collect and store water in the Sierra Nevada within Yosemite National Park in the Hetch Hetchy Valley.¹³⁵ The Raker Act allows the City to convey water to other municipalities and water districts.

The private Spring Valley Water Company developed groundwater supplies in the East Bay, storage reservoirs and transmission pipelines. The purchased water sources are the Alameda Creek Watershed and the San Francisco Peninsula Watershed. These water sources are located in San Mateo and Alameda counties. This system was purchased by the City in 1930.

SFPUC is mainly governed by five Commission members appointed by the Mayor to four-year terms. The Commission is responsible for the setting of water rates with approval by the San Francisco Board of Supervisors. The Commission can also enter into contracts for providing water service. At the November 2001 municipal election, San Francisco voters narrowly defeated a ballot

¹³⁵ Further, Congress required San Francisco to make water available to central California irrigation districts.

proposition that would have eliminated the Commission and formed a successor agency governed by an elected board of directors.

The relationship between San Francisco and its 29 wholesale customers is governed by the Master Water Sales Agreement, which provides the pricing mechanism for the water.¹³⁶ Ballot measures affecting regional water as well as local SFPUC services can be decided by voters within the San Francisco city limits, but within the context of the Master Water Sales Agreement. Suburban customers do not have voting rights with respect to ballot measures.

In 2002, the California legislature passed two bills that created regional entities with SFPUC's suburban wholesale customers for regional water governance and financing purposes. The legislation established the Bay Area Water Supply and Conservation Agency (BAWSCA) and the Regional Funding Authority (RFA).¹³⁷ BAWSCA represents the interests of the wholesale purchasers of SFPUC regional water system, and was structured to allow San Francisco to join and cede 70 percent of its governance of the Hetch Hetchy system. The RFA is a financing structure authorized to issue bonded debt secured by the Hetch Hetchy system asset. A third piece of legislation requires SFPUC to make capital improvements, with half of the work to be completed by 2010 and all of the work completed by 2015.

SFPUC retail demand is generally constant with no expected increase in demand over the next 30 years. Growth in suburban demand for wholesale water has been significant and is expected to continue in the coming years. Most of the growth in suburban demand is projected in Alameda and Santa Clara counties.¹³⁸

The Commission has approximately 1,800 staff members.

WATER SERVICE

Nature and Extent

SFPUC provides water wholesale, groundwater pumping, treatment, conveyance, retail water, and water quality control services. Generally, SFPUC delivers water to the agencies at contractual levels, as long as water supplies are normal.¹³⁹ The SFPUC wholesale customers are expected to implement water conservation and demand reduction practices, as are other agencies.

¹³⁶ The 29 wholesale water customers include the City of Hayward and ACWD in Alameda County, the cities of Brisbane, Burlingame, Daly City, Menlo Park, Millbrae, Milpitas, Mountain View, Palo Alto, Redwood City, San Bruno, San Jose, Santa Clara, and Sunnyvale, the Town of Hillsborough, Belmont County Water District, Coastside County Water District, Cordilleras Mutual Water Association, East Palo Alto Water District, Estero Municipal Improvement District, Guadalupe Valley Municipal Improvement District, Los Trancos Water District, North Coast County Water District, Purissima Hills Water District, Skyline County Water District, Westborough County Water District, California Water Services Company, and Stanford University.

¹³⁷ A.B. 2058 created BAWSCA (not a JPA). S.B. 1870 created the Regional Funding Authority. A.B. 1823 requires SFPUC to make capital improvements to the regional water system.

¹³⁸ SFPUC and Bay Area Water Users Association, *Water Supply Master Plan*, 2000.

¹³⁹ The wholesale water contracts between SFPUC and the suburban retailers will expire in 2009. BAWSCA will represent the wholesalers' interests in negotiating a new contract.

Location

Within Alameda County, SFPUC supplies wholesale water to ACWD and the City of Hayward, and is a retail supplier to Sunol, Castlewood and the Lawrence Livermore National Laboratory. ACWD relies on SFPUC for 24 percent of its water supply. The City of Hayward relies on SFPUC for 100 percent of its water supply. SFPUC is the local supplier to the City of San Francisco and is regional water supplier to 27 other cities and districts in the Bay Area.

Key Infrastructure

The regional system consists of over 280 miles of pipelines, over 60 miles of tunnels, 11 reservoirs, five pump stations, and two water treatment plants.

Major infrastructure located in Alameda County includes the Sunol Water Treatment Plant, the Calaveras Dam, the Calaveras Reservoir, and portions of the aqueduct. The Sunol Water Treatment Plant is one of two SFPUC treatment plants outside San Francisco; SFPUC's Water Supply Improvement Program includes a project to upgrade the treatment plant's capacity. The 775-foot Calaveras Dam is located in Alameda County near Milpitas; it is scheduled for seismic upgrades to be completed by 2009. The Calaveras Reservoir is located on the Alameda-Santa Clara county line.

The primary water source is the Hetch Hetchy watershed located in Yosemite National Park, which provides approximately 85 percent of SFPUC's water. Spring snowmelt runs down the Tuolumne River, is collected via a dam system, and is stored in the SFPUC's Hetch Hetchy Reservoir. The Modesto and Turlock Irrigation Districts have Tuolumne River water rights senior to SFPUC rights. Since 1992, increased water releases at the New Don Pedro Reservoir to support salmon in lower Tuolumne River have been required; the irrigation districts assumed responsibility for the water releases with payment from SFPUC. The average annual supply credited to SFPUC is 570,000 acre-feet, but actual water supply has varied from 0 to 370 percent of the average.¹⁴⁰ This surface water in the Hetch Hetchy Reservoir is treated but not filtered because it is of high quality. The Hetch Hetchy water travels 160 miles via gravity aqueduct from Yosemite to the Bay Area.

Groundwater from the Alameda and Peninsula watersheds produces about 17 percent of the total water supply. SFPUC maximizes the use of local supplies before Hetch Hetchy supply is used. SFPUC owns one-third (36,000 acres) of the Alameda Creek watershed, located in Alameda (23,000 acres) and Santa Clara counties; this watershed contributes surface water supplies captured and stored in two reservoirs: Calaveras and San Antonio. The Sunol filter galleries located near the unincorporated area of Sunol are a groundwater source contributing less than one percent of supply. The Peninsula watershed in San Mateo County contributes surface water supplies captured and stored in lower and upper Crystal Springs and San Andreas Reservoirs and in Pilarcitos Reservoir. In the Alameda and Peninsula watersheds, rain and local runoff is collected in local reservoirs. San Antonio Reservoir also stores Hetch Hetchy water. These local water sources and groundwater from the Sunol filter galleries are treated and filtered before delivery.

SFPUC plans to complete by 2012 a water release and recapture facility on Alameda Creek to enhance trout fisheries. The proposed SFPUC facility will allow for recovery of water released from

¹⁴⁰ SFPUC Water System Improvement Program, February 28, 2005. Minimum stream releases required from Hetch Hetchy Reservoir range from 35,000 to 59,000 annually.

Calaveras Reservoir to support Alameda Creek water levels adequate for sensitive fish species; water releases will be recovered downstream for municipal use.

SFPUC uses eight major reservoirs for storage: Hetch Hetchy, Cherry, Eleanor, Calaveras, San Antonio, Crystal Springs, Pilarcitos and San Andreas. The Hetch Hetchy Reservoir is the primary storage area, offering 360,000 acre-feet of storage in Tuolumne County. In Alameda County, there are two major reservoirs with a combined capacity of 147,100 acre-feet; one of which, Calaveras, straddles Alameda and Santa Clara Counties. Additionally, the Sunol Gravel Quarries conversion project will provide additional water storage reservoirs in Alameda County beginning in 2009.

SFPUC working water reserves vary geographically based on seasonal and climactic variations in the quantity and location of the supply. Water reserves for fire-fighting purposes within the SFPUC retail areas are generally stored in local San Francisco reservoirs. Emergency water reserves are located in local San Francisco reservoirs and are equivalent to 400 percent of peak daily demand in the City. According to a grand jury report, suburban customers pay for two-thirds of the expense of maintaining those emergency reservoirs, and San Francisco could share the emergency supply with wholesalers.¹⁴¹ The Sunset Reservoir and University Mound are the local reservoirs that benefit the regional water system and are included in the suburban rate base. SFPUC recently prepared an emergency response plan for wholesale customers, as required by A.B. 1823.¹⁴² A.B. 1823 requires equitable water distribution with and among the wholesalers in an emergency outage.

SFPUC has complied by developing an emergency response plan and planning capital improvements to the system. Also, the agency has planned seismic upgrading for pipelines, tunnels, dams, and treatment facilities. Improvements include developing an alternative tunnel to the Irvington Tunnel, replacement of the seismically vulnerable Calaveras Dam, and connecting SFPUC with EBMUD through a regional emergency intertie in Hayward.

The SFPUC water supply is vulnerable because segments of the water conveyance system (i.e., Irvington Tunnel, Alameda Siphons) lie on or near three major active earthquake faults; the water supply for two million people passes through these points; there is no back-up conveyance or redundancy; and these weak points cannot be shut down for inspection and maintenance. The California Senate found the system to be “at risk of catastrophic failure in a major earthquake” and that water supply interruptions could last 30 to 60 days.¹⁴³ Another concern is the flood damage that would follow uncontrolled release of water from pipelines and tunnels; this risk is centered in Alameda County.¹⁴⁴ SFPUC has completed an engineering study on the needed capital projects, and plans to complete environmental review of the Irvington Tunnel alternative by 2008. Design and construction would occur thereafter.

After the 1989 Loma Prieta earthquake, SFPUC managed to reconnect affected customers to water services within 72 hours.

¹⁴¹ Civil Grand Jury (2002-03) for the City and County of San Francisco, June 19, 2003.

¹⁴² A.B. 1823 was passed in 2002 and required SFPUC to make capital improvements, conduct seismic upgrades, as well as develop an emergency response plan for its wholesale service area. SFPUC must complete 50 percent of the improvements by 2010.

¹⁴³ California Water Code §81601(e).

¹⁴⁴ Water levels in the Calaveras Reservoir have been reduced to one-third until completion of seismic capital improvements to alleviate flooding risks.

Table A.31.1. SFPUC Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)		Water Service	Provider(s)				
Retail Water	Direct		Groundwater Recharge	Planned Direct				
Wholesale Water	Direct		Groundwater Extraction	Direct				
Water Treatment	Direct		Recycled Water	Direct				
Service Area Description								
Retail Water	The town of Sunol, the Castlewood area, the Lawrence Livermore National Laboratory, and the Sandia National Laboratories.							
Wholesale Water	The City of Hayward, ACWD and others throughout the Bay Area.							
Recycled Water	SFPUC WWTP							
Boundary Area (Alameda)	0	sq. miles	Population (2005)	0				
System Information								
Average Daily Demand	274 mgd		Reservoirs	11				
Peak Day Demand	371 mgd		Storage Capacity (mg)	191,600				
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	293,926	252,019	294,151	311,920	321,664	327,600	332,080	NP
All Wholesale Uses	180,522	163,745	194,937	205,744	214,704	220,528	225,008	NP
All Retail Uses	113,404	88,274	99,214	106,176	106,960	107,072	107,072	107,072
LLNL	NP	NP	672	672	672	672	672	672
Sunol Area/Castlewood	NP	NP	1,120	1,120	1,120	1,120	1,120	1,120
Service Connections			Total	Outside Bounds				
Total			170,871	326				
Domestic			NP	NP				
Commercial/Industrial/Institutional			NP	NP				
Irrigation/Landscape			NP	NP				
Recycled			NP	NP				
Other			NP	NP				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								

continued

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	NP	NP	292,320	306,880	316,960	322,560	327,040
Imported	NP	NP	NP	NP	NP	NP	NP
Groundwater	NP	NP	2,240	2,240	4,480	4,480	4,480
Surface	NP	NP	NP	NP	NP	NP	NP
Recycled	0	0	0	0	5,600	5,600	5,600
Supply Constraints							
Primary supply constraints include precipitation levels in the Tuolumne River watershed and local runoff. Water reliability is affected by seismic vulnerability.							
Water Sources			Supply (Acre-feet per Year)				
Source	Type		Average	Maximum			Safe/Firm
Hetch Hetchy System	imported		241,530	NP			NA
Alameda Creek & Peninsula	local runoff		49,470	NP			NA
Groundwater Recharge							
Future plans involve groundwater recharge.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	262,000	Year 2:	233,000	Year 3:	233,000	
Significant Droughts: 1987-1992							
Storage Practices: Spring snowmelt is impounded in the Hetch Hetchy Reservoir and moved into local reservoirs. Local reservoirs are filled by the end of the rainy season.							
Plan: SFPUC will use reserves in local and regional reservoirs and attempt to purchase additional supply. With a 5-10% shortfall, SFPUC will encourage voluntary reductions. With greater shortfalls, SFPUC institutes rationing, excess use charges and conservation.							
Agriculture Effects: If rationing is required, irrigation accounts would receive a 90 percent cut.							
Water Conservation Practices							
CUWCC Signatory	Yes						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	NA	NA					
2 - Retrofits	NA	NA					
3 - Water Audits	No	Pre-screening not conducted on wholesale distribution lines.					
4 - Metering	Yes	All accounts are metered.					
5 - Landscape Audits	NA	NA					
6 - Washing Machine Rebate	NA	NA					
7 - Public Information	No	No, but BAWAC promotes conservation.					
8 - School Education	No	No school education program.					
9 - CII Audits	NA	NA					
10 - Wholesale Assistance	No	No incentives offered.					
11 - Conservation Pricing	Yes	Meets requirements.					
12 - Conservation Coordinator	Yes	Position staffed.					
13 - Water Waste	NA	NA					
14 - Toilet Replacement	NA	NA					

continued

Water Infrastructure				
Major Facilities				
Facility Name	Type	Capacity	Condition	Yr Built
Sunol Valley WTP	WTP	160 mgd	Good	1966
Harry W. Tracy WTP	WTP	140 mgd	Fair	1971
Hetch Hetchy	Reservoir	360,000 af	Fair	1920s
Calaveras	Reservoir	97,077 af	Poor	1931
San Antonio	Reservoir	50,629 af	Fair	1965
Crystal Springs	Reservoir	69,477 af	Poor	1877
San Andreas	Reservoir	19,046 af	Fair	1870
Irvington Tunnel	Pipeline	10'6" diam.	Unknown	1920s
Alameda Siphons	Tunnel	NA	Unknown	1920s
Other Infrastructure				
Reservoirs	11	Storage Capacity (mg)		191,600
Pump Stations	5	Pressure Zones		27
Production Wells	3	Pipe Miles		1,240
Other: 6 tunnels, pipelines (San Joaquin and Bay Division), 3 disinfection facilities, SBA turnout				
Infrastructure Needs and Deficiencies				
Needs and deficiencies relate to seismic vulnerability, system age, lack of system redundancy, and lack of capital improvements in past years. Planned improvements involve Irvington Tunnel, Calaveras Dam replacement, Sunol WTP capacity enhancements, Bay Division pipeline capacity enhancement.				
Facility Sharing and Regional Collaboration				
Current: Emergency intertie with Santa Clara Valley Water District. BAWAC member.				
Opportunities: Developing intertie with EBMUD. The agency is participating in a \$16.5 million project to connect the SFPUC, City of Hayward, and ACWD water systems for shared use in the event of emergencies. Studying desalination with EBMUD, CCWD and SCVWD.				

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	0		
Monitoring Violations	0		
Service Adequacy Indicators			
Water Pressure Adequacy	25+ psi normal day; 20+ psi fire flow		
Response Time Policy	NP	Response Time Actual	NP
Distribution Loss Rate	6-9%	Connections/FTE	95
Distribution Breaks & Leaks	NA	Distribution Break Rate ²	NA
Renewal/Replacement Rate ³	16%	O&M Cost Ratio ⁴	\$ 262
DW Compliance Rate ⁵	NP	MGD Delivered/FTE	0.15
Employee Indicators			
Total Employees (FTEs)	1,800	Certified as Required?	Yes
Health/Severity Rate ⁶	NP	Employee Vacancy Rate	NP
Training Hours/Employee	NP	Employee Turnover Rate	NP
Service Challenges			
Aging infrastructure, seismic vulnerability, increased demand for water, and changing and potentially more stringent water quality regulations.			
Water Planning	Description	Planning Horizon	
Water Master Plan	2000	30 years	
UWMP	2001	20 years	
Capital Improvement Plan	2002	14 years	
General Plan (Resource)	1996	20 years	
Plan Item/Element	Description		
Emergency Plan	In UWMP		
Other Plans			
Water System Improvement Program (2005), Alameda Watershed Management Plan (2001), Water Demand Study (2004)			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing				
Retail Water Rates-Ongoing Charges FY 04-05¹				
Rate Description		Avg. Monthly Charges	Consumption ²	
Residential	Flat Monthly: \$5.00 Water Use: \$1.86 per ccf	\$ 27.08	12 ccf/month	
Non-Residential				
Retail	Flat Monthly: \$13.90 Water Use: \$1.86 per ccf	\$ 83.87	38 ccf/month	
Industrial	Flat Monthly: \$37.30 Water Use: \$1.86 per ccf	\$ 437.90	215 ccf/month	
Special Rates				
The rate for retail customers outside the boundaries is 125% of the in-City retail rate. The rate for non-potable water both inside and outside the City is \$0.55/ccf.				
Wholesale Water Rates				
Wholesale water costs \$1.13 per ccf (equivalent to \$492 per af) plus monthly service charges which depend on meter size. No volume rate discounts apply.				
Rate-Setting Procedures				
Policy Description	The Commission sets rates based on revenue requirements. Retail rates are currently limited by a voter-initiated rate freeze only to cover costs of debt service on voter-approved bonds and emergencies. Wholesale rates are set annually.			
Most Recent Rate Change	7/1/04	Frequency of Rate Changes	Annual	
Water Development Fees and Requirements				
Connection Fee Approach	Based on cost.			
Connection Fee Timing	Upon connection.			
Connection Fee Amount	5/8 inch meter:	\$3,443 ³	1 inch meter:	\$3,443
Land Dedication Requirements	None			
Development Impact Fee	None			
Water Enterprise Revenues, FY 02-03			Expenditures, FY 02-03	
Source	Amount	%	Amount	
Total	\$171,083,000	100%	Total	\$187,493,000
Rates & Charges	\$148,243,000	87%	Administration	\$37,990,000
Property Tax	\$0	0%	O & M	\$81,575,000
Grants	\$0	0%	Capital Depreciation	\$31,430,000
Interest	\$4,943,000	3%	Debt	\$36,498,000
Connection Fees	\$3,425,000	2%	Purchased Water	\$0
Notes:				
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.				
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.				
(3) One-inch pipe is the smallest used for connection.				

continued

Water Wells and Source Assessments					
Source Name	Type	Source	Detected Contam.	Vulnerabilities	Date Assessed
Well A	Groundwater	Livermore Valley Main Basin	None	Dry cleaners Laboratory Sewer lines	Apr 03
Well B	Groundwater	Livermore Valley Main Basin	None	Dry cleaners Laboratory Sewer lines	Apr 03
Church Well	Groundwater	Niles Cone	None	Recreational use Urban runoff - Niles Canyon Rd.	May 03

CALIFORNIA WATER SERVICE COMPANY

The California Water Service Company (Cal Water) is the service provider to three-quarters of the population in the City of Livermore. The City itself is the service provider to the remainder of the City's residents.

AGENCY OVERVIEW

Cal Water is an investor-owned utility supplying water service to 1.7 million Californians through 25 separate water systems. The company is a subsidiary of the California Water Service Group, which also provides water services in Washington, New Mexico and Hawaii. The California Public Utilities Commission regulates this and other investor-owned utilities.

Historically, the water supply in Cal Water's Livermore district involved diversion from nearby streams. In 1896, the Livermore Water and Power Company began providing water service to the area. In 1913, the Pacific Gas and Electric Company purchased the property and continued operation of the water system. In 1927, Cal Water acquired the water system and has been providing service since.

For emergency supplies, Cal Water is authorized to extract additional groundwater from the Main Basin if the Zone 7 Water Agency does not have adequate supplies. Cal Water has a company-wide disaster plan, as well as a Livermore-specific disaster plan that coordinates emergency responses with other agencies in the area. Cal Water inspects its facilities annually for earthquake safety, has made improvements to water storage facilities, and provides auxiliary generators for use in the event of a disaster.

Cal Water anticipates growth to the west and south of its current service area, and anticipates that its service area will expand in the future.

WATER SERVICE

This section describes the nature, extent and location of the water services provided as well as key infrastructure. The tables provide further information and indicators of the agency's water service supplies, demand, financing, service adequacy and facilities.

Nature and Extent

Cal Water provides water retail, groundwater pumping, treatment, distribution, and conservation services. Recycled water service is not available within the service area. The wholesale water supplier is the Zone 7 Water Agency. Cal Water does not provide recycled water service, and does not anticipate recycled water use in its service area within the forecast period through 2020. The City of Livermore does have a recycled water facility, but does not currently serve the Cal Water service area.

According to the most recent California Public Utilities Commission resolution concerning Cal Water in Livermore, service is satisfactory, and the Commission has not ordered any system improvements or identified any service problems requiring corrective action.

Location

Cal Water provides service to the majority of territory within the City of Livermore. Cal Water does not provide service to adjacent areas. The company does provide services outside Livermore; it is the provider in many jurisdictions in California.

Key Infrastructure

Cal Water relies on imported State Water Project supplies through the Zone 7 Water Agency for 76 percent of its water supply, and on groundwater wells for the remaining 24 percent.¹⁴⁵ Cal Water is subject to a groundwater pumping quota; groundwater in the basin is managed, monitored and recharged by the Zone 7 Water Agency.

Cal Water relies on 11 wells for pumping groundwater from the Main Basin of the Livermore-Amador Valley. The wells have a combined capacity of 8.6 mgd. Several wells have operational limitations due to water quality considerations. DHS source assessments found contamination at five of the wells from water treatment plants and/or sewer collection systems. Only one of the affected wells may be operated at any given time and the water must be pumped to storage and mixed with Zone 7 water prior to delivery.

Cal Water has 25 storage tanks with a capacity of 12 mg. The tanks are operated in conjunction with the wells, Zone 7 connections and 30 pumping stations to collection and distribute water throughout the service area. Water reserves in the storage tanks contain 120 percent of average daily demand.

Cal Water is authorized to extract groundwater in excess of its quota in the event of an emergency. However, the wells cannot meet average demand and the area is dependent on continued delivery from Zone 7. Cal Water has an emergency intertie with the City of Livermore. The company has a company-wide Master Disaster Plan and a local disaster plan to coordinate emergency response with other agencies.

¹⁴⁵ California Water Services Group, Annual Report (Form 10-K) filed with the U.S. Securities and Exchange Commission, March 15, 2005.

OTHER WATER SERVICE PROVIDERS

The company’s general office, which houses accounting, engineering, information systems, human resources, purchasing, regulatory, water quality, and executive staffs is located in San Jose. All properties are maintained in good operating condition.¹⁴⁶

Table A.31.2. Cal Water Service Profile

Water Service Configuration and Demand								
Water Service	Provider(s)			Water Service	Provider(s)			
Retail Water	Direct			Groundwater Recharge	Zone 7			
Wholesale Water	Zone 7			Groundwater Extraction	Direct			
Water Treatment	Zone 7			Recycled Water	None			
Service Area Description								
Retail Water	The southern and downtown areas in the City of Livermore.							
Wholesale Water	None							
Recycled Water	NA							
Boundary Area (Alameda)	NP			Population (2005)	58,000			
System Information								
Average Daily Demand	12 mgd			Reservoirs	-			
Peak Day Demand	17.2 mgd			Storage Capacity (mg)	12			
Average Annual Demand Information (Acre-feet per Year)								
	1990	1995	2000	2005	2010	2015	2020	Build-Out
Total	8,587	9,351	11,207	11,099	11,897	12,779	13,750	16,020
Residential	6,562	6,757	8,360	8,074	8,511	8,972	9,458	10,509
Commercial/Industrial	1,028	987	1,134	1,341	1,598	1,906	2,271	3,226
Irrigation/Landscape	NP	NP	NP	NP	NP	NP	NP	NP
Other	997	1,607	1,713	1,684	1,788	1,901	2,021	2,285
Service Connections			Total	Outside Bounds				
Total			16,923	0				
Domestic			15,830	0				
Commercial/Industrial/Institutional			1,050	0				
Irrigation/Landscape			NP	0				
Recycled			0	0				
Other			43	0				
Note:								
(1) NA: Not Applicable; NP: Not Provided.								

continued

¹⁴⁶ California Water Services Group, Annual Report (Form 10-K) filed with the U.S. Securities and Exchange Commission, March 15, 2004.

Water Supply							
Supply Information (Acre-feet per Year)							
	1990	1995	2000	2005	2010	2015	2020
Total	8,588	9,351	11,207	11,100	11,899	12,778	13,749
Imported	5,560	7,810	7,804	8,031	8,830	9,709	10,680
Groundwater	3,028	1,541	3,403	3,069	3,069	3,069	3,069
Surface	0	0	0	0	0	0	0
Recycled	0	0	0	0	0	0	0
Supply Constraints							
<p>The District is subject to a 3,069 acre-foot groundwater pumping quota. Zone 7 has adequate sustainable supplies for 2030 demand levels. The Zone 7 Board policy is to provide 100 percent of municipal demand until 2022 during water years ranging from average to multi-year drought. Current infrastructure is only able to support meeting requested deliveries through 2013 without drawing down the existing groundwater basin below historic low levels. Zone 7 currently has a policy to maintain the groundwater basin above historic lows. Zone 7 is currently pursuing additional out-of-valley storage through Cawelo Water District in Kern County.</p>							
Water Sources		Supply (Acre-feet per Year)					
Source	Type	Average	Maximum	Safe/Firm			
Zone 7 Water Agency	purchased	9,474	29,568	NA			
Groundwater Wells	groundwater	3,069	3,069	NP			
Groundwater Recharge							
Del Valle Reservoir is used to recharge the Main Basin.							
Drought Supply and Plans							
Drought Supply (af)	Year 1:	NP	Year 2:	NP	Year 3:	NP	
Significant Droughts: 1976-1977, 1988-1991							
Storage Practices: Zone 7 stores 31,500 acre-feet annually on average in the Main Basin or with the Semitropic Water Storage District.							
Plan: Zone 7 will draw on water stored in the Main Basin and the Semitropic banking program. Cal Water has a four-stage rationing plan.							
Agriculture Effects: Agricultural accounts would receive a 20% cut before treated water customers receive a cut.							
Water Conservation Practices							
CUWCC Signatory	Yes						
Best Management Practice	Compliant	Implementation Status					
1 - Water Surveys	No	No conditions met.					
2 - Retrofits	No						
3 - Water Audits	Yes	Pre-screening completed.					
4 - Metering	Yes	On track to have all accounts metered within 10 years.					
5 - Landscape Audits	No	None of 3 conditions met.					
6 - Washing Machine Rebate	Yes	The District awarded 359 rebates in 2004.					
7 - Public Information	Yes	Active public information program.					
8 - School Education	Yes	School information program.					
9 - CII Audits	Partial	1 of 3 conditions met.					
10 - Wholesale Assistance	NA	NA					
11 - Conservation Pricing	Yes	Conserving rate structure.					
12 - Conservation Coordinator	Yes	Position staffed.					
13 - Water Waste	No	No ordinances in place.					
14 - Toilet Replacement	NP	NP					
Note:							
(1) Zone 7 entitlement is sufficient for ultimate demand, but is not allocated to individual retailers.							

continued

Water Infrastructure			
Reservoirs	0	Storage Capacity (mg)	12
Pump Stations	30	Pressure Zones	5
Production Wells	11	Pipe Miles	200
Other: 25 storage tanks, intertie			
Infrastructure Needs and Deficiencies			
The Company is replacing aging well and panel boards. Any land use changes or intensity of development downtown will likely require upgrades to portions of the water system to meet Fire Department requirements.			
Facility Sharing and Regional Collaboration			
Current: Emergency intertie with Livermore. Tri-Valley Water Retailers member.			
Opportunities: NP			

continued

Water Service Adequacy, Efficiency & Planning Indicators			
Drinking Water Quality Regulatory Information¹			
	#	Description	
Health Violations	0		
Monitoring Violations	0		
Service Adequacy Indicators			
Water Pressure Adequacy	NP		
Response Time Policy	NP	Response Time Actual	NP
Distribution Loss Rate	<10%	Connections/FTE	NP
Distribution Breaks & Leaks	NP	Distribution Break Rate ²	NP
Renewal/Replacement Rate ³	NP	O&M Cost Ratio ⁴	NP
DW Compliance Rate ⁵	NA-Zone 7	MGD Delivered/FTE	NP
Employee Indicators			
Total Employees (FTEs)	NP	Certified as Required?	NP
Health/Severity Rate ⁶	NP	Employee Vacancy Rate	NP
Training Hours/Employee	NP	Employee Turnover Rate	NP
Service Challenges			
NP			
Water Planning	Description		Planning Horizon
Water Master Plan	NP		
UWMP	2004		20 years
Capital Improvement Plan	NP		
Plan Item/Element	Description		
Emergency Plan	Master Disaster Plan		
Other Plans			
As required by the California Public Utilities Commission.			
Notes:			
(1) Violations since 1993, as reported by the EPA Safe Drinking Water Information System.			
(2) Distribution break rate is the number of leaks and pipeline breaks per 100 miles of distribution piping.			
(3) Renewal and replacement infrastructure expenditures (FY 02-03) divided by net value of water assets.			
(4) Operations and maintenance costs (exc. purchased water, debt, depreciation) per volume (af) delivered.			
(5) Drinking water compliance is percentage of days in compliance with U.S. Primary Drinking Water Regulations.			
(6) Lost workdays per FTE multiplied by 100.			

continued

Water Rates and Financing			
Retail Water Rates-Ongoing Charges FY 04-05¹			
	Rate Description	Avg. Monthly Charges	Consumption²
Residential	Flat Monthly: \$8.45 Water Use: \$1.71 per ccf	\$ 28.72	12 ccf/month
Non-Residential			
Retail	Flat Monthly: \$19.70 Water Use: \$1.71 per ccf	\$ 83.93	38 ccf/month
Industrial	Flat Monthly: \$45 Water Use: \$1.71 per ccf	\$ 412.71	215 ccf/month
Special Rates			
Water rates are the same throughout the service area.			
Wholesale Water Rates			
NA			
Rate-Setting Procedures			
Policy Description	The California Public Utilities Commission reviews and sets water rates annually.		
Most Recent Rate Change	5/11/04	Frequency of Rate Changes	Annual
Water Development Fees and Requirements			
Connection Fee Approach	The fee is based on main extension/installation costs on a case-by-case basis. Connection charges are not required if a water main already exists.		
Connection Fee Timing	Upon connection.		
Connection Fee Amount	5/8 inch meter: NP	1 inch meter:	NP
Land Dedication Requirements	NA		
Development Impact Fee	NA		
Water Enterprise Revenues, FY 02-03		Expenditures, FY 02-03	
Source	Amount	%	Amount
Total	NP	NP	Total NP
Rates & Charges	NP	NP	Administration NP
Property Tax	NP	NP	O & M NP
Grants	NP	NP	Capital Depreciation NP
Interest	NP	NP	Debt NP
Connection Fees	NP	NP	Purchased Water NP
Notes:			
(1) Rates include water-related service charges and usage charges and exclude utility users' taxes.			
(2) Water use assumptions by customer type were used to calculate average monthly charges. Assumed use levels are consistent countywide for comparison purposes. For further details, refer to Chapter 3.			

CALIFORNIA STATE WATER PROJECT

The California State Water Project (SWP) is owned by the State of California (the State) and operated by the State Department of Water Resources (DWR). The State's water rights were established in 1927, and the SWP was officially created after a majority of California voters approved the project in November 1960.

WATER SERVICE

Nature and Extent

SWP is the primary source of water for Zone 7 and is a significant source for ACWD. Zone 7 and ACWD are two of 29 agencies that have long-term contracts for water service from DWR. The Zone 7 and ACWD maximum annual entitlements constitute two and one percent, respectively, of total entitlements to all SWP contractors.

Location

SWP transports Feather River water released from Oroville Dam into the Sacramento River and unregulated flows that have traveled through the San Francisco Bay/Sacramento-San Joaquin River Delta (Bay-Delta). It travels down the Feather River into the Sacramento River, and then into the Sacramento-San Joaquin River Delta (Bay-Delta).

Some of the water is pumped into the North Bay Aqueduct, which serves Napa and Solano counties. The remaining water travels further south in the Delta, where it is pumped by Banks Pumping Plant into the California Aqueduct.

The water enters Alameda County near the Bethany Reservoir, located about 10 miles northwest of Tracy. Bethany Reservoir is a major distribution hub for both SWP and the USBR Central Valley Project (CVP). At the Bethany Reservoir, a portion of the water is pumped through the South Bay Pumping Plant into the South Bay Aqueduct (SBA). The remainder flows south through the California Aqueduct to serve SWP contractors and CVP customers in central and southern California.

The water flows west through the SBA to delivery points in Alameda and Santa Clara counties.

Key Infrastructure

Key SWP infrastructure includes the dam, aqueducts and reservoirs. Within Alameda County, SWP infrastructure includes the Bethany Reservoir, SBA, South Bay Pumping Plant, and the Lake del Valle Reservoir.

SWP has 33 storage facilities throughout California, offering a total of 5.8 million acre-feet in storage capacity. Storage facilities in Alameda County include the Bethany Reservoir and Lake del Valle. Bethany Reservoir has a capacity of 5,070 acre-feet. The Patterson Reservoir offers 100 acre-feet in storage capacity and is located adjacent to the SBA upstream from Lake del Valle. Lake del Valle provides regulatory storage for South Bay Aqueduct, flood control for Alameda Creek, fish and wildlife enhancement, and recreation. Lake del Valle storage capacity is 39,914 acre-feet.

The South Bay Aqueduct (SBA) is 42 miles long and consists of enclosed pipeline, open canals and tunnels. Along much of the SBA segment between Bethany Reservoir and Lake del Valle, the SBA is open canal.

Water Supply

The State acquired its rights to the water supply in 1927 and has provided maximum annual entitlements of four million acre-feet to its contractors. Actual water deliveries are less than maximum entitlements due to water quality issues, competing recreational and transportation uses for the Delta, and wildlife endangerment.

Over the years, agricultural, industrial, and urban runoff has polluted Delta waters. Contaminant sources include agricultural drainage, wastewater treatment plant discharges, and urban runoff. Recreational usage of the water also contributes contaminants to the Delta. Seawater intrusion contributes salt and bromide to the water supply. Although the Delta is thought to be the primary source of contaminants, cattle grazing, vineyard and recreation runoff near Bethany Reservoir, open canal segments, and Lake del Valle are other potential contaminant sources.¹⁴⁷

The Delta is used not only as a hub of the State's water distribution system, but is also used for recreational purposes and for shipping cargo through deep water channels to Stockton and Sacramento.

In the Delta, freshwater from the rivers mingles with saltwater from the Pacific Ocean, creating the West Coast's largest estuary. As habitat for more than 500 species of wildlife, the Delta's unique ecosystem supports 20 endangered species, such as the salt harvest Suisun Marsh mouse and the Delta smelt, and serves as a vital migration path for salmon traveling to and from their home streams and to the Pacific Ocean. Environmental mandates to protect the resident Delta smelt and the migrating salmon limit state and federal water operations.

The State Water Resources Control Board (SWRCB) has established water quality standards and a proposed flow regime of the estuary. It makes water rights decisions which assign responsibility for implementing water quality objectives to users throughout the system by adjusting their respective rights.

SWP contractors and upstream agricultural water interest groups on both the Sacramento River and the San Joaquin River are developing local projects in the upstream areas to provide water, in part, to assist the SWP and CVP in meeting water quality objectives and to alleviate the need for a water rights determination by the SWRCB.

In 2000, the federal government and the State approved the CALFED Bay-Delta Program. CALFED is a collaborative effort among 23 state and federal agencies to improve water supplies in California and the health of the San Francisco Bay-Sacramento/San Joaquin River Delta watershed. The program pledges to restore the Bay-Delta ecosystem, improve water quality, enhance water supply reliability, and assure long-term protection for Delta levees. It calls for over \$8 billion to be invested over the first seven years of the program's 30-year time span. Funding is expected to be provided by state and federal appropriations and contributions from local water users. Funding by

¹⁴⁷ Archibald & Wallberg Consultants, 2004.

the state will be provided under the authority of several State general obligation bond propositions¹⁴⁸ and annual general fund expenditures. Legislation to authorize funding of federal expenditures has been enacted. At this time, exact allocation of costs to local users has not been defined.

CENTRAL VALLEY PROJECT

The Central Valley Project (CVP) is administered by the U.S. Bureau of Reclamation (USBR). The CVP does not supply water in Alameda County, although a portion of the CVP distribution system passes through the northeastern corner of Alameda County. The CVP delivers water primarily for agricultural use within the Central Valley, but also provides for urban contractors such as the Contra Costa Water District (CCWD).

WATER SERVICE

Nature and Extent

None of the water service providers in Alameda County receives water from CVP. Contra Costa Water District receives water from CVP, but the District does not provide water service in Alameda County. The water for CCWD is diverted from the Delta at either Rock Slough on the south of the San Joaquin River or Old River near Discovery Bay.¹⁴⁹

Location

Water from CVP enters Alameda County in the Delta-Mendota Canal and the California Aqueduct in the northeast corner of the County and then exits the County at the I-205 and I-580 intersection.¹⁵⁰

Key Infrastructure

Within Alameda County, CVP infrastructure includes the Delta-Mendota Canal and the Tracy Pumping Plant. The Tracy Pumping Plant is located on the Delta-Mendota Canal off Mountain House Road, and pumps an average of 3,300,000 acre-feet annually. Systemwide, CVP delivers approximately seven million acre-feet of water.

¹⁴⁸ Proposition 204, which passed in 1996, Proposition 13, which passed in March 2000, and Proposition 50, which passed in November 2002.

¹⁴⁹ See chapter A-6 for further discussion of CCWD.

¹⁵⁰ In Alameda County, the State-owned California Aqueduct forms the Bethany Reservoir located northeast of the Altamont area.

MINOR WATER SYSTEMS

There are a number of minor systems maintained by private parties, as indicated in Table A.31.3. This section provides profiles of each of the community systems, as well as non-community systems providing drinking water.

Table A.31.3. Minor Water Systems, 2005

Water System Name	Area	Population Served	Primary Source	System Type
Mohrland Mutual Water System	Mt. Eden/Hayward	360	Ground water	Community System
Trailer Haven Mobilehome Park	San Leandro	240	Ground water	Community System
Alameda County Fairgrounds	Pleasanton	100	Ground water	Community System
Norris Canyon Property Owners Assn.	Castro Valley	100	Ground water	Community System
Mountain House School	Byron	53	Ground water	Seasonal System
Stivers Academy	Livermore	44	Ground water	Seasonal System
Rivers End Marina	Byron	250	Ground water	Transient System
Morton Salt Company	Newark	110	Ground water	Seasonal System
RMC-Lonestar Companies Quarry	Pleasanton	70	Ground water	Seasonal System
Vulcan Materials Quarry	Livermore-Pleasanton	45	Ground water	Seasonal System

Source: California Department of Health Services

ALAMEDA COUNTY FAIR

The Alameda County Agricultural Fair Association is a nonprofit agency operating a community system.

The Association produces and staffs the annual fair held each summer on the fairgrounds, located in an unincorporated area adjacent to Pleasanton. It produces other special events using the fairgrounds and rents the fairgrounds to outside promoters for event programming throughout the year. The fairgrounds facilities include 10 buildings, a golf course, a horse racing track, a recreational vehicle campsite, and picnic facilities. The fairgrounds are owned by Alameda County.

There are two groundwater wells—a main well and an auxiliary—at the fairgrounds. The wells and water rights are owned by the County. The main well is located inside the horse-racing track. Water from both wells is used daily for drinking water, cleaning the exhibit halls, landscape irrigation, race track watering, and other purposes. The Association extracted 360 acre-feet from the wells in 2004. The Association has a connection to the City of Pleasanton water system for backup supplies.

According to the EPA's Safe Drinking Water Information System (SDWIS), there have been four MCL violations for coliform since the 1993 inception of SDWIS; these violations occurred in 1998. SDWIS indicates no significant monitoring violations, but there have been two insignificant violations—a 1996 violation for non-compliance and a 1995 violation for failure to conduct routine monitoring. Subsequently, the Association installed chlorinators at the wells.

The Association detected tetrachloroethylene (PCE) below MCL levels in the main well water in 1998 and 1999. In December 2000, the PCE content reached the MCL level. For the next six

months, the Association relied on City of Pleasanton water. It then installed a filtration system to remove the PCE from the main well water, and has relied on its own supplies since.

In terms of water quality, DHS found no contaminants at the wells when it conducted source assessments in 2003. DHS considers the main well vulnerable to contamination from lagoons, a golf course and septic systems in the vicinity; no contaminant vulnerabilities were identified for the auxiliary well.

The Zone 7 Water Agency is responsible for groundwater management and conducts groundwater monitoring and recharge in the basin. The Zone 7 public education campaign includes staffing an information booth at the annual fair.

MOHRLAND MUTUAL WATER COMPANY

The Mohrland Mutual Water Company (Mohrland) provides groundwater pumping and retail water service to 90 connections in the unincorporated islands in the Hayward area. Some residents of the area (22 properties) are connected to the City of Hayward's system. The remainder of the properties within the service area own and maintain private wells. Additionally, there are properties in the area using private wells for landscape irrigation purposes.

The Mohrland system has existed since 1932. Every connected resident is part owner in the company. The Board is made up of volunteers and the system is maintained by volunteers. The company's president maintains and makes repairs as needed to the water systems.

There are two water wells, one of which provides potable water and the other provides irrigation water. The potable water source is a well located along Mohr Drive. The groundwater is tested to meet state requirements but is untreated. Water is pumped from the potable wells directly into the distribution system. The other well is shallow, and the water from it is used mainly for irrigation purposes.

The potable well is located in the area and is surrounded by fencing and is not readily accessible to the public. According to the California Department of Health Services, "the well is adequately constructed and protected."¹⁵¹

The water source is groundwater pumped from the East Bay Plain Groundwater Basin.

According to the EPA's Safe Drinking Water Information System (SDWIS), Mohrland has had no significant health violations since the 1993 inception of SDWIS. SDWIS indicates that Mohrland's monitoring violations include one significant violation. Specifically, from 1993 through 2000, Mohrland failed to conduct initial tap sampling for copper and lead. However, Mohrland has been in compliance with this requirement since 2000. It should be noted that other small providers—Norris Canyon Property Owners, Trailer Haven Mobile Home Park, and Castlewood—committed the same violation. In terms of water quality, DHS considers the source vulnerable to contamination from sewer collection systems within 954 feet of the well.

¹⁵¹ California Department of Health Services, Drinking Water Source Assessment and Protection Program, December 2002.

Table A.31.4. Mohrland Water Service Profile

Water Service Profile				
Water Service	Provider(s)	Water Service	Provider(s)	
Retail Water	Direct	Groundwater Recharge	None	
Wholesale Water	Self-Service	Groundwater Extraction	Direct	
Water Treatment	None	Recycled Water	None	
Service Area Description				
Retail Water	Unincorporated islands in Hayward			
Wholesale Water	See retail area.			
Recycled Water	NA			
Boundary Area (Alameda)	0.1 sq. miles	Population (2005)	NP	
Infrastructure				
Wells	2	Pump Stations	1	
Reservoirs	-	Storage Capacity (mg)	NP	
Pressure Zones	1	Pipe Miles	4	
Infrastructure Needs	None reported.			
Facility Sharing	None			
Water Supply				
Source	Type	Supply (AF/Y)		
		Average	Maximum	Safe
Groundwater Well	groundwater	77	153	153
Drought Plan	No plan, but 100% of demand could be served during drought from well.			
Water Storage	Storage is in aquifer.			
Water Quality	No contaminants detected by DHS. Vulnerabilities include nearby sewer collection systems. Second well water is hard and is used for irrigation only.			
Water Demand				
Service Connections-Total	90	Residential Connections	88	
Average Daily Demand	.06 mgd	Peak Day Demand	NP	
Consumption (AF/Year)	77			
Conservation	Mohrland mails basic conservation information to members.			
Drinking Water Quality Regulatory Information ²				
	#	Description		
Health Violations	0			
Monitoring Violations	1	From 1993 thru 2000, tap sampling for lead and copper was not performed.		
Service Adequacy				
Water Pressure Adequacy	60 psi			
Breaks and Leaks 2004	None			
Employees Certified	Yes	Employees (FTEs)	0.5	
Emergency Plan	"Comply with Federal and State requirements"			
Notes:				
(1) NA means Not Applicable, NP means Not Provided.				
(2) Violations since 1993, as reported by the U.S. EPA Safe Drinking Water Information System.				

Of Mohrland's 90 customers, 25 are located in Mt. Eden—territory being considered for annexation to the City of Hayward. If the annexation is approved, the City of Hayward would install public infrastructure improvements, allowing properties to receive water service from the City of Hayward. Mohrland customers will be allowed to continue to receive water from Mohrland until a development change occurs, such as redevelopment, a change in use, or intensification of the existing use. The use of water service provided by Mohrland will be limited as new development is proposed within the area or as private wells are no longer functional. It is likely that Mohrland will eventually be limited to providing water for irrigation and other non-potable uses if the area is annexed to the City of Hayward.

MOUNTAIN HOUSE SCHOOL

The Mountain House School is the only public school in this school district. It is located in eastern Alameda County between Livermore and Tracy. During the school year, the population includes 46 students and seven staff members. The school extracts groundwater from a well. It reported to LAFCo that it conducts monthly tests as required. The well water is not used for drinking purposes; the students drink bottled water. Lunches are prepared offsite and are transported to the school.

According to the EPA's Safe Drinking Water Information System (SDWIS), there has been one health violation since the 1993 inception of SDWIS—a coliform violation in 1995. There have been two monitoring violations, neither of which was rated as significant. Specifically, from 1993 through 1994, the school failed to conduct initial tap sampling for copper and lead. However, the Association has been in compliance with this requirement since 2000. The other violation occurred in 1995 (as noted above) when the school failed to conduct coliform monitoring.

In terms of water quality, DHS conducted a source assessment in 2002 and found no contaminants. DHS considers the source vulnerable to contamination from school activities.

The Zone 7 Water Agency is responsible for groundwater management and recharge in the basin.

NORRIS CANYON PROPERTY OWNERS

The Norris Canyon Property Owners Association is a private corporation. The Association extracts groundwater from three springs on behalf of its members in Castro Valley. The population in the private community is approximately 100, according to DHS drinking water source assessments.

According to the EPA's Safe Drinking Water Information System (SDWIS), there have been no significant health violations since the 1993 inception of SDWIS. SDWIS indicates that the Association's monitoring violations include one significant violation. Specifically, from 1993 through 2000, the Association failed to conduct initial tap sampling for copper and lead. However, the Association has been in compliance with this requirement since 2000. It should be noted that other small providers—Mohrland Mutual Water, Trailer Haven Mobile Home Park, and Castlewood—committed the same violation. In terms of water quality, DHS considers the source vulnerable to contamination from grazing livestock.

Although Norris Canyon Road lies within the EBMUD boundary area, EBMUD is not currently providing service this far north.

The Association did not respond to correspondence from LAFCo.

RIVERS END MARINA

The Rivers End Marina is a private company operating a marina and recreational vehicle facility in Alameda County in the Byron vicinity. There is no municipal water system in the area. On average, there are 25 community residents and, on a peak weekend, there are approximately 250 people who may use the Marina facilities.

The Marina extracts groundwater from one well. According to the EPA's Safe Drinking Water Information System (SDWIS), there have been no health or monitoring violations since the 1993 inception of SDWIS. DHS did not detect any contaminants in the well during its 2002 source assessment, but considers the well vulnerable to septic systems in the area.

The Marina staff described the water as safe and indicates that it conducts testing every month as required. However, the well water is high in mineral content and not particularly tasty; most marina residents and visitors rely on bottled water for drinking purposes. The well water is used for dishwashing.

The well lies within the boundary area of the Zone 7 Water Agency. Zone 7 is responsible for groundwater management, monitoring and recharge.

STIVERS ACADEMY

The Stivers Academy is a private school with a campus located on the outskirts of Livermore. The Livermore campus was established in 1994. During the school year, the population includes 40 students in addition to three staff members and a volunteer. The school extracts groundwater from a well for the swimming pool and bathroom purposes. There is no food prepared or dishes washed at the school, but the principal's home is located on the grounds and makes full use of the well water. The students and staff drink bottled water. The school tests the water monthly, as required by law.

According to the EPA's Safe Drinking Water Information System (SDWIS), there have been no health violations since the 1993 inception of SDWIS. There have been 29 monitoring violations, 11 of which were rated as significant. Specifically, from 1996 through 2001, the school failed to conduct coliform monitoring on a number of occasions. The school has been in compliance with this requirement since 2001. In terms of water quality, DHS conducted a source assessment in 2002 and found no contaminants. DHS considers the source vulnerable to contamination from school-related construction activities.

The well lies within the boundary area of the Zone 7 Water Agency. Zone 7 is responsible for groundwater management, monitoring and recharge.

TRAILER HAVEN MOBILE HOME PARK

The Trailer Haven Mobile Home Park is a private corporation. Trailer Haven is located on East 14th Street in the City of San Leandro within the EBMUD service area. The park offers sites for mobile homes as well as 39 recreational vehicle sites.

The company extracts groundwater from three springs on behalf of its members. The population in the private community is approximately 240, according to DHS drinking water source assessments.

According to the EPA's Safe Drinking Water Information System (SDWIS), there have been no significant health violations since the 1993 inception of SDWIS. SDWIS indicates that the Association's monitoring violations include one significant violation. Specifically, from 1993 through 2000, the Association failed to conduct initial tap sampling for copper and lead. However, the Association has been in compliance with this requirement since 2000. It should be noted that other small providers committed the same violation. In terms of water quality, DHS considers the source vulnerable to contamination from auto body shops, sewer collection systems and a variety of other sources.

The site lies within the EBMUD service area.

The company did not respond to correspondence from LAFCo.

PRIVATE WELLS

Groundwater wells are used primarily in outlying areas of the County. Local regulations control new well construction, maintenance and destruction. The Alameda County Department of Public Works issues permits for well construction, maintenance and demolition. Wells must meet minimum capacity and flow requirements or maintain a minimum storage volume.

The 1990 Census identified 2,331 households using private wells in Alameda County. This constituted less than one percent of households. More recent data are unavailable, because the question was excluded from the 2000 Census.

Most of the households relying on private wells were located in outlying unincorporated areas, as shown in Table A.31.5. Among those in urban areas, there were no identified urban areas where one percent or more of the households relied on private wells. In outlying unincorporated areas, approximately 42 percent reported using a private well for water.

Table A.31.5. Private Well Use, 1990

Alameda	38	Hayward	108
Albany	0	Livermore	25
Ashland	0	Newark	25
Berkeley	6	Oakland	78
Castro Valley	126	Piedmont	0
Cherryland	0	Pleasanton	35
Dublin	6	San Leandro	125
Emeryville	0	San Lorenzo	8
Fairview	5	Union City	26
Fremont	245	Other area	1,475

CHAPTER A-32: OTHER WASTEWATER SERVICE PROVIDERS

This chapter discusses regional wastewater purveyors, and other wastewater systems in Alameda County. According to the California Public Utilities Commission, there are no private wastewater utility purveyors in Alameda County.

EAST BAY DISCHARGERS AUTHORITY

The East Bay Dischargers Authority (EBDA) provides wastewater treatment and disposal services to San Leandro, Hayward, Union Sanitary District, Oro Loma and Castro Valley Sanitary Districts. Through a separate agreement, EBDA also provides disposal services to the Livermore-Amador Valley Water Management Agency (LAVWMA). This system serves approximately 900,000 people.

EBDA was formed in 1974 as a joint powers authority (JPA). The five member agencies are the cities of San Leandro and Hayward, Union Sanitary District, and Oro Loma and Castro Valley Sanitary Districts.

Each member agency is allowed to discharge to the EBDA system a certain amount of wastewater based on its capacity allocation. EBDA owns the joint use facilities. Each member agency owns an undivided portion of EBDA equal to the share of project construction costs paid. The discharge capacity allocation is not the same as the ownership share.

Each member agency appoints one member and one alternate from its respective Board or Council to the EBDA Commission.

Facilities

EBDA maintains four pump stations: Alvarado, Oro Loma, Hayward and San Leandro Effluent Pump Stations. The Oro Loma Pump Station is the largest in the system and pumps into a 96-inch force main. The Hayward and Alvarado Pump Stations pump into 60-inch force mains and the smallest station, San Leandro, pumps into a 42-inch force main.

Each of the member agencies collects and treats wastewater to meet secondary treatment standards, and pumps the effluent to EBDA's Marina Dechlorination Facility. EBDA dechlorinates the combined effluent, which then flows seven miles through the outfall to deep water of the Bay.

EBDA currently discharges a total of approximately 75 mgd during dry weather. The system's design capacity is 189 mgd. EBDA owns a total of 21 miles of force main and outfall.

Wastewater effluent treated at secondary levels flows from OLSA into the EBDA pipeline, from which it is distributed to the Skywest Golf Course in Hayward. Similarly, EBDA and the City of San Leandro provide wastewater treated to secondary levels for the Monarch Bay Golf Club in San Leandro and to EBMUD for use on the Metropolitan Golf Links in Oakland.

Regional Collaboration

EBDA collaborates with LAVWMA through several agreements. LAVWMA flows are combined with member agency flows and are dechlorinated and discharged to the Bay as described above. LAVWMA owns firm capacity rights of 19.72 mgd in the EBDA system. The agreements provide that LAVWMA may discharge up to 41.2 mgd on an uninterruptible basis. EBDA accepts LAVWMA flows above 19.72 mgd during those times when the EBDA member agencies do not need their full capacity.

The EBDA member agencies provide operation and maintenance services for the pump stations, forcemains and Marina Dechlorination Facility through separate agreements between the agencies and EBDA.

LIVERMORE-AMADOR VALLEY WATER MANAGEMENT AGENCY

The Livermore-Amador Valley Water Management Agency (LAVWMA) is a Joint Powers Authority comprised of the Cities of Livermore and Pleasanton and Dublin San Ramon Services District (DSRSD).¹⁵² The purpose of LAVWMA is to transport treated wastewater from its member agencies to the San Francisco Bay. DSRSD operates LAVWMA by contract.

The LAVWMA Board of Directors consists of two members from each member agency. The Chair rotates annually in July between the agencies.

LAVWMA was created in 1974. Operations began in September 1979 with expansions in 1983 and 1987. Since 1979, LAVWMA has owned and operated facilities that convey treated wastewater from the member agencies' treatment plants west over the Dublin grade, through Castro Valley and the City of San Leandro, to a pipeline operated by the East Bay Discharger's Authority (EBDA). EBDA dechlorinates the effluent and discharges it through a deepwater outfall into the San Francisco Bay.

Facilities

Key infrastructure includes the 16-mile export pipeline, dechlorination facility, and wet weather outfall. In addition, LAVWMA owns a pump station in Pleasanton, which receives wastewater from DSRSD and Livermore treatment facilities via gravity. Current design capacity for the system is 41.2 million gallons a day (mgd) of treated wastewater. The wastewater is conveyed via a new 16-mile pipeline from Pleasanton to San Leandro and enters the East Bay Dischargers Authority (EBDA) system for dechlorination and discharge through a deepwater outfall to the San Francisco Bay. Currently, LAVWMA is permitted to discharge up to 19.72 mgd through the EBDA system. Pursuant to a 1998 agreement between EBDA and LAVWMA, LAVWMA may discharge up to 41.2 mgd subject to availability. During dry weather, LAVWMA is expected to be able to discharge all of its flow, with the ability to use up to 41.2 mgd, as the combined flow of LAVWMA and EBDA agencies should be well below the EBDA outfall capacity of 189.1 mgd, according to EBDA.

Approximately five miles of LAVWMA's old pipeline corroded prematurely. The old pipeline was taken out of service for repairs. The recent completion of the LAVWMA pipeline repair project,

¹⁵² DSRSD collects and treats wastewater from the City of Dublin and the southern portion of the City of San Ramon.

OTHER WASTEWATER SERVICE PROVIDERS

has brought LAVWMA disposal capacity to be 41.2 mgd. The LAVWMA effluent is discharged through the EBDA Marina Dechlorination Facility and the Joint Outfall. At the Marina Dechlorination Facility, which is located near the San Leandro Marina, the flows from all EBDA and LAVWMA facilities are combined and dechlorinated using sodium bisulfite solution. The combined effluent flows approximately seven miles through the outfall pipeline into the Bay. The last 2,000 feet of the outfall is a diffuser section designed to ensure maximum dilution and mixing with Bay waters.

During wet weather, the EBDA agencies may require all of their capacity and LAVWMA will be required to store flows or temporarily discharge to San Lorenzo Creek. Related LAVWMA facilities include a dechlorination facility and emergency outfall. LAVWMA has a NPDES permit issued by the RWQCB, which allows discharge of up to 21.5 mgd of dechlorinated effluent into the San Lorenzo Creek. According to EBDA, discharge into the creek is not expected to occur more than once every five years.

CHAPTER A-33: OTHER FLOOD CONTROL SERVICE PROVIDERS

Besides ACFCD, the only other service provider for flood control is the United States Army Corps of Engineers (hereafter, “Corps”).

UNITED STATES ARMY CORPS OF ENGINEERS

The Corps is the chief engineering service for the United States government and the military. The Corps builds dams, reservoirs, and other facilities to manage floodwaters to provide for the protection of developed areas and the effective utilization of these waters. The Corps also supports the activities of several federal agencies including FEMA, the EPA and the Department of Transportation.

The Corps undertakes major projects throughout the County and works closely with the ACFCD and Zone 7 to provide for countywide flood protection. Often these projects are contracted to ACFCD which manages the project on a local level with funding from the federal government. The Corps is also in charge of maintaining navigable waterways and performs the maintenance and operations activities for the Oakland Harbor.

The Corps maintains no facilities within the County.

The Corps is currently in varying stages of activity on four projects involving the Alameda County flood control system. Three of those projects are general investigation studies that have completed the reconnaissance phase and are currently stalled due to lack of funding for the feasibility study phase. Any one of these three projects (Laguna Creek Watershed, Estudillo Canal, and Arroyo de la Laguna) could be resurrected if the \$2 million per project is budgeted. All three could have an impact on how the ACFCD manages flood damage.

The final project involving the ACFCD is a Section 1135 study of Alameda Creek. This study, performed in conjunction with ACFCD, is a feasibility study on removing structural barriers to fish passage upstream in the flood control system. This study is currently pending final budgetary approval. Total federal cost for this study is \$5 million with any cost overruns the responsibility of ACFCD.

CHAPTER A-34: OTHER SOLID WASTE SERVICE PROVIDERS

There are four private companies both operating solid waste disposal facilities and providing waste collection services within Alameda County. In addition, there are six private companies providing waste collection services in the County.

DISPOSAL AND COLLECTION PROVIDERS

WASTE MANAGEMENT OF ALAMEDA COUNTY

Waste Management of Alameda County provides waste collection and recycling services to the cities of Albany, Emeryville, Hayward, Livermore, Newark, Oakland, Recycling CSA, CVSD, OLSO, and unincorporated areas within Alameda County. It also owns and operates the Altamont Landfill in Livermore, the Tri Cities Recycling and Disposal Facility in Fremont, and the Davis Street Transfer Station in San Leandro.

The Altamont Landfill is currently applying for a new permit and has plans to expand by 250 acres. A settlement was reached to end litigation regarding the expansion of the facility. Under the agreement Waste Management will pay the county a fee of \$1.25 per ton deposited in the landfill. A large portion of the fee, \$0.75, must be used for the acquisition of open space. After expansion, the facility will have an expected closure date of 2025.

The Tri Cities facility spans 225 acres and cannot expand. Current estimated remaining capacity stands at just over 800,000 cubic yards. The Tri Cities Facility is facing an upcoming closure date of December 2007. The Tri Cities rate for disposal of refuse is \$9.54 per cubic yard.

As a transfer station, the Davis Street Facility is not subject to closure due to lack of capacity. The facility stands on 53 acres and has a permitted throughput of 5,600 tons. The Davis Street facility accepts local disposal of refuse at a rate of \$16.50 per cubic yard.

REPUBLIC SERVICES OF CALIFORNIA

Republic Services of California (hereafter, "Republic") provides collection and recycling services to the City of Piedmont. It also owns and operates the Vasco Road Sanitary Landfill in Livermore. The Vasco facility is currently 326 acres, but expansion is an option that is being currently explored. Republic is in the process of applying for a new permit to accommodate this expansion. There are concerns about this planned expansion by homeowners and others in the area due to odor and noise issues. The facility has an anticipated closure date of 2015. The Vasco Rd. Landfill rates for local disposal of refuse are \$25.00 per cubic yard.

PLEASANTON GARBAGE SERVICE

Pleasanton Garbage Service provides waste collection and recycling services to the City of Pleasanton. It also owns and operates a transfer station in Pleasanton. The seven acre facility has a 720 ton per day permitted throughput. As a transfer station, this facility is not subject to closure due to lack of capacity.

The Pleasanton facility does accept local disposal of refuse at a rate of \$7.00 per cubic yard.

ALAMEDA COUNTY INDUSTRIES

Alameda County Industries owns and operates a three acre transfer station in San Leandro to accommodate its collection and recycling activities in the cities of San Leandro and Alameda. The facility is permitted to handle 150 tons of throughput per day. As a transfer station, this facility is not subject to closure due to lack of capacity. This facility does not accept refuse other than what it receives through collection service.

COLLECTION PROVIDERS

There are six private companies providing waste collection services in the County.

Allied Waste provides waste collection service to the City of Union City.

Amador Valley Industries provides waste collection and recycling services to the City of Dublin.

Browning-Ferris Industries provides waste collection and recycling services to the City of Fremont.

California Waste Solutions provides recycling collection services to the City of Oakland.

Curb Cycle, Inc. provides recycling collection services to the City of Hayward.

Tri-CED provides recycling collection services to the City of Union City and unincorporated areas within Alameda County, except for the Sunol area.