

SECTION 2.0
CITY OF HERCULES
WASTEWATER SERVICES

2.1 Overview

The City of Hercules was incorporated in 1900. The City’s boundaries encompass approximately 8.1 square miles, and the City has a population of approximately 23,712 residents. The City shares its southern boundary with the City of Pinole; to the north is the unincorporated community of Rodeo and the Rodeo Sanitary District; to the east are agricultural lands, including the Carquinez Strait Regional Shoreline Park, and San Pablo Bay lies to the west. The City’s Sphere of Influence (SOI) encompasses an additional 0.25 square miles to the northeast; this area is not currently developed although it is within the voter approved County Urban Limit Line and is designated for business park and office land uses. The City does not provide wastewater service to any properties outside its boundaries.

Hercules provides wastewater collection and conveyance services, and treatment is provided at the Pinole-Hercules Wastewater Treatment Plant in Pinole. Hercules and Pinole jointly share in this facility; the City of Pinole is the designated operator. Secondary effluent is conveyed to the Rodeo Sanitary District (RSD) Water Pollution Control Plant where it is combined with RSD effluent and discharged into San Pablo Bay. In 1977, RSD and the cities of Pinole and Hercules entered into a Joint Powers Agreement to provide deep water wastewater disposal facilities.

The City’s profile for wastewater service is shown in *Table 2.1*. A map of the City’s boundary and current SOI are shown in *Figure 2.1*.

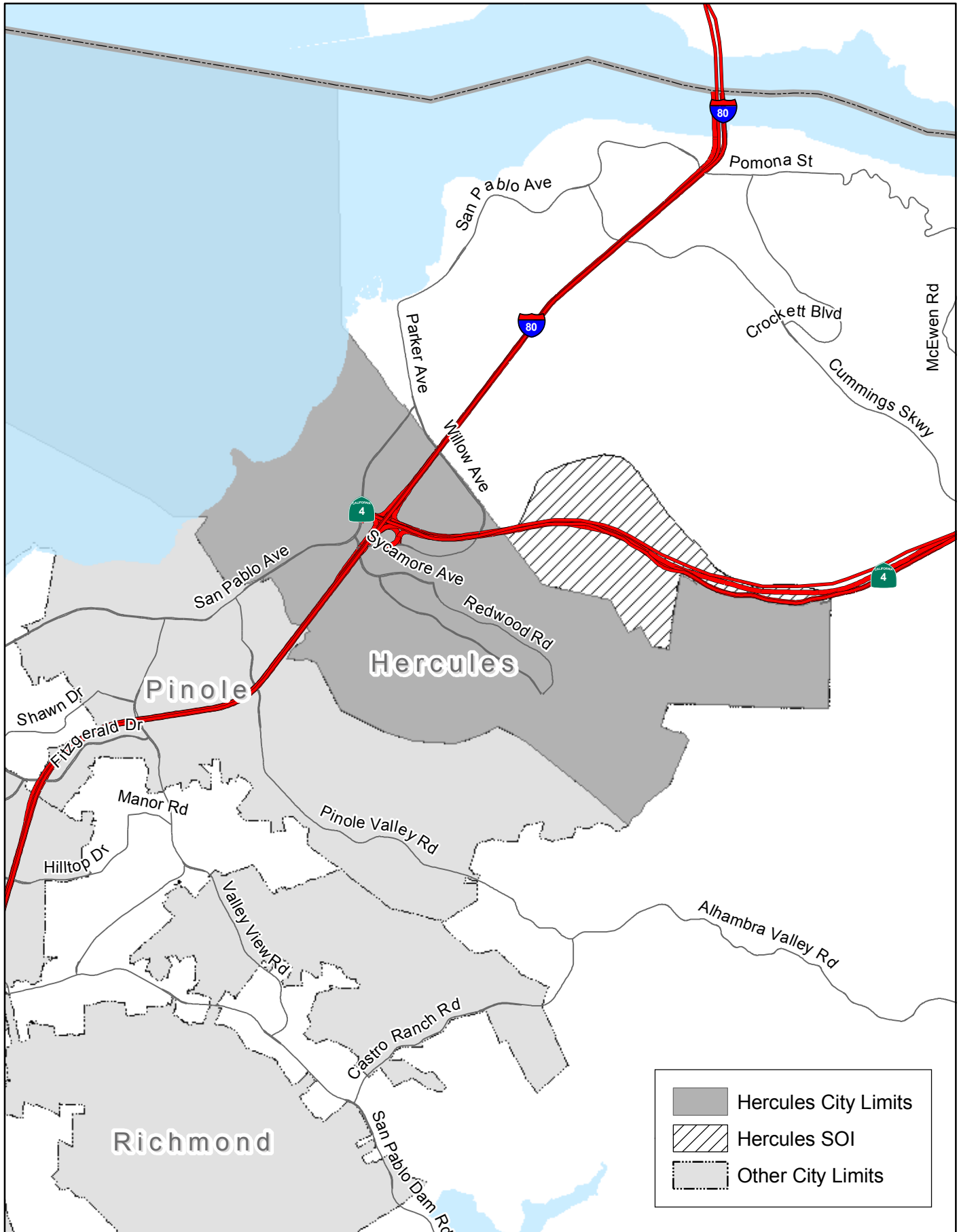
Table 2.1
City of Hercules
Wastewater Service Information

Service Area / Financial Summary	
Public Works Department:	111 Civic Drive Hercules, CA 94547 (510) 799-8200 www.ci.hercules.ca.us
Service Area:	8.1 square miles
Population:	23,712 (Year 2007) / 27,500 (Year 2030) Average Annual Growth Rate = 0.7%
Sewer Enterprise Fund Operating Budget (FY 2007/2008):	Revenues / Expenditures: \$4,923,000 / \$3,041,191
Net Assets:	Sewer Fund Net Assets 06/30/2007: \$6,573,285

**2.0 City of Hercules
Wastewater Services**

Wastewater Service Data	
Services	Wastewater collection, conveyance, treatment, disposal
Number of Service Connections	8600
Miles of Sewer Main / Number of Pump Stations	57 miles / 6 pump stations
Average Age of Collection System	18 years
Average Dry Weather Flow	1.75 mgd
Treatment / Design Capacity	Pinole-Hercules WWTP 4.06 mgd dry weather 10.3 mgd peak wet weather
RWQCB Region	Region 2 – San Francisco Bay
Orders	Order No. R2-2007-0024 – Waste Discharge Requirements for the Pinole-Hercules WPCP Order No. 2006-0003 – Statewide General Waste Discharge Requirements for Sanitary Sewer Systems

City of Hercules Boundary and Sphere of Influence



2.2 Growth and Population Projections

The City of Hercules provides sewer collection and conveyance services for the City’s incorporated area. Hercules has an estimated current population of 23,712 residents.¹ The Association of Bay Area Governments (ABAG) projects a population of 27,500 by 2030² with an average annual growth rate of 0.7 percent.

Much of the future growth within Hercules will occur primarily through infill development and redevelopment incorporating higher densities, however it is estimated that the projected population increases will require an additional 1000 housing units. Additional growth may come through future annexations within the current existing SOI of the City or future SOI amendments. Future annexations would change the projected population numbers. The City noted in the introduction to its FY 2007-2008 Operating and Capital budget plan that the slowing economy had significantly affected growth and development within the City. Hercules has been one of the fastest growing cities in the western county, and as such much of the wastewater collection system is new, built utilizing plastic sewer pipe which eliminates problems with inflow and Infiltration (I/I) and the system is well maintained. The City will need to implement capital improvements in the older portions of the community and continue preventive maintenance programs to ensure adequate service for existing and future customers.

2.3 Infrastructure Needs or Deficiencies

The City of Hercules wastewater infrastructure consists of a collection and conveyance system, a 50 percent ownership of the Pinole-Hercules Water Pollution Control Plant (WPCP), and a shared deep water outfall. The WPCP is located at 11 Tennent Avenue in Pinole; it is operated and maintained by the City of Pinole; Hercules shares proportionally in all operations, maintenance, and capital costs for the plant. *Table 2.2* summarizes the City’s wastewater system facilities:

Table 2.2
City of Hercules
Wastewater System Overview

Facility	Quantity
Sewer Mains	57 miles
Pump Stations	6
Average Age of Collection System	18 years
Average Dry Weather Flow / Peak	1.75 mgd / 11 mgd

¹ California Department of Finance, Population Estimates for Cities, Counties and State, 2001-2007 (Table E-4)

² Association of Bay Area Governments, Projections 2007

Table 2.2
City of Hercules
Wastewater System Overview

Facility	Quantity
Wet Weather Flow	
Treatment /Disposal	Pinole-Hercules WPCP – Pinole Secondary treatment deep water outfall in San Pablo Bay shared by Rodeo Sanitary District, Pinole and Hercules

Hercules serves approximately 8606 accounts; 65 percent are single family residential, 33 percent are multi-family, 1 percent is commercial, and 1 percent is industrial. The City’s wastewater collection system consists of approximately 57 miles of gravity pipeline, 5 miles of force main, and 6 pumping stations. The average daily dry weather flow from Hercules to the WPCP is 1.75 mgd, with a peak wet weather flow of 11 mgd. Hercules, Pinole, and the Rodeo Sanitary District have a joint powers agreement to operate the San Pablo Bay outfall that the three agencies use.

Hercules is within the jurisdictional boundaries of the San Francisco Bay Regional Water Quality Control Board (RWQCB) – Region 2. In 2006, the State Water Resources Control Board adopted the Statewide General Waste Discharge Requirements for Sanitary Sewer Systems (WQO No. 2006-003-DWQ) and Hercules must now report all sewer system overflows (SSOs) to the California Integrated Water Quality System (CIWQS). No SSOs are currently listed in the database.

Hercules intends to prepare its Sewer System Management Plan (SSMP) in accordance with the requirements of the SWRCB’s General Waste Discharge Requirements for Sanitary Sewer Systems (Order No. 2006-0003-DWQ). The SSMP will include a Fats, Oils and Grease (FOG) program as well as an emergency response plan. Emergency response personnel from the City’s Public Works Department are on call 24 hours per day, 7 days per week.

The San Francisco RWQCB issued Order No. R2-2007-0024 in March 2007 permitting the discharge from the Pinole-Hercules WPCP. The City of Pinole is the named Discharger. The Order includes requirements to Pinole to undertake corrective measures to increase dry and wet weather capacity at the WPCP in order to eliminate blending at the deep water outfall and prevent discharge at a shallow outfall. Specifically, Pinole, with the participation of Hercules, must complete the following:

- By June 1, 2008: Submit a Collection System Master Plan that includes, at a minimum, a 10-year capital improvement project along with an implementation schedule to reduce inflow and infiltration (I/I). Pinole must also consider options for expanding its legal authority to reduce I/I from the portion of the collection system owned and operated by

the City of Hercules. The City of Hercules is not certain that the inflow and infiltration problems are from their system as much of their system is relatively new and consists of plastic sewer pipes which eliminate I/I problems. The City is planning on installing a meter to measure the flows coming from the Hercules wastewater collection system into the WPCP which will help determine how much of the inflow and infiltration is coming from each of the wastewater systems.

- By June 1, 2009: Submit an Engineering Report that describes WPCP upgrades that will increase the treatment capacity of the facility.
- By August 1, 2010: Provide an Environmental Impact Report, certified by the local lead agency, on the project described above and begin securing funds for the project.
- By August 1, 2011: Secure funding for WPCP upgrades
- By August 1, 2012: Begin design
- By November 1, 2015: Complete construction
- By June 1, 2016: Ensure WPCP facilities are online and operational

As a 50 percent owner, Hercules is responsible for proportionate cost sharing with Pinole in meeting these requirements.

The cities of Hercules and Pinole are working with the West County Wastewater District (WCWD) on two parallel studies to evaluate the infrastructure needs and costs for all wastewater flows that originate from Hercules and Pinole to the WCWD WPCP. The impact on WCWD's North Richmond Wastewater Treatment Plant will be assessed in these studies. The studies are expected to be ready for public release by August 31, 2008.

Hercules updates its five year Capital Improvement Program (CIP) annually. The CIP for 2006/2007-2011/2012 identifies \$28.8 million in sewer capital projects of which \$26.6 million is the City's share of an expansion to the Pinole-Hercules WPCP; the City anticipates that this will be funded through a new sewer revenue bond. Other projects include the construction of a new digester, and replacing the sewer mains at Newberry and Manzanita. The City identified a sewer system infiltration and inflow project and the SSMP at a cost of \$260,000 for FY 2007-2008. For FY 2007-2008, the City approved \$700,000 in funding for sewer projects. The CIP does not include a sewer system rehabilitation program that would allocate funding each year for pipeline repairs and replacements.

Summary

The City of Hercules plans for, operates and maintains its wastewater collection and conveyance system. The City has a 50 percent ownership interest in the Pinole-Hercules WPCP; the plant is

managed, operated and maintained by Pinole with Hercules sharing proportionately in the costs. The WPCP is nearing capacity, and infiltration and inflow from the Hercules & Pinole collection systems have been identified as a problem that needs to be addressed. The San Francisco RWQCB has ordered that Pinole consider options for expanding its legal authority to reduce I/I from the Hercules system. The WPCP will have to be expanded by 2015; these issues represent significant infrastructure needs and will require capital investment. The City intends to fund its share of the WPCP expansion through a new sewer revenue bond that would be issued in 2013.

2.4 Financing Constraints and Opportunities

The City of Hercules accounts for its sanitary sewer utility through an enterprise fund, with services funded through service charges. Hercules pays for its proportional share of the Pinole-Hercules WPCP operations, maintenance and capital improvements. The City budgets for these costs based on projections developed in collaboration with Pinole.

For FY 2006-2007, the City had total General Fund revenues of \$13,655,656 and total expenses were \$14,214,965. For the same period sewer operating revenues were \$2,326,109 and operating expenses were \$2,656,815. *Table 2.3* summarizes the financial history of Hercules' sewer enterprise fund.

Table 2.3
City of Hercules
Sewer Enterprise Fund Summary

	FY 2004/2005 Actual	FY 2005/2006 Actual	FY 2006/2007 Actual	FY 2007/2008 Budgeted
Operating Revenues	\$2,762,068	\$3,163,362	\$2,326,109	\$4,923,000
Operating Expenses	\$1,836,017	\$2,111,781	\$2,656,815	\$3,041,191
Net Non-operating Revenues / (Expenses)			\$231,025	
Capital Expenditures			\$15,266	\$2,895,000
Change in Net Assets	\$926,051	\$1,051,581	(\$114,947)	
Beginning Balance	\$4,710,600	\$5,636,651	\$6,688,232	
Net Assets, End of Year	\$5,636,651	\$6,688,232	\$6,573,285	

Hercules' Sewer Enterprise Fund had \$6,573,285 in unrestricted net assets at June 30, 2007.

As noted above in *Section 2.3*, the City intends to fund its share of the WPCP expansion through new sewer revenue bond in 2013. Additional capital investment will be needed to reduce infiltration and inflow that is affecting treatment plant capacity. The City's Municipal Code Section 5-4.18 requires that the City review the rates for sewer service charges annually to assure collection of sufficient revenue to defray all expenses incurred in the maintenance and operation of the sanitary sewer system and to pay all charges imposed for use of the sewage treatment

facilities. The City uses long-term financing to fund major capital projects, and this funding requires that the City maintain adequate debt coverage. The City is in compliance with the terms of its current long-term financing.

Cost Avoidance Opportunities

The City of Hercules may avoid costs by implementing a Sewer System Management Plan (SSMP) that includes a Fats, Oils and Grease control program and an Overflow Emergency Response Plan. These formal procedures reduce the risk of sanitary sewer overflows and fines. The City may also avoid costs by reducing infiltration and inflow, which reduces the impact on treatment capacity and compliance with discharge requirements. Many public agencies are implementing new ordinances that require sewer lateral inspections upon sale of a property, and placing the burden for repair on the property owner.

Hercules is working with the WCWD on a study to evaluate the infrastructure needs and costs for all wastewater flows to be directed from Hercules to the WCWD WPCP. A previous study was conducted in 1999; although this option was feasible, the City did not choose to move forward. There may be a long-term cost savings from this option versus expansion of the Pinole-Hercules WPCP; the effluent water quality standards for discharge to San Pablo Bay will be a factor as they determine the type of treatment necessary and the cost.

2.5 Opportunities for Rate Restructuring

The City of Hercules reviews its sewer service rates annually to ensure that revenues are adequate to cover the cost of services, including operations and maintenance, debt service, and capital needs. The service charges include the cost of treatment and disposal services that are paid directly by the City.

The City charges an annual service charge of \$468 for each residential unit, based on estimated flow of 225 gallons per day. Commercial, institutional, and industrial properties are charged based on annual water use and wastewater loading. The wastewater loading charges are determined by the City Engineer on an individual basis. The current rates were effective July 1, 2007 and are summarized in *Table 2.4*.

Table 2.4
City of Hercules - 2007 Wastewater Service Charge

Type	Rate
Residential	\$468/year (equates to \$39/month)
Non-residential	Based on equivalent unit; wastewater loading charge set on an individual basis

Sewer connection fees are reviewed and adjusted by the City when deemed necessary. The current fee for a single family residential unit is \$2000; this fee was last increased in 2001.

The City should consider making its fee schedule available on the City website. Furthermore, there may be value in setting non-residential wastewater loading rates based on type of account, similar to the rate setting methods used by a number of other public agencies. Some agencies also allow for a discount for those accounts that discharge fats, oils, and grease (FOG) but have annual sewer inspections and complete the prescribed sewer lateral maintenance activities.

2.6 Opportunities for Shared Facilities

The City of Hercules shares facilities with Pinole in the Pinole-Hercules WPCP and with Pinole and the Rodeo Sanitary District in the San Pablo Bay deep water outfall. There may be opportunities for Hercules to share treatment and disposal facilities with WCWD. WCWD has stated that the District could provide a more efficient level of service and cost to Hercules for wastewater services. A study was conducted in 1999 to evaluate using the WCWD WPCP to provide treatment and disposal for Hercules. However, the City opted to continue sharing treatment facilities with Pinole. Now, treatment capacity in the Pinole-Hercules WPCP must be increased. Due to site constraints, the preferred technology will not provide effluent quality that meets the existing outfall discharge permit requirements. In order to consider alternatives, WCWD, Hercules and Pinole are conducting two parallel studies to evaluate the infrastructure needs and costs of directing all wastewater flows from Pinole and Hercules to the WCWD WPCP. The studies are expected to be completed and ready for public release by August 2008.

2.7 Evaluation of Management Efficiencies

The City's sewer utility is managed within the Public Works Department. The City uses a five-year CIP, annual budget, and the General Plan to plan for wastewater services.

2.8 Government Structure Options

The City is providing wastewater collection and conveyance services, and shares in the Pinole-Hercules WPCP operated by the City of Pinole. The San Francisco RWQCB has ordered that Pinole consider options for expanding its legal authority to reduce I/I from the Hercules system. The WCWD noted in its response to this MSR that the District believes it could provide a more efficient level of service and cost efficiencies to Hercules for wastewater services.

The Rodeo Sanitary District (RSD) serves the area north of Hercules. The RSD WPCP has a design capacity of 1.14 mgd and would not be able to treat all wastewater flows from Hercules. Therefore, consolidating sewer service with RSD is not considered an option at this time.

The City noted that it is not serving any properties outside its City boundaries. Three government structure options were identified for the City of Hercules with respect to wastewater service:

- Maintain the status quo
- Consolidate sanitary sewer service with the City of Pinole
- Consolidate sanitary sewer service with the West County Wastewater District

Maintain the Status Quo: The City is currently providing wastewater collection service for its residents and businesses. The City is experiencing infrastructure challenges that may be resolved through several approaches, including the City completing the necessary capital improvements and implementing best management practices. The advantages of this option are continuity of service and economies associated with internal coordination with other city projects for water pipelines, street and sidewalk repairs, etc. The disadvantage is that the City may not be able to take advantage of some cost savings or efficiencies that might be available through one of the other options.

Consolidate sanitary sewer service with the City of Pinole: The City of Pinole manages, operates, and maintains the Pinole-Hercules WPCP. The San Francisco RWQCB has ordered that Pinole consider options for expanding its legal authority to reduce I/I from the Hercules system, with the evaluation to be complete by June 1, 2008. There is a similar government structure model in central Contra Costa County where the City of Concord provides wastewater collection and conveyance service for the City of Clayton. The advantages of consolidation may include economies of scale due to operational efficiencies. However, the cities are focused on serving the needs of the residents within their corporate boundaries and providing for local accountability. Not all consolidations result in reduced cost or improved efficiencies which is the reason behind the current studies.

Consolidate sanitary sewer service with the West County Wastewater District: Studies were conducted in 1999 and 2004 regarding WCWD providing wastewater conveyance, treatment and disposal services for Hercules and Pinole. Although the studies indicated that it is feasible, they did not comprehensively evaluate the costs and benefits of a consolidation. There are two parallel studies currently underway to evaluate and determine costs to divert all wastewater flows from Hercules and Pinole to WCWD's facilities; however, similar to the previous studies these are not consolidation studies. As noted above, the advantages or disadvantages of consolidation will require additional study. The level of benefit could vary depending on geographic area as well as the service (collection, conveyance, treatment, and disposal).

2.9 Local Accountability and Governance

The City of Hercules incorporated in 1900. Council members are elected at-large and serve staggered four-year terms. The City’s sewer services are addressed by the City Council, which meets the second and fourth Tuesday of each month at 7:00 PM at City Hall, located at 111 Civic Drive, Hercules. Meetings are open and accessible to the public. Meeting notices and agendas are posted at least 72 hours in advance at City Hall and are available on the City’s website (www.ci.hercules.ca.us). The City should consider making additional information available on the website, including the budget, Capital Improvement Plan, financial reports, fee information, and information about sewer projects and the necessary improvements to the WPCP.

The current City Council is identified in *Table 2.5*.

Table 2.5
Hercules City Council

Member	Title	Term Expires
Joanne Ward	Mayor	November 2008
Joe Eddy McDonald	Vice Mayor	November 2010
Charleen Raines	Councilmember	November 2008
Ed Balico	Councilmember	November 2008
Kris Valstad	Councilmember	November 2010

Council members are compensated \$540.00 per month for their service. As Board Members of the City’s Redevelopment Agency (RDA), each council member is compensated \$30.00 for each meeting of the RDA. Benefits available to the council members are equivalent to those of full - time vested city employees.

2.10 Sphere of Influence Recommendations

The Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 requires that LAFCO review and update the sphere of influence (SOI) for each of the special districts and cities within the county at least once every five years in order to “...carry out its responsibilities for planning and shaping the logical and orderly development and coordination of local governmental agencies...”³ The SOI recommendations for the City of Hercules are included in the West Contra Costa County Municipal Service Review that considers the full range of services the City provides. There is a need within the City of Hercules for the wastewater services the City provides. Hercules is providing adequate service and is planning for capital

³ Government Code Section 56425 et seq.

improvements, using rate structures and long-term financing. The City has considered future development and growth within the sewer service area. For future annexations to the city, the projected wastewater flows would need to be evaluated based on the type and location of development, existing system capacity and treatment capacity, and necessary infrastructure improvements to maintain acceptable levels of service.

2.11 Determinations

2.11.1 Growth and Population

Purpose: To evaluate service needs based upon existing and anticipated growth patterns and population projections.

The City of Hercules provides sewer collection and conveyance services for the City's incorporated area. Hercules has an estimated current population of 23,712 residents; this is expected to reach 27,500 by 2030 with an average annual growth rate of 0.7 percent.

Future growth within Hercules will occur primarily through infill development, redevelopment, and increased densities. Given the current urban land uses, projected growth coupled with increasingly stringent water quality standards, there may be an increased need for comprehensive regional wastewater services to serve the City of Hercules and surrounding agencies within western Contra Costa County. The City will need to implement certain capital improvements for the older areas of the City and continue preventive maintenance programs to ensure adequate service for existing and future customers.

2.11.2 Infrastructure Needs or Deficiencies

Purpose: To evaluate the infrastructure needs and deficiencies in terms of supply, capacity, condition of facilities, and service quality.

The City of Hercules plans for, operates and maintains its wastewater collection and conveyance system. The City has a 50-percent ownership interest in the Pinole-Hercules WPCP; the plant is managed, operated and maintained by Pinole with Hercules sharing in the costs. The WPCP is nearing capacity, and infiltration and inflow from the older portions of the Hercules collection system has been identified as an issue. The San Francisco RWQCB has ordered that Pinole consider options for expanding its legal authority to reduce I/I from the Hercules system. The WPCP will have to be expanded by 2015; these issues represent significant infrastructure needs and will require significant capital investment. The City intends to fund its share of the WPCP expansion through a new sewer revenue bond.

2.11.3 Financing Constraints and Opportunities

Purpose: To evaluate a jurisdiction's capacity to finance needed improvements and services.

The City operates its sewer utility as an enterprise activity, whereby the cost of services, including capital improvements and debt service, are recouped through service charges and fees. The City uses a pay as you go approach to fund some capital improvements and uses financing for major capital needs. The City is responsible for its proportional share of the cost of operations, maintenance and capital improvements to the Pinole-Hercules WPCP as well as the San Pablo Bay outfall shared with Pinole and the Rodeo Sanitary District. The City intends to fund its share of the WPCP expansion through a new sewer revenue bond, however any bond will have to be approved by the voters within the City. Passage of any bond measure is not guaranteed. The infiltration and inflow concerns are being investigated as well as the overall affect upon the treatment plant capacity. The City uses long-term financing to fund major capital projects, and this funding requires that the City maintain adequate debt coverage.

2.11.4 Cost Avoidance Opportunities

Purpose: To identify practices or opportunities that may help eliminate unnecessary costs.

Cost avoidance opportunities may be available through implementation of a Sewer System Management Plan (SSMP) that includes a Fats, Oils and Grease control program and an Overflow Emergency Response Plan. The City may also avoid costs by reducing infiltration and inflow, which reduces the impact on treatment capacity and compliance with discharge requirements. The City should consider adopting an ordinance that requires sewer and lateral inspections upon sale of a property.

There may be a long-term cost savings from directing wastewater flows from Hercules to the West County Wastewater District WPCP versus expansion of the Pinole-Hercules WPCP. Another avenue of potential cost savings may be to explore expansion of EBMUD's Sanitary District No.1 to include all wastewater agencies in west county and build a regional sewer interceptor line to transport effluent to EBMUD's wastewater treatment facilities in Oakland.

2.11.5 Opportunities for Rate Restructuring

Purpose: To identify opportunities to impact rates positively without decreasing service levels.

The City evaluates its rate structure annually to ensure that revenues are adequate to cover the cost of service, including capital needs and debt service. The current rate structure appears to provide adequate income to cover cost of service provision, capital needs and debt services. The City should consider making its fee schedule available on the City website. Furthermore, there

may be value in setting non-residential wastewater loading rates based on type of account, similar to the rate setting methods used by a number of other public agencies.

2.11.6 Opportunities for Shared Facilities

Purpose: To evaluate the opportunities for a jurisdiction to share facilities and resources to develop more efficient service delivery systems.

The City of Hercules shares facilities with Pinole in the Pinole-Hercules WPCP and with the City of Pinole and the Rodeo Sanitary District in the San Pablo Bay outfall. There may be opportunities for Hercules to share treatment and disposal facilities with WCWD or to explore utilizing EBMUD's excess wastewater treatment capacity.

2.11.7 Evaluation of Management Efficiencies

Purpose: To evaluate management efficiencies of the jurisdiction.

The City's sewer utility is managed within the Public Works Department. The City uses a five-year CIP, annual budget, and the General Plan to plan for wastewater services.

2.11.8 Government Structure Options

Purpose: To consider the advantages and disadvantages of various government structures to provide public services.

The City is providing wastewater collection and conveyance services, and shares in the Pinole-Hercules WPCP operated by the City of Pinole. The City is not providing service to any properties outside its boundaries. Three government structure options were identified for the City of Hercules with respect to wastewater service:

- Maintain the status quo
- Consolidate sanitary sewer service with the City of Pinole
- Consolidate sanitary sewer service with the West County Wastewater District

Maintain the Status Quo: The City is currently providing wastewater collection service for its residents and businesses. The City is experiencing infrastructure challenges that may be resolved through several approaches, including the City completing the necessary capital improvements and implementing best management practices. The advantages of this option are continuity of service and economies associated with internal coordination with other city projects for water pipelines, street and sidewalk repairs, etc. The disadvantage is that the City may realize savings or efficiencies.

Consolidate sanitary sewer service with the City of Pinole: The City of Pinole manages, operates, and maintains the Pinole-Hercules WPCP. The San Francisco RWQCB has ordered

that Pinole consider options for expanding its legal authority to reduce I/I from the Hercules system, with the evaluation to be complete by June 1, 2008. There is a similar government structure model in central Contra Costa County where the City of Concord provides wastewater collection and conveyance service for the City of Clayton. The advantages of consolidation may include economies of scale due to operational efficiencies. However, a consolidation could result in increased costs, loss of efficiency, and loss of local control over capital improvements. Further study would be required to determine whether there would be real operational efficiencies, as well as the potential benefits and costs.

Consolidate sanitary sewer service with West County Wastewater District: There are two parallel studies currently underway to evaluate and determine costs to divert all wastewater flows from Hercules and Pinole to WCWD's facilities; however, these are not consolidation studies. The advantages of consolidation may include economies of scale due to operational efficiencies. A consolidation could result in increased costs, loss of efficiency, and loss of local control over capital improvements. The level of benefit could vary depending on geographic area as well as the service (collection, conveyance, treatment, disposal). Further study would be required to determine whether there would be real operational efficiencies, as well as the potential benefits and costs.

2.11.9 Local Accountability and Governance

Purpose: To evaluate the accessibility and levels of public participation associated with the agency's decision-making and management process.

Sewer services provided by the City are addressed by the City Council. The City Council meetings are open and accessible to the public. The City should consider making sanitary sewer service information available on the website, including the budget, Capital Improvement Plan, financial reports, fee information, and information about sewer projects and the necessary improvements to the WPCP.