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PART I - BACKGROUND

Community Setting

The City of Anderson is located at the north end of California's Sacramento Valley approximately ten miles south of the City of Redding and 150 miles north of Sacramento, the state capital. The City is situated immediately adjacent to and southwest of the Sacramento River in south central Shasta County.

The topography of the City generally slopes from rolling foothills in the west to valley floor in the east. The City is bisected by Interstate 5 (I-5) and is also served by State Route 273 (SR 273), both of which run in a general north-south direction. The City is traversed by a number of natural and man-made drainages including Olinda Creek, Anderson Creek, Tormey Drain, Telephone Gulch, Spring Gulch, Sacramento Gulch, and the Anderson Cottonwood Irrigation District (ACID) Canal.

The climate of the region is characterized as hot and sub-humid. The region receives approximately 40 inches of rain per year, most of which falls between the months of October and March. Average annual temperatures range from 51° to 76° Fahrenheit. Predominant upland vegetation communities in the region include blue oak woodland, oak-pine woodland, oak savannah, chaparral, and annual grassland.

The prevailing land use in the City is single-family residential, as evidenced by the California Department of Finance's (DOF) estimate of 2,921 single-family dwellings and 1,191 multifamily dwellings as of January 1, 2009. Industrially-zoned lands total approximately 301 acres, and are generally located along SR 273 and Ox Yoke Road in the northwest and along SR 273 and Barney Road in the southeast. Commercially-zoned properties are also located along much of SR 273, as well as adjacent to Balls Ferry Road and North Street. As of March 1, 2010, there were 835 business licenses issued to companies and individuals in the City of Anderson.

History

The history of the City of Anderson began in 1872 when Elias Anderson, owner of the American Ranch, granted the Central Pacific Railroad a right-of-way through his property to lay railroad tracks. When the tracks reached his ranch, the railroad built a depot, a siding, a spur track and a corral. The railroad also laid out a 12-lot town around the railroad depot, which they named after the ranch owner. Soon after, Elias Anderson constructed a hotel on the property that became a popular stopping place for freighters, packers and travelers passing by on the California-Oregon Trail.

The town quickly grew into an actual community as businesses, residences, hotels, schools, churches, and a post office became established. Early settlers also planted fruit orchards, which flourished in the rich lowland soils. Although these orchards were eventually devastated by toxic smoke blowing in from copper smelters to the north, it was completion of the ACID canal that largely shifted the community's focus away from orchards to irrigated crops. With the ability to irrigate came considerable stability for the community. Like the rest of the country, Anderson experienced a period of rapid expansion following World War II. It was during this period, on January 16, 1956, that Anderson became incorporated.

Population Trends

The Department of Finance (DOF) estimates the town of Anderson had a population of 508 in 1890. One hundred years later, the population had reached 8,299 (1990 Census). By the time of the 2000 Census, the population had reached 9,022. Most recently, DOF estimated the City's January 2009 population as being 10,765. This corresponds with an average annual growth rate

of approximately 2.7 percent between 1890 and 1990, 0.8 percent between 1990 and 2000, and 1.9 percent between 2000 and 2009.

The City's 2006 General Plan projects a population of 19,575 for the City and its planning area by the year 2025. Based on a 2009 population of 10,765, this is equivalent to an average annual growth rate of approximately 3.8 percent. Changes in the housing market over the last three years suggest that a 3.8 percent annual growth rate is not sustainable over the long term. The average annual growth over the previous 20 years, as reported by the California Department of Finance, averages 1.34 percent per year. The City evaluated population growth during consideration of the recent General Plan update and determined that a growth rate of 1.48 percent was reasonable. It is important to note that the projections in the General Plan included the assumption that the City would annex large areas of land to the southwest of the current city limits.

PART II – REVIEW BY CATEGORIES

Infrastructure, Facilities and Services

Wastewater Service

The City provides collection, treatment and disposal of wastewater within the city limits. The City currently has a total of 4,447 active wastewater accounts. These accounts are segregated into 2,561 single-family residential connections, 1,379 multifamily connections, 505 commercial/institutional connections, and two industrial connections.

Throughout the City, wastewater is conveyed from building laterals to collector sewers, where it is in turn conveyed via sewer interceptors to the City's Wastewater Treatment Plant (WWTP). The WWTP is located adjacent to the Sacramento River in Anderson River Park. Because the topography of the City slopes toward the river, much of the City's wastewater is conveyed via gravity. However, in order to serve localized low-lying areas that cannot gravity flow into the collectors, four lift stations are needed.

The *City of Anderson 2006 Master Sewer Plan* was completed by Pace Civil, Inc., and includes a summary of the existing sewer system, future sewer demands based on the assumed population growth rate, recommended improvements, and estimates of cost. The Master Sewer Plan was prepared with the assumption that the City would annex roughly 2,000 acres southwest of the current city limits, and that the majority of growth in the City over the next 20 to 30 years would be focused in this area. Improvements anticipated by the Master Plan include upgrades to the City's collection system and expansion at the wastewater treatment facility. These improvements are included in the City's impact fee structure. (See **Table 1, Sewer Inclusion Fee By Area.**)

**Table 1
Sewer Inclusion Fee By Area (Ordinance No. 758)**

Riverside East Assessment	
Single Family Residential	\$2,315 <i>each unit</i>
Duplex	\$1,980 <i>each residential unit</i>
Multifamily other than Duplex	\$1,980 <i>each residential unit</i>
Unit or Pad in Mobile Home Park	\$1,980 <i>each residential unit</i>
Non-Residential	Nonresidential construction shall pay a household equivalent construction charge. The household equivalent is determined on the basis of flow, suspended solids and biochemical oxygen demand, as determined by the Public Works department. Nonresidential construction shall pay a household equivalent construction charge determined by multiplying two thousand one hundred forty dollars (\$2,140) times the household equivalent.
Northwest and Central Areas	
<i>All areas within the city outside the Riverside East Assessment area and the southern area.</i>	
Single Family Residential	\$3,590 <i>each unit</i>
Duplex	\$2,618 <i>each residential unit</i>
Multifamily other than Duplex	\$3,255 <i>first unit</i> \$1,980 <i>subsequent units</i>
Unit or Pad in Mobile Home Park	\$3,255 <i>first pad</i> \$605 <i>subsequent pads</i>
Non-Residential	Nonresidential construction shall pay a household equivalent construction charge. The household equivalent is determined on the basis of flow, suspended solids and biochemical oxygen demand, as determined by the Public Works department. Nonresidential construction shall pay a household equivalent construction charge determined by multiplying three thousand four hundred fifteen dollars (\$3,415) times the first household equivalent and two thousand one hundred forty dollars (\$2,140) times each household equivalent thereafter.
Southern Area (Ordinance No. 726)	
Single Family Residential	\$4,565 <i>each unit</i>
Duplex	\$3,453 <i>each residential unit</i>
Multifamily other than Duplex	\$4,090 <i>first unit</i> \$2,815 <i>subsequent units</i>
Unit or Pad in Mobile Home Park	\$4,090 <i>first pad</i> \$2,815 <i>subsequent pads</i>
Non-Residential	Nonresidential construction shall pay a household equivalent construction charge. The household equivalent is determined on the basis of flow, suspended solids and biochemical oxygen demand, as determined by the Public Works department. Nonresidential construction shall pay a household equivalent construction charge determined by multiplying four thousand five hundred sixty five dollars (\$4,565) times the first household equivalent and three thousand two hundred ninety (\$3,290) dollars times each household equivalent thereafter.

Wastewater Collection System

The City has owned and operated its wastewater system since it was incorporated in 1956. However, portions of the existing sewer system are up to 60 years old and consist of clay pipe with cement mortar joints. More recent portions of the sewer system consist of concrete sewer pipe, asbestos-cement pipe and, most recently, PVC pipes. The City's collection system consists of approximately 156,000 feet of four-inch to ten-inch collectors and 26,300 feet of 12-inch to 36-inch main sewer interceptors.

Wastewater flow monitoring of the existing collection system took place during the fall and winter of 2005 and spring of 2006. At that time, it was determined that a small portion of the sewers in the City (325 out of 1,997 sewered acres) contribute approximately 53 percent of the City's infiltration and inflow (I&I). Whereas inflow refers to stormwater that enters the system directly from sources such as illicit storm drain connections, cross connections to storm drains, leaky manhole covers, etc., infiltration refers to groundwater that leaks into cracks and breaks in the sewers and manholes. Based upon the results of the City's 2005-2006 flow monitoring effort, the primary source of I&I in the City of Anderson was determined to be infiltration. This I&I is believed to be responsible for increasing wastewater flows at the WWTP from an average dry weather flow (ADWF) of approximately 1.36 million gallons per day (MGD) to approximately 5.9 MGD during peak wet weather conditions. Since this study was completed, the City replaced a sewer main in the Cobblestone neighborhood that had represented the single worst infiltration area in town. In 2011, additional projects are planned for other problem areas. While current I&I tests are not yet available, the City believes that substantial improvements have been made and actual infiltration is now significantly less.

Wastewater Treatment Plant

The treatment plant is located within Anderson City Park adjacent to the Sacramento River. The WWTP is an advanced secondary sewage treatment facility, which serves 4,537 household equivalents (HEs). Each HE contributes the equivalent of approximately 300 gallons per day. The WWTP currently has an average dry weather flow (ADWF) design capacity of 2.0 million gallons per day (MGD) and a peak wet weather flow (PWWF) design capacity of 8.0 MGD. As noted above, the actual ADWF was estimated to be 1.36 MGD in 2006, or approximately 68 percent of the current plant capacity. The PWWF was projected to be 5.9 MGD, or approximately 74 percent of the design capacity.

The City's original oxidation pond system was upgraded to a secondary treatment plant with effluent filtration in 1974. The treatment plant has been continually upgraded to meet state requirements and the needs of the City. The treatment plant includes a number of structures including a control building, chlorine building, filter building, and storage building. These structures range in size from 420 to 1,150 square feet. All facilities at the WWTP are noted as being in good to excellent condition.

Wastewater Lift Stations

Due to topography in the City, the gravity collection system is supplemented by four lift stations, which are required to serve the low-lying portions of the service area. All four stations are operated and maintained by the City. The lift stations have effective capacities that range between 0.216 and 1.152 MGD. (See **Table 2, Sewer Lift Stations.**)

**Table 2
Sewer Lift Stations**

Lift Station	APN	Year Constructed	Capacity (MGD)	Recommended Improvements
Knight Lane	201-900-038	2006	0.29	Replace pumps and electrical controls in order to upgrade capacity to 0.65 MGD as development occurs. Add standby generator and replace pumps and electrical controls in order to upgrade capacity to 1.52 MGD to serve ultimate buildout.
Stingy Lane	201-510-009	2000	1.15	Install emergency generator with transfer switch.
Timber Lane	201-520-040	1999	0.22	Between 2007 and 2027, decommission existing wet well and install new wet well on City property northeast of existing site
Silvergate	201-680-116	2006	0.29	Decommission upon completion of Southeast Interceptor (2012 to 2027).

Source: Pace Civil, Inc., City of Anderson 2006 Master Sewer Plan

Future Wastewater Needs

Future demand for wastewater service is addressed in the *2006 Master Sewer Plan*. The plan analyzes development of the City’s planning area in anticipation of the City expanding its sphere of influence and city limits. The Master Sewer Plan projects growth in demand at an annual rate of approximately 4.4 percent. Although the actual future growth rate could vary considerably from this projection, this rate was based on existing development proposals in the City at the time the plan was prepared.

The complete buildout projection used in the Master Sewer Plan for the Anderson study area is estimated at 22,658 HEs. The corresponding ultimate ADWF sewage flows are expected to be in the magnitude of 6.0 MGD. Unfortunately, it is very difficult to predict when this flow will occur given the level of uncertainty surrounding future growth of the City. However, based on a projected annual growth rate of 4.4 percent, these flows would be reached in 60 to 70 years.

Wastewater infrastructure needs are determined by the *2006 Master Sewer Plan* in coordination with staff recommendations and City Council approval. Infrastructure maintenance, replacements and upgrades are scheduled and prioritized based on the City’s Capital Improvement Program, funding availability, and staff recommendations, and are coordinated with development and other projects when possible. New or upgraded infrastructure is financed through a one-time sewer inclusion fee of \$2,315 to \$4,565 for a typical dwelling, a portion of the monthly sewer fees development agreements, low-interest loans, and grants.

The *2006 Master Sewer Plan* identifies the following recommended improvements to the City’s wastewater collection system and treatment plant:

- Implement a two-phase I&I reduction program consisting of an analysis phase and a repair and rehabilitation phase. Implement the program over the next 20 years and continue with periodic flow monitoring;
- Construct an 18-inch to 33-inch southeast interceptor to accommodate significant projected growth in the southwestern portion of the City and planning area;
- Accommodate future growth and address current deficiencies by increasing capacity of a few sewers;

- Install parallel relief sewers or bypass sewers in some areas of the City to relieve future surcharging; and
- In order to accommodate anticipated growth in the city, expand the capacity of the wastewater treatment plant in four stages. These stages entail:
 1. Developing two additional emergency storage ponds, adding a fourth multimedia pressure filter, and enlarging the filter building;
 2. Constructing a chemical building, an electrical building and a blower building, adding a third clarifier and a drying bed, converting a solids storage pond to a chlorine contact basin and a travelling bridge filter, converting a solids storage pond to an aeration basin and aerobic digester, converting one of the emergency storage ponds from phase one to a solids storage pond, expanding the headworks, and developing a parallel outfall to the Sacramento River;
 3. Developing an additional aeration basin and aerobic digester, adding a fourth clarifier and a second drying bed, converting the second emergency storage pond from phase one to a solids storage pond, and developing an additional chlorine contact basin and a travelling bridge filter; and
 4. Developing an additional aeration basin, aerobic digester, chlorine contact basin, and a travelling bridge filter.

The cost of the sewer improvements is included in the connection fee charged for new connections to the system. The monthly service rate also provides some of the replacement/improvement cost for the system.

The City also requires that new projects such as the Vineyards Specific Plan, install necessary improvements to the system needed to meet their service demands. The City prefers that the improvements be installed and dedicated to the City rather than payment of connection or impact fees. Timing of the improvements is based on demand for service and regulatory requirements. Improvements are phased to meet demand which is determined with each development application.

Water Service

The City of Anderson currently utilizes groundwater as its sole source of municipal water. This water is delivered via a system of ten wells, two booster pump stations, two reservoirs totaling 3.5 million gallons and approximately 40 miles of pipeline. Although treatment of the City's water supply is typically not required, a small dosage of chlorine is added to water from all but one of the City's wells as a precautionary measure.

The *City of Anderson 2005 Master Water Plan*, which was completed by Pace Civil, Inc., includes a summary of the existing water system, future water demands, recommended improvements and estimates of cost. The Master Water Plan was prepared with the assumption that the City would annex roughly 2,000 acres southwest of the current city limits, and that the majority of growth in the City over the next 20 to 30 years would be focused in this area. The Capital Improvement Fees shown in **Table 3** are based on the Master Water Plan.

**Table 3
Water Capital Improvement Fee (Ordinance No. 758)**

Use	Fee	
Single Family Residential	\$2,185 <i>each unit</i>	
Each Duplex	\$1,403 <i>each residential unit</i>	
Multifamily other than Duplex	\$1,820 <i>first unit</i> \$605 <i>subsequent units</i>	
Hotel/Motel Unit	\$1,520 <i>first transient unit</i> \$305 <i>subsequent transient units</i>	
Unit or Pad in Mobile Home Park	\$1,820 <i>first pad</i> \$605 <i>subsequent pads</i>	
Non-Residential (based on meter size) ¹	5/8" meter	\$2,185
	1" meter	\$3,685
	1-1/2" meter	\$6,780
	2" meter	\$11,140
	3" meter	\$23,515
	4" meter	\$40,855
	6" meter	\$90,450

Notes:

¹ *In those commercial or industrial connections where the water meter size has been increased solely to provide adequate water flows to a fire sprinkler system then the capital improvement fee shall be established by the Public Works Director based upon equivalent dwelling units. No such fee shall be less than two thousand one hundred eighty-five dollars (\$2,185).*

Based on 2009 DOF estimates, the City has a current service-area population of 11,270. This population is served by 3,221 service connections, of which 89.7 percent are residential and 10.3 percent are commercial/industrial/institutional. The service area includes not only the City of Anderson, but also a small area north of the City that includes 208 residences. According to the Master Water Plan, the existing water system is capable of delivering approximately 6.72 MGD.

Water Supply

The Anderson water system includes several pressure zones, which are supplied from ten ground water wells listed in **Table 4, Water Supply Infrastructure**. The Northern and Southern Main Pressure Zones have five active wells varying in pumping capacity. The Southern Pressure Zone wells include Volonte Park and the Highway 273 wells that are on the south side of Anderson Creek. These two wells, which have a combined pumping capacity of approximately 2.4 MGD, supply most of their water to the Anderson Heights Reservoir. The Diamond Street, Balls Ferry Road, and North Street wells supply water to the High School Reservoir during normal operations. These three wells have a combined pumping capacity of 3.7 MGD. All five of these well facilities are regulated by the two main zone reservoir levels through the City's radio telemetry system. The Volonte Park and Highway 273 wells are controlled by the High School reservoir water levels.

Two additional well facilities serve the Wooded Acres Estates Pressure Zone. The Rhyne well and the Tucker Oaks well have constant speed well pumps that pump to hydropneumatic tanks. Currently, the pumping capacity of these two well facilities is approximately 1.5 MGD.

The Riverside Industrial Park is served by two groundwater well facilities (Ox Yoke 1 and Ox Yoke 2). Both facilities use 50 HP submersible pumps that discharge to hydropneumatic pressure vessels. The combined pumping capacity of both wells operating simultaneously is approximately 2.2 MGD.

**Table 4
Water Supply Infrastructure**

Well	APN	Year Constructed	Capacity (MGD)	Needed Improvements
Diamond Street	202-300-017	1991	0.98	None
Tucker Oaks	056-450-160	1965	0.65	Provide radio telemetry to monitor pressure and power outages.
Volonte	202-600-019	1974	1.09	Modify electrical controls to increase reliability
Rhyné	056-590-003 056-410-047	1976	0.86	Provide radio telemetry to monitor pressure and power outages.
Balls Ferry	052-340-060	1988	0.99	None
Hwy 273	086-070-056	1990	1.28	None
Ox Yoke 1	050-620-021	1983	1.11	Provide radio telemetry to monitor pressure and power outages.
Ox Yoke 2	050-620-002 050-620-003	1984	1.07	Provide radio telemetry to monitor pressure and power outages.
North Street	201-580-003	2002	1.71	None
Auto Mall Drive	201-540-037	2003	1.53	None

Source: Pace Civil, Inc., City of Anderson 2005 Master Water Plan

Booster Pump Stations

The City utilizes two booster pump stations. The first station is located on the western edge of the City and maintains adequate water pressure for approximately 40 single-family homes located along Beacon Drive and La Colina Terrace. The station has two 15 HP booster pumps as well as a 30 HP emergency pump that can deliver an estimated combined flow of approximately 1,400 gallons per minute (GPM) with 20 pounds per square inch (PSI) residual pressure. This is sufficient capacity to accommodate current demand in the Beacon Heights Pressure Zone. The other station is located adjacent to the Anderson Heights Reservoir and was designed to serve the future development of 430 single-family homes in the Pleasant Hills Subdivision and the Vineyards at Anderson Subdivision, both of which are located in the southwestern area of the City. The station, which was completed during the fall of 2009, has one 20 HP constant speed pump, two 50 HP variable frequency pumps, and a 150 HP fire pump that can deliver an estimated combined flow of approximately 1,000 gallons per minute (GPM) with 20 PSI residual pressure.

**Table 5
Booster Pump Stations**

Pump Station	APN	Year Constructed	Capacity (GPM)	Needed Improvements
Beacon Heights	202-750-032	1999	1,400	None
Southwest	202-680-016	2009	1,000	None

Source: Pace Civil, Inc., City of Anderson 2005 Master Water Plan, and City of Anderson Public Works Department

Water Storage

As noted above, the City has two water storage reservoirs, Anderson Heights Reservoir and High School Reservoir. Anderson Heights Reservoir is filled by the Volonte and Highway 273 wells, and the High School Reservoir is filled by three wells: North Street, Balls Ferry, and Diamond. These reservoirs have a combined storage capacity of about 3.5 million gallons, which is sufficient for the City's two primary pressure zones served by the reservoirs.

Although two pressure zones in the City are identified in the 2005 Master Water Plan as being without adequate storage (i.e., Wooded Acres and Riverside Industrial Park), PACE Civil, Inc. recommends that, rather than developing additional storage capacity at this time, an automatic connection to the City of Redding be made to serve Wooded Acres and that a connection to the City's Northern Pressure Zone be made to serve Riverside Industrial Park. The connection between Wooded Acres and the City of Redding already exists in the form of an 8-inch main with a manually-operated pressure regulating valve. This connection is normally kept closed and opened only at the time one or both wells in the Wooded Acres Pressure Zone are not operating properly. Under existing agreement with the City of Redding, if the valve is open, the City of Anderson pays the City of Redding for the use of water. The City is currently out to bid on a connection between the Riverside Industrial Park and the Northern Pressure Zone and expects construction to be complete by early 2011.

While not necessary at this time, PACE Civil, Inc. recommends that a new 3.0 million gallon (MG) reservoir be developed prior to 2024 in the southern Anderson area in order to keep up with the anticipated storage demands. This reservoir would replace the existing Anderson Heights Reservoir, as well as increase water pressure in the Southern Pressure Zone.

**Table 6
Water Storage Facilities**

Reservoir	APN	Year Constructed	Volume (MG)	Needed Improvements
Anderson Heights	202-680-016	1976	1.0	Minor repairs of exterior roof coating; improve ventilation; replace corroded perimeter ventilation screens; seal interior block walls; patch exposed reinforcement inside reservoir.
High School	202-100-073	1991	2.5	Repair interior and exterior coating system during the 2011/2012 fiscal year.

Source: Pace Civil, Inc., City of Anderson 2005 Master Water Plan

Water Distribution

The City's water distribution system is made up of approximately 40 miles of 2-inch to 14-inch diameter piping of varying ages and composition. The piping consists of steel, cast iron, asbestos cement, and polyvinyl chloride (PVC).

Approximately five percent (110,000 feet) of the distribution piping is of substandard size (4-inch or smaller). This piping may not provide adequate flows or pressure under normal demands and may be a critical restriction for fire flows to the neighborhoods served by this piping. A significant amount of this substandard piping consists of steel piping (approximately 7,000 feet, or roughly 0.32 percent of the total pipeline in the collection system) that is relatively old (typically 40 to 50 years), and has experienced numerous leaks and failures due to corrosion. The other piping appears to be generally of adequate size and should have a useful life of many years. The substandard piping is shown in the Master Plan, and is replaced as other utilities in the street(s) are upgraded, or as needed to ensure flow.

The 2005 Master Water Plan identified the average annual percentage of water that is "unaccounted for" at approximately 14 percent. This is largely attributed to the irrigation of city-owned properties, unmetered water usage, and inaccuracies in older flow meters. It is estimated that if the City replaced older meters and metered unmetered uses, the percentage of water that is unaccounted for would decrease considerably. The city is in the process of replacing water meters and has completed the first of four phases of replacement.

A hydraulic model of the distribution system was created at the time the *2005 Master Water Plan* was prepared. The results of the hydraulic modeling indicated that, in general, the system maintains adequate pressure for all areas served during maximum hour conditions, except for the higher elevations along Knobcone Avenue. Existing service connections at these higher elevations tend to be around 40 PSI during average conditions, and it is only when extreme conditions occur, such as a fire or when the Anderson Heights Reservoir is low, that pressures drop below 40 PSI. Residences at these higher elevations have been notified by the City that these conditions are present and they either live with low pressure when it occurs, or have installed booster pumps to increase pressure at their property.

Using the hydraulic model, fire flows were estimated at various locations throughout the City and compared to recommended flows. As noted above, the system generally maintains adequate pressure for all areas served during maximum hour demands. However, it appears fire flow capacity is limited at several locations west of SR 273, including portions of the downtown. This will be addressed through the installation of a number of water mains west of SR 273 over the next 10 to 20 years, as well as through increasing pipe diameter in the downtown area.

The City's water system has roughly 260 fire hydrants of varying ages. These hydrants are regularly maintained and are in good shape.

Water Meters

Currently, the City manually reads all of the water meters throughout the City. On four out of five Tuesdays, most or all of the Public Works Department staff walk a defined route in the City, visually inspecting each water meter. After reading each meter, the reading is manually recorded in a book. These books are returned to the Finance Department where staff enters the meter readings into the billing computer system. Depending on the route, this process can take the entire Public Works staff up to a full day, plus several hours for the Finance Department to enter the information. However, the City is currently implementing a program to replace every water meter (or, in some cases, just the meter register) in one of the City's four water routes. These new meters measure the water flow and then transmit a signal containing the current meter reading. The City has already completed one billing route and has plans to complete the whole system over the next five years. As existing meters fail they are replaced with new electronic models. All new construction has the new meters, and as funding allows the meters in the existing system are replaced. When it is time for the meters to be read, a member of the Public Works Department simply drives down the street with a handheld computer that receives and records signals from the water meters. This information is then automatically downloaded into the billing system upon return to the Finance Department.

The remote metering system offers a number of distinct advantages, including efficient use of staff time, improved accuracy of metered service, and customer savings through early leak detection. Once the system has proven itself, and as funding allows, the City intends to expand the system to the rest of the City.

Future Water Needs

Water infrastructure needs are determined by the *2006 Master Water Plan* in coordination with staff recommendations and City Council approval. Infrastructure maintenance, replacements and upgrades are scheduled and prioritized based on the Capital Improvement Program, the availability of funds, and staff recommendations. Further, they are coordinated with development and other projects when possible. New or upgraded infrastructure is financed through a one-time connection fee of \$605 to \$2,185 per typical dwelling unit, monthly water

fees that are based on connection size and metered use, development agreements, low-interest loans and grants.

Solid Waste

The City contracts with Waste Management to provide solid waste service, recycling, and green waste collection for its residents. New customers can contact either the City or Waste Management for a description of available services.

Fire Protection

Fire protection is provided by the Anderson Fire Protection District (AFPD), which is independent of the City of Anderson. Although it is a separate special district, the *City of Anderson General Plan* provides for coordinated annexation of lands with the AFPD. Further, it is the City's policy that no areas of the City should be served by any other fire protection district.

Governed by a five-member board of directors, the AFPD receives most of its revenues from property tax, assessments, and occasionally from public safety grants. The AFPD maintains one active fire station which serves as the base of operations, and their old fire station which provides storage for historic fire equipment used in parades.

Shasta LAFCO has prepared a separate Municipal Service Review (MSR) for the Anderson Fire Protection District.

Law Enforcement

The Anderson Police Department provides all aspects of law enforcement for the City, such as patrol, investigations, traffic enforcement, and traffic collision investigations. The Department also provides or participates in several other programs, including the Shasta Interagency Narcotics Task Force, Shasta Anti-Gang Enforcement, Community Oriented Policing, Neighborhood Watch, Citizens on Patrol, School Resource Officer, Animal Control, and Parking Enforcement. The Department also maintains mutual aid agreements with the Shasta County Sheriff's Department and the California Highway Patrol.

As of March 2010, the City of Anderson Police Department consists of 18 sworn officers, 11 support personnel and eight citizen volunteers. All paid staff are full-time employees. With 6.55 square miles of service area, law enforcement coverage in the City is approximately 2.75 sworn officers per square mile. Pursuant to City Council Resolution 06-25, the Anderson Police Department strives to maintain a service ratio of 1.66 to 1.74 sworn officers per 1,000 persons, or an average 1.70 sworn officers per 1,000 persons. For a population of 10,765, the current service ratio is approximately 1.67 sworn officers per 1,000 persons. The Anderson Police Department has 18 vehicles and two facilities that are maintained on a regular basis.

Over the past three years, the Anderson Police Department has responded to between 19,700 and 24,000 incidents per year, including law enforcement, medical, animal control and fire calls. (See **Table 7, Anderson Police Department Service Calls, 2006-2008.**)

**Table 7
Anderson Police Department Service Calls, 2006-2008**

Year	Law Enforcement	Medical	Animal Control	Fire	Total Number of Calls
2006	22,000	1,061	1,049	25	24,100
2007	19,000	1,057	1,250	25	21,715
2008	17,000	1,165	1,214	25	19,721

Police Station and Animal Control Facility

The Police Station, which is located at 2220 North Street, consists of a two-story building that is approximately 5,700 square feet in size. Because the facility does not include a jail, all persons booked by the Anderson Police Department are transported to the City of Redding and held at the Shasta County Jail. The police station was initially constructed as a bank in 1967 and has been occupied by the Police Department since 1986. While the station has received on-going maintenance since it was acquired by the City, the current Police Chief notes that the facility is in fair condition due to its age. Current needs for the station include a new roof and ADA compliant access to the second story.

The animal control facility, which is located at 2951 McMurray Drive, consists of a 2,000-square foot, single-story structure that was constructed in 1979. The facility is regularly maintained and is in good shape. Needs for the facility include an isolation/quarantine area with a run and cages, as well as an outside fenced area where dogs can exercise and interact with potential owners.

Future Police Needs

According to the Police Chief, the police station is operating at maximum capacity with the current number of personnel and equipment. Although no plans have been developed to construct a new facility at this time, the City has purchased adjoining property in order to expand the facility in the future.

The Anderson Police Department's current and short-term future staffing needs include two additional full-time officers and a dispatcher/records clerk. Service needs are determined by population, activity level, and government mandates. Expansion of services is based on needs and the availability of funding, which must be approved by the City Council. The Anderson Police Department is funded through various sources, including the City's General Fund, which provides the Department with approximately 88 percent of its budget. The remaining 12 percent of the budget is funded through miscellaneous grants.

Transportation Planning and Street Maintenance

The City is responsible for planning for, overseeing construction of, and providing maintenance of all city-owned streets, sidewalks, bridges, bicycle routes, and street signs inside city limits. As such, the City currently provides maintenance of approximately 50 miles of paved roadways.

The City of Anderson Circulation Element is an integral part of the General Plan. The Circulation Element identifies existing roadways, railways, and mass transit routes, as well as proposed collectors and arterials. The General Plan also advances alternative modes of transportation through the inclusion of policies and implementation programs that encourage the use of public transportation and the development of pedestrian trails and bicycle routes.

While not owned or maintained by the City of Anderson, both Interstate 5 and State Route 273 provide direct access through the City, as well as to points north and south. The General Plan designates the following roadways as arterials:

- Ox Yoke Road
- Balls Ferry Road
- Olinda Drive
- Riverside Avenue
- McMurray Drive
- West Anderson Drive
- North Street
- Factory Outlets Drive
- Rhonda Road
- Stingy Lane
- Deschutes Road

- 1 The collector street system, which moves traffic between local and arterial streets, with some
- 2 direct access to parcels, includes the following roadways:

- Pleasant Hills Road
- Piñon Avenue
- Knobcone Avenue
- Hemlock Avenue
- Bruce Drive
- Emily Drive
- Ferry Street
- Silver Street
- East Street
- Ventura Street
- Oak Street
- Dodson Lane
- Rupert Road
- Fairgrounds Drive
- Missouri Lane
- Third Street
- Alexander Avenue
- Little Street
- Spring Gulch Road
- Jacqueline Street

For larger proposed development projects, a traffic impact study is typically required in order to analyze potential traffic impacts and necessary street improvements, including traffic control and calming devices. Projected trip generation is based on information published by the Institute of Transportation Engineers (ITE) or other trip generation studies as approved by the city engineer. Roadways and related improvements in new developments are required to be constructed to city standards by the developer.

The majority of funding for street improvements comes from Traffic Impact Fees (currently \$3,668 to \$7,945 per typical dwelling unit) and various grants where the improvements are not constructed as part of a private development project. In addition, the City most recently negotiated the formation of a Community Facilities District to provide long-term funding for the maintenance of streets proposed by the Vineyards at Anderson, a Specific Plan located on 2,442 acres of land, 1,917 acres of which is not currently in the City.

Storm Drain Management

The City of Anderson Drainage Study was completed by PACE Civil, Inc. in 2000 and provides an overview and evaluation of the existing drainage system, including drainage facilities and drainage deficient areas. The study also identifies recommended improvements to address deficiencies, as well as estimates of cost.

The City of Anderson is situated adjacent to and southwest of the Sacramento River with approximately 3.5 miles of river frontage. As such, the City is traversed by a number of tributaries to the Sacramento River, many of which are natural waterways and a few of which are human-made. These surface waters include Olinda Creek, Anderson Creek, Tormey Drain, Telephone Gulch, Spring Gulch, Sacramento Gulch, and the ACID Canal. The drainages pass under, and sometimes over, City streets in a variety of concrete boxes, concrete pipes and corrugated metal pipes that range in size from 12-inch pipes to a single large aqueduct. Stormwater facilities vary in age (some have been in place for over 100 years) and design. Lacking formal design guidelines, the location, size and geometry of facilities are inconsistent throughout the City. During larger storm events, stormwater often overflows conveyances in a few locations resulting in localized flooding.

The drainage evaluation completed as part of the City's Drainage Study determined that portions of the storm drain network are ineffective at intercepting all flows from heavier rainfall events. As such, modifications will be necessary to address current deficiencies, as well as projected flows associated with future development. The City analyzes each new development on a project-by-project basis, requiring each project to prepare a drainage and/or hydrology study. The developer is required to construct facilities required to mitigate any increase in runoff due to development. Nevertheless, it is important to note that most of the City remains free of flooding.

The City has storm drain impact fees based on the storm study prepared by PACE. The current fees are as shown in **Table 8**:

**Table 8
Storm Drain Impact Fee (Ordinance No. 758)**

Use	Fee
Single Family Residential	\$153 per unit base, plus \$0.31 per sq. ft. of floor area including garage or carport
All Multifamily including Duplex	\$0.31 per sq. ft. of floor area including garage or carport
Unit or Pad in Mobile Home Park	\$209 per pad
Non-Residential	\$0.31 per square foot of impervious surface construction
Tormey Drain Fees (Within Tormey Drain Master Plan, 1986)	
All Development	\$2,184 per acre

Parks and Recreation

The City owns and maintains two parks of varying sizes, each of which provides unique recreational opportunities and amenities. Historically, land for park and recreation facilities has been purchased by, or donated to, the City. Combined, these parks encompass approximately 442 acres. This equates to a ratio of 57.6 acres of parkland per 1,000 residents, which is well in excess of the City's adopted standard of five acres per one thousand population. While owned and maintained by the school districts rather than the City, schools also include land and facilities that are used for recreation by Anderson residents. The City does, however, lease the pool and pool facilities at Anderson High School for a few weeks each summer in order to be able to offer swimming lessons to the community.

The Parks and Recreation Department maintains all parks and recreation facilities in the City and performs upgrades as necessary. Depending upon the size of the job, work is sometimes performed in conjunction with the Public Works Department. The Parks and Recreation Department is also responsible for planning future facilities and the expansion of the City's parks and recreations areas with funding approved by the City Council.

Anderson River Park

Anderson River Park, which is accessed via Rupert Road, consists of approximately 430 acres of partially improved recreation lands adjacent to the Sacramento River. The land on which the park is located was acquired by the City over a 20-year period between 1967 and 1987. The park includes a playground, a tot lot, an amphitheater, picnic areas, a soccer field, softball fields, tennis courts, a boat ramp, and hiking, biking and equestrian trails. Most recently, the City completed construction of a new restroom facility and has plans to develop a canoe and raft takeout in the near future. According to the current Director of the Parks and Recreation Department, most facilities at Anderson River Park are in fair condition.

Volonte Park

Volonte Park was acquired by the City in 1960 and is located at the intersection of Bruce Drive and Emily Road. The approximately ten-acre park includes four ball fields, playground equipment, a pedestrian trail, and a skate park. The Volonte Park facilities are noted as being in fair condition.

**Table 9
Parks and Recreation Facilities**

Park Name	APN	Acreage	Components
Anderson River Park	201-230-046	430.0	Softball and soccer fields, tennis courts, a playground, an amphitheatre, boating access, fishing opportunities, hiking and equestrian trails, and other recreation resources.
	201-500-017		
	201-230-030		
	201-640-001		
Volonte Park	202-600-019	10.0	Baseball fields, playground equipment and a skateboard area.

Future Facilities

The City of Anderson Subdivision Ordinance and the Recreation Element of the General Plan provide for parks through dedication of land and/or payment of in-lieu fees from residential development projects consistent with the Quimby Act. In general, projects are expected to either: provide land at a ratio of five acres of parkland per 1,000 persons generated by the project; pay the equivalent in in-lieu fees; or a combination of both. Nevertheless, some projects recognize the value of recreational opportunities as a selling point for their properties and propose more than the minimum required. For instance, the proposed Vineyards at Anderson Specific Plan includes approximately 43.4 acres of public parks, 18.0 acres of private recreation areas, approximately 26 miles of bike and pedestrian trails, and approximately 1,230 acres of common area for passive recreational activities. Maintenance of the public parks and trails in the Vineyards at Anderson would be funded through a Community Facilities District with a homeowners association managing the private recreation areas.

Land Use Planning

Pursuant to Government Code Section 65300, general plans must cover all territory within the boundaries of a city, as well as “any land outside its boundaries which, in the planning agency’s judgment, bears relation to its planning”. Consistent with Section 65300, the policies contained in the City of Anderson General Plan provide for long-range planning in the City’s planning area, an area that encompasses all land within the incorporated boundaries, the current sphere of influence, and 3,502 acres located outside of the City’s current sphere of influence. (See **Figure 1, City of Anderson Planning Area.**) In the near future, approximately 2,000 of the 3,502 acres are likely to be proposed by the City of Anderson for inclusion in the City’s sphere of influence in order to facilitate subsequent annexation.

The Development Services Department functions as a “one-stop” permit center and coordinates processing of planning, building, and public works department permits and applications. The Development Services Department provides comprehensive land use and environmental planning services for discretionary project proposals (e.g., use permits, parcel maps, subdivisions, general plan amendments, rezones, property line adjustments, specific plans, etc.). The Department is also responsible for ensuring compliance with the California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), the Subdivision Map Act, and various local, state and federal regulations for both private and public projects.

The Development Services Department coordinates review of land use applications with the Building Department, Public Works Department, Anderson Fire Protection District, and Police Department on an ad hoc basis. These interdepartmental meetings allow the Development Services Department staff to determine specific infrastructure needs for all development projects, as well as identify development constraints, environmental issues and necessary permits. The group relies on the General Plan, Municipal Code, Master Water Plan, Master Sewer

Plan, Anderson Park and Recreation Study, Construction Standards, California Building Code and California Environmental Quality Act Guidelines in determining specific requirements.

Participants typically include the Development Services Director, Public Works Director, Building Inspector, Anderson Fire Protection District Chief, and Anderson Police Department Chief. In conjunction with interdepartmental review, and in order to ensure compliance with state and federal regulations, the Development Services Department coordinates project review with regulatory agencies such as the California Department of Transportation (Caltrans), Department of Fish and Game, Army Corps of Engineers and Regional Water Quality Control Board.

The Anderson Planning Commission reviews and considers approval or recommendation to the City Council of all discretionary permit applications and related environmental review documents. The Planning Commission consists of five members, appointed by the City Council. The Commission meets on the second Monday of every month at 7:00 p.m. in Anderson City Hall, 1887 Howard Street, Anderson. Special meetings and workshops are occasionally conducted to discuss special projects such as the General Plan and Housing Element updates.

Land use planning service needs are forecast using the prior year as a baseline for estimating future needs, such as application processing, environmental review needs and public hearings. The Development Services Department also utilizes growth projections provided in the General Plan to identify future land use planning needs.

Insert Figure 1, City of Anderson Planning Area

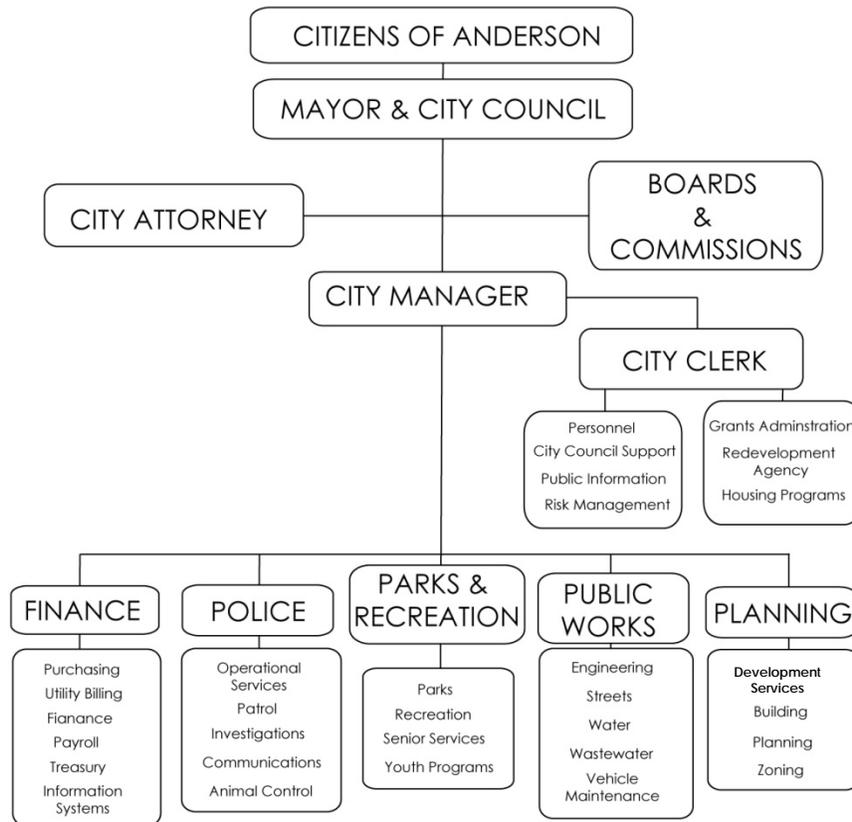
Administration, Management and Operations

For the purposes of preparing a Municipal Services Review, information with respect to administrative, management and operational functions, including employee categories and internal organization, agency policies, rules and regulations, are evaluated with respect to efficiencies and/or cost avoidance opportunities.

The City of Anderson has made it their mission to work together for community prosperity by promoting community cohesiveness, job development, tourism, commercial and industrial strength, civic cleanliness, security for people and their property, and strong family values.

The City's Mayor and Council Members operate as the governing body of the City. The management of the City is the responsibility of the City Council members in concert with the City Manager as appointed by the Council. Administrative and fiscal recommendations are made by the City Manager to the Council for approval.

The City currently has a total of 64 full-time equivalent employees. The City has a policy and procedures manual for all employees. The departments are organized as follows:



The City contracts with several entities to provide administrative management and/or operational functions. The City has determined that it is time and cost effective to contract these services out as opposed to hiring additional staff. The City maintains the following contracts:

- Fitzpatrick Law Offices, contract City Attorney;
- PACE Civil, Inc., contract City Engineer;

- Waste Management (Anderson-Cottonwood Disposal) for solid waste disposal and recycling;
- Shasta County Opportunity Center, janitorial services;
- Information technology services are contracted with a local firm on an as needed basis; and
- Various consultants for planning, environmental review services, and rate development.

Fiscal

The City Council is responsible for establishing and maintaining a system of internal accounting control. The Council operates as a financial committee with guidance from the City Manager. The annual budget is drafted and recommendations are made to the Council for approval. In addition, annual financial statements are presented to the Council for review and comment.

The City of Anderson uses several sources of revenue to finance infrastructure improvements. Smaller projects are typically funded through ongoing user fees, sewer inclusion fees, water capital improvement fees, traffic impact fees, and capital improvement fees. Larger projects have been funded through assessment districts, loans, reimbursement agreements, and certificates of participation. The City has also been successful in acquiring infrastructure loans, Community Development Block Grant funding, and grants through the California Department of Transportation.

The City's budget for the fiscal year 2009-2010 is approximately \$19,560,000. The City receives revenue through charges for services provided, which include but are not limited to County taxes, special assessment, licenses, permits and interest on investments, connection charges, loans and grants. All fees and charges must be approved by City Council before being implemented.

**Table 10
Comparative Fund Summary - All Funds (FY 2009-10)**

Fund Category	Estimated Funds Available July 1, 2009	Estimated Revenues 2009/2010	Fund Transfers Out	Fund Transfers In	Appropriated Expenditures 2009/2010	Anticipated Funds Available June 30, 2010
General Fund	690,160	5,285,900	24,500		5,353,100	698,460
Special Revenue Funds						
Gas Tax/Transportation/ Street Lighting/ Landscaping	585,517	1,202,360	151,800	151,800	1,358,807	429,070
Capital Improvement Funds	(532,780)	386,770	201,541		385,458	(733,009)
Senior Grant	1,770					1,770
Police Grants	(53,077)	100,000			100,497	(53,574)
Police Restricted	(881)					(881)
Community Development	475,074	2,069,107			2,186,307	357,874
Economic Development	46,711	17,000				63,711
Southwest Project Area Housing	125,764	19,000		231,700	137,871	238,593
Mosquito Serenade	(5,034)	35,000			35,223	(5,257)
Shastec Housing	16,602					16,602
Charter PEG Fees	4,020					4,020
Teen Center Shared with Shasta County	(2,307)	34,600		24,500	71,546	(14,753)

Fund Category	Estimated Funds Available July 1, 2009	Estimated Revenues 2009/2010	Fund Transfers Out	Fund Transfers In	Appropriated Expenditures 2009/2010	Anticipated Funds Available June 30, 2010
Debt Service Funds						
Riverside East Debt Service Reserve	364,414	118,590		410	115,732	367,682
Southwest Project Area Debt Service	(65,193)	1,194,900	474,500		723,699	(68,492)
Capital Project Funds						
Southwest Redevelopment Project Area	(4,918)			242,800	239,799	(1,917)
Shastec Project Area	(11,674)	564,400			550,000	2,726
Southwest RDA 2005 and 2008 Bonds	299,503	65,000			647,492	(282,989)
Enterprise Funds						
Water Enterprise	(451,344)	1,250,825			1,375,047	(575,566)
Sewer Enterprise	1,418,848	1,254,459	410	201,541	1,792,740	1,081,698
Internal Service funds						
Public Works	267,632	688,000			681,220	274,412
Vehicle Maintenance	300,032	587,245			542,288	344,989
Buildings	10,775	237,100			255,009	(7,134)
Customer Service	25,971	285,550			286,548	24,973
Computer Operations	36,913	111,740			107,416	41,237
Worker's Compensation Insurance		147,532			147,532	
Liability Insurance		93,123			93,123	
Expendable trusts						
SINTF	67,999	100,000			102,000	65,999
TOTALS	3,610,497	15,948,201	852,751	852,751	17,288,454	2,270,244

The City has representation on the Redding Area Bus Authority Board, which provides local transportation planning and needs requirements within the City limits, and is also involved with the Shasta County Regional Transportation Planning Agency (RTPA). The RTPA assists in meeting State and Federal statutes and regulations related to funding, along with the development of the Regional Transportation Plan, which identifies and resolves regional mobility issues. The Shasta County Economic Development Corporation provides some services regarding potential economic development leads, services and general assistance in recruiting and retaining businesses.

Governance

The City of Anderson, incorporated on January 16, 1956, is a general law city formed under state legislative statutes and governed by a body of laws in the State Constitution. The Anderson City Council consists of five council members at large with staggered four-year terms. Council members must be residents of the City and registered voters at the time nomination papers are taken out.

Anderson is one of the many California cities operating under the Council-Manager form of government. Under this system, the Council establishes the policies under which the City operates and appoints a trained and experienced City Manager to administer the affairs of the City. City Manager responsibilities include hiring of City staff, preparation of the annual budget, administration and coordination of the City's operations, general supervision over all property under the control of the City, and enforcement of City ordinance and applicable state laws.

The City Manager appoints a staff to assist him/her in carrying out his/her duties. City departments include Finance, Parks and Recreation, Development Services, Police, and Public Works.

The Mayor and Vice Mayor are elected by the City Council at the first regular meeting of each year and may serve as such for up to two years. Council members receive a monthly stipend in the amount of \$50, except for the Mayor, who receives \$75. The Council is also reimbursed for expenses that are incurred while on City business.

Meetings of the Anderson City Council are held the first and third Tuesday of the month at 7:00 p.m. in Anderson City Hall, 1887 Howard Street, Anderson. Except for closed sessions, as allowed by law, City Council meetings are open to the public and participation by citizens is welcomed and encouraged. City Council meetings are broadcast live on Channel 11.

Matters pertaining to the City's operation that require action by City Council are placed on an agenda for a regular meeting of the Council. Meeting notices are published in the Anderson Valley Post as well as posted at Anderson City Hall and on the City's website.

Meetings are subject to the Ralph M. Brown Act and adhere to all state laws pertaining to notification of public meetings on city matters. The City reports that there have been no Ralph M. Brown Act and/or the Political Reform Act violations in the last three years. The City reports that there has been only one canceled meeting in the last three years. The cancellation was due to a lack of agenda items.

Regional Context/Impacts

At this time there is no city-level consideration of consolidation with the Anderson Fire Protection District. Further, because the District provides fire protection services beyond city limits, it is unlikely that consolidation would be in the best interest of either the City or the Fire Protection District.

PART III - WRITTEN DETERMINATIONS

Infrastructure Needs or Deficiencies

In making its determinations with respect to infrastructure needs or deficiencies, Shasta LAFCO will consider that the State Legislature, in authorizing the preparation of municipal services reviews, focused on one of LAFCO's core missions – to encourage the efficient provision of public services. Infrastructure needs or deficiencies, which refers to the adequacy of existing and planned public facilities in relation to how public services are – and will be – provided to citizens, impacts the efficient delivery of public services.

Shasta LAFCO evaluates infrastructure in terms of capacity, condition, availability, quality, and correlations among operational, capital improvement, and finance plans. Shasta LAFCO takes into consideration that there may be unmet infrastructure needs due to budget constraints or other factors; however, Shasta LAFCO understands that the identification of deficiencies may also promote public understanding and support for needed improvements.

- ❖ In the City of Anderson, infrastructure planning is coordinated through scheduled review and update of utility master plans. The City uses several sources of revenue to finance infrastructure improvements and regularly reviews and updates both the plans and the fees to keep pace with costs and overall system needs.

Additional infrastructure to accommodate future development will likely include an expansion of water supplies and storage capacity, improved water transmission and distribution facilities, enlargement of the wastewater treatment plant, and increased storm drainage capacity.

Based on past performance, the City should be able to provide services to development within the conterminous sphere of influence, and continue to provide a high level of service to existing residents if the policies and standards contained in the General Plan are implemented when considering annexations, development projects and sphere of influence amendments.

Growth and Population

It is the position of Shasta LAFCO that the efficient provision of public services is linked to an agency's ability to plan for future growth in development and population. For example, a water purveyor must be prepared to supply water for existing and future levels of demands, and also be able to determine where future demand will occur.

The municipal services reviews prepared by Shasta LAFCO are intended to give LAFCO, affected agencies, and the public the means to examine and evaluate whether projections for future growth and population patterns are integrated into an agency's current and advance planning function.

- ❖ The City's 2006 General Plan, which is implemented by the City's zoning, permitting, and CEQA processes, provides for the logical and reasonable growth and development of the City of Anderson.
- ❖ In January 2009, the City of Anderson had an estimated population of 10,765 (DOF). According to the 2006 City of Anderson General Plan, the population of the City and its planning area is projected to reach 19,575 by the year 2025. Much of this projected growth is anticipated to occur within the proposed Vineyards at Anderson Specific Plan area. The City has been actively preparing for future annexation and development, as well as the corresponding increase in population. Future annexation and development is addressed in the City of Anderson General Plan, Vineyards at Anderson Specific Plan, Vineyards at Anderson Environmental Impact Report, Vineyards Planned Development Ordinance, Vineyards Financing Plan, City of Anderson Master Sewer Plan, City of Anderson Master Water Plan, and various other planning documents.

Financing Constraints and Opportunities

Shasta LAFCO recognizes the need to weigh a community's public service needs against the resources available to fund the services. In the course of preparing a services review, the financing constraints and opportunities that have an impact on the delivery of services will be identified and evaluated in order for LAFCO, local agencies, and the public to assess whether agencies are capitalizing on financing opportunities.

For example, a services review could reveal that two or more water purveyors are each deficient in storage capacity, and individually lack financial resources to construct additional facilities. Shasta LAFCO will consider if there would be any benefit from creating a joint venture to finance and construct regional storage facilities. Services reviews may also disclose innovations for contending with financing constraints, which may be of considerable value to numerous agencies.

- ❖ The City of Anderson prepares an annual budget and strives to use best practices in managing their financial resources.

As a California municipality, City finances are dependent on State statutes including formulas governing the distribution of certain types of revenues, local policies and decisions regarding growth of the community, and the variety of services offered.

Throughout California, declining tax revenues are creating major financial challenges for cities. Shrinking general fund revenues may impact the ability of cities to fund general services such as police protection, street maintenance, code enforcement, and parks and recreation programs, as well as service existing debt. Decreasing sales revenues and an anticipated decline in property tax receipts will likely be a major challenge for the City to overcome in future budgeting.

No significant financing constraints to the City of Anderson are evident, other than the fact that municipalities in California generally find themselves increasingly dependent on the State legislature for local government funding formulas, such as the recent exchanges between sales taxes and motor vehicle in-lieu fees.

Cost Avoidance Opportunities

LAFCO's role in encouraging the efficient provision of public services depends, in part, on helping local agencies explore cost avoidance opportunities. The municipal services reviews prepared by Shasta LAFCO will explore cost avoidance opportunities such as, but not limited to: (1) eliminating duplicative services; (2) reducing high administration to operation cost ratios; (3) replacing outdated or deteriorating infrastructure and equipment; (4) reducing inventories of underutilized equipment, buildings, or facilities; (5) redrawing overlapping or inefficient service boundaries; (6) replacing inefficient purchasing or budgeting practices; (7) implementing economies of scale; and, (8) increasing profitable outsourcing.

- ❖ The City of Anderson maintains agreements with a number of entities to provide a full-range of necessary services, while avoiding unnecessary duplication of services and increased costs. Examples of such cost avoidance measures can be seen in most departments within the City.

Opportunities for Rate Restructuring

When and where applicable, as determined by Shasta LAFCO, municipal services reviews will consider agency fee rates and charges for public services, and will examine opportunities for rate restructuring without impairing the quality of service. Shasta LAFCO intends to scrutinize rates and charges for: (1) rate setting methodologies; (2) conditions that could impact future rates; and, (3) variances among rates, fees, taxes, charges, etc., within an agency.

- ❖ The City of Anderson, establishes rates and fees for services in the City's ordinances and regulations. The City regularly reviews rates and fees and adjusts them based on the recommendation of the City Manager. The City Council reviews and adopts fees after noticed public hearings.

Opportunities for Shared Facilities

It is the position of Shasta LAFCO that public services costs may be reduced and service efficiencies increased if service providers develop strategies for sharing resources. Sharing facilities and excess system capacity decreases duplicative efforts, may lower costs, and minimizes unnecessary consumption.

The municipal services reviews prepared by LAFCO will inventory facilities to determine if facilities are currently being utilized to capacity and whether efficiencies can be achieved by accommodating the facility needs of adjacent agencies.

- ❖ The City of Anderson maintains agreements with a number of agencies to maximize potential shared resources.

Government Structure Options

While services reviews do not require LAFCO to initiate subsequent changes of organization based on review findings, Shasta LAFCO encourages local agencies and the public to use services reviews to determine whether initiation of proceedings for changes of organization and reorganization, including spheres of influence, would be in order and in the best interests of the agency and the community it serves.

Toward making its determinations with respect to government structure options, Shasta LAFCO may examine efficiencies that could be gained through: (1) functional reorganizations within existing agencies; (2) amending or updating spheres of influence; (3) annexations or detachments from cities or special districts; (4) formation of new special districts; (5) special district dissolutions; (6) mergers of special districts with cities; (7) establishment of subsidiary districts; or (8) any additional reorganization options found in the LAFCO statute.

- ❖ The City of Anderson has undertaken considerable planning effort to address future development, such as adopting service plans, an updated General Plan and a specific plan. As part of the planning effort, the City has identified the following LAFCO actions that will be necessary to facilitate project development while ensuring the provision of services remain the sole responsibility of the City of Anderson:
 - An amendment of the City of Anderson's sphere of influence to include an additional 2,769.9± acres;
 - Annexation of 1,917.5 acres to the City of Anderson;
 - Amendment to the County Service Area 1's sphere of influence to remove 1,132.5± acres;
 - Amendment to the County Service Area 15's sphere of influence to remove 1,917.5 acres;
 - Detachment of 1,132.5± acres from County Service Area 1; and
 - Detachment of 1,917.5 acres from County Service Area 15.

Evaluation of Management Efficiencies

Management efficiency refers to the effectiveness of an agency's internal organization to provide efficient, quality public services. Efficiently managed agencies consistently implement plans to improve service delivery, reduce waste, eliminate duplications of effort, contain costs, maintain qualified employees, build and maintain adequate contingency reserves, and encourage and maintain open dialogues with the public and other public and private agencies.

The reviews conducted by Shasta LAFCO will evaluate management efficiency by analyzing agency functions, operations, and practices – as well as the agency's ability to meet current and future services demands. Services will be evaluated in relation to available resources and consideration of service provision constraints.

- ❖ Although reliance upon some outside agencies to provide municipal services may be of future concern, as service controls and fluctuations may fall outside of the City's purview and negotiation ability, the City of Anderson exhibits characteristics of an agency that is operating efficiently.

Local Accountability and Governance

Local accountability and governance refers to an agency's decision making and operational and management processes that: (1) include an accessible and accountable elected or appointed decision-making body and agency staff; (2) encourage and value public participation; (3) disclose budgets, programs, and plans; (4) solicit public input when considering rate changes and work and infrastructure plans; and, (5) evaluate outcomes of plans, programs, and operations and disclose results to the public.

In making a determination of local accountability and governance, Shasta LAFCO will consider the degree to which the agency fosters local accountability.

- ❖ The City of Anderson makes notable effort to be locally accountable.
- ❖ The City maintains relationships with local news media, providing information or interviews as requested.
- ❖ Locally elected and appointed officials make themselves available to their constituencies and the public in general.
- ❖ Agendas for Planning Commission and City Council meetings are posted at City Hall and on the City's website.
- ❖ The City reports there have been no violations or investigations within the past three years relative to the Ralph M. Brown Act and/or Political Reform Act.