

SECTION 5.0 CROCKETT COMMUNITY SERVICES DISTRICT WASTEWATER SERVICE

5.1 Overview

The Crockett Community Services District (CCSD) was formed in 2006 through the reorganization of three agencies: Crockett-Valona Sanitary District, County Sanitation District No. 5 (Port Costa), and County Service Area P-1. CCSD serves two separate and distinct communities – Crockett and Port Costa – and is authorized to provide the following services: wastewater collection, treatment, and disposal; public recreation; street lighting; landscape maintenance; graffiti abatement; and construction and maintenance of library buildings and cooperation with other governmental agencies for library services. This section focuses on the District’s wastewater services; the District’s other services are reviewed in the subregional MSR for cities and special districts in west Contra Costa County.

CCSD encompasses 686 acres (1.07square miles); its sphere of influence (SOI) is coterminous with the district boundaries. The unincorporated Crockett and Port Costa communities are not contiguous and have separate wastewater systems. Port Costa has been served by County Sanitation District No. 5. The terms of the Crockett Reorganization required that the County complete improvements to the wastewater treatment facility as stipulated by a San Francisco Regional Water Quality Control Board order. The improvements have been completed, and the wastewater system was transferred to CCSD. There is one parcel receiving out-of-agency service in the Port Costa area (LAFCO Resolution No. 07-05).

CCSD contracts with the West County Wastewater District (WCWD) to provide lift station maintenance, sanitary sewer maintenance, emergency response, and engineering support for the Crockett wastewater collection system. The CCSD owns a 17.14 percent share of the Philip F. Meads Water Treatment Plant in Crockett, a secondary wastewater treatment plant. The C&H Sugar Company is the primary owner and designated operator. C&H contracts with an outside company to maintain and operate the plant and disposal facilities. CCSD contracts with HS Operating Services, a private entity, to operate and maintain the Port Costa wastewater treatment plant and disposal facilities. Both the Crockett and Port Costa treatment plants discharge to the Carquinez Strait.

CCSD’s profile for wastewater service is shown in *Table 5.1* and a map of the District’s boundary and current SOI are shown in *Figure 5.1*

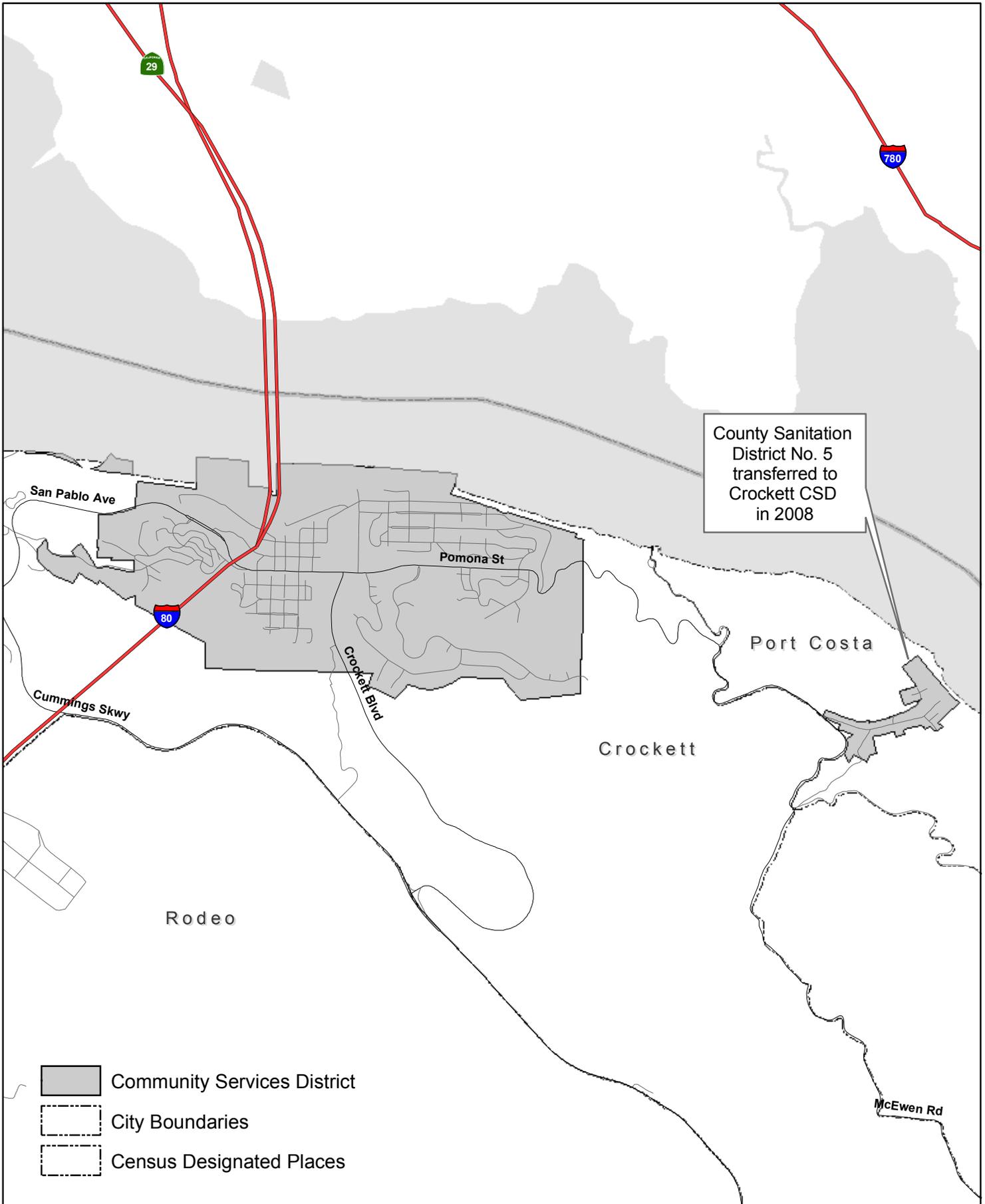
**5.0 Crockett Community Services District
Wastewater Service**

**Table 5.1
Crockett Community Services District
Wastewater Service Information**

Service Area / Financial Summary	
District Office	628 Second Ave., Room 206 PO Box 578 Crockett, CA 94525 (510) 787-2992 www.town.crockett.ca.us
Service Area:	686 acres
Population:	3,422 (Year 2007) / 3,990 (Year 2030) Average Annual Growth Rate = 0.7%
Operating Budget (FY 2007-2008):	Revenues / Expenditures: \$2,111,841 / \$2,474,612 Net Assets at June 30, 2007: \$ 6,574,596
Wastewater Service Data ¹	
Services	Wastewater Collection, Treatment, Disposal Recreation Services, Graffiti Abatement, Library Construction
Sewer Service Accounts	1,623 - Crockett 86 - Port Costa
Miles of Sewer Gravity Pipeline / Number of Pump Stations	Crockett: 15.3 miles / 1 pump station Port Costa: + 2 miles / 1 pump station
Average Age of Collection System	Crockett: Approx. 68 years Port Costa: Approx. 100 years
Avg. Dry Weather Flow / Avg. Wet Weather Flow	Crockett: 0.33 mgd / 3.3 mgd Port Costa: 0.02 mgd / 0.14 mgd
Wastewater Treatment /Dry Weather Design Capacity	Crockett: Philip F. Meads Water Treatment Plant – 1.78 mgd secondary treated wastewater Port Costa Wastewater Treatment Plant – 0.033 mgd
RWQCB Region	Region 2 – San Francisco Bay
Orders	Order No. R2-2007-0032 – Waste Discharge Requirements for C&H Sugar Company and Crockett CSD Order No. R2-2008-0005 - Waste Discharge Requirements for Port Costa Wastewater Treatment Plant Order No. 2006-0003 – Statewide General Waste Discharge Requirements for Sanitary Sewer Systems

¹The Port Costa system has not been transferred from County Sanitation District No. 5 to CCSD.

Crockett Community Services District



-  Community Services District
-  City Boundaries
-  Census Designated Places



5.2 Growth and Population Projections

CCSD's boundaries encompass a 686± acre service area that includes the unincorporated, non-contiguous communities of Crockett and Port Costa. The current estimated population within the District's boundaries is 3,422 residents. Based on the Association of Bay Area Government's (ABAG) 2005 Census Tract Projection data, this is expected to reach 3,990 by 2030 with an average annual growth rate of 0.7 percent.

The County General Plan policies for Crockett act to preserve the small town atmosphere. The policies encourage development of mixed uses in the downtown area, and encourage office uses to attract employment opportunities within town. The Plan identifies an approved General Plan Amendment that would allow up to 100 residential units in the area. Other potential development would come via site-by-site projects the have not yet been proposed.

Port Costa's opportunities for development are limited. The County's 2020 General Plan created land use policies that limit additional development in the area. Commercial uses are envisioned to include only small shops on scale with neighborhood retail or specialty shops, and avoid automobile-oriented uses (supermarkets, home improvement centers, etc.) The County has emphasized the importance of open space within the area, and does not currently allow for conversion of open space to residential uses. Multi-family dwellings would only be allowed in the commercial area as part of a multi-use facility.

The District's boundaries are consistent with the voter approved County Urban Limit Line. Growth within the District's boundaries will primarily occur through infill and redevelopment. The Crockett-Valona Sanitary District (predecessor to CCSD) adopted Resolution No. 90-91-025 reserving the remaining sewage treatment capacity for parcels within the District's boundaries on a "first call" basis. The resolution notes that at that time, the remaining sewage treatment capacity was less than sufficient for 200 single family dwellings. The urban land uses within the District will require comprehensive wastewater services; there are parcels that are served by individual septic systems (i.e., the Kendall Avenue/Vista del Rio area), and these properties will need to connect to a sanitary sewer system when those individual systems reach the end of their useful life. The District will need to maintain the wastewater systems within Crockett and Port Costa, and continue to implement capital improvements as needed to ensure adequate service levels for existing and new customers.

5.3 Infrastructure Needs or Deficiencies

CCSD's infrastructure includes the wastewater collection system for the Crockett community and a 17.14 percent share of the secondary treatment plant and disposal facilities that also serves the C&H Sugar Refinery. The Port Costa community has been served by County Sanitation

District No. 5; the infrastructure includes a collection system, treatment plant, and disposal facilities. The required improvements to the Port Costa Wastewater Treatment Plant have recently been completed. Per the terms of the Crockett Reorganization, County Sanitation District No. 5 has been dissolved and the wastewater system transferred to CCSD as the successor agency. CCSD is within the jurisdictional boundaries of the San Francisco Bay Regional Water Quality Control Board (RWQCB) (Region 2). *Table 5.2* summarizes the infrastructure for the two wastewater systems:

Table 5.2
Crockett Community Services District
Wastewater System Overview

	Quantity
Sewer Service Accounts	Crockett: 1,623 Port Costa: 86
Sewer Gravity Pipelines	Crockett: 15.3 miles Port Costa: 2 miles
Pump Stations	Crockett: 1 Port Costa: 1
Average Age of Collection System	Crockett: 68 years Port Costa: 100 years
Average Dry Weather Flow / Average Wet Weather Flow	Crockett: 0.33 mgd / 3.3 mgd Port Costa: 0.02 mgd / 0.14 mgd
Treatment Plant Design Capacity	Crockett: 1.78 mgd (shared w/ C&H) Port Costa: 0.033 mgd
Effluent Disposal	Crockett: discharged to Carquinez Strait Port Costa: discharged to Carquinez Strait

5.3.1 Collection and Conveyance Systems

CCSD serves approximately 1,623 accounts, in the Crockett community; 57 percent are single family residential, 40 percent are apartments, two percent are non-residential properties, and one percent is mixed use. The District contracts with the West County Wastewater District (WCWD) to maintain the system, including providing preventive maintenance, emergency response, and engineering. CCSD is continuing to implement the sewer rehabilitation program initiated by the Crockett-Valona Sanitary District in 1998. Approximately \$12,000,000 in sewer projects have been identified for the Crockett system; \$934,250 was budgeted for capital improvements in FY 2006-2007 and \$637,000 in FY 2007-2008. The pump station was recently improved to prevent wet weather flooding; no additional projects are planned at this time.

The Port Costa system (formerly owned and maintained by County Sanitation District No. 5) consists of a few miles of clay pipe. No issues or capital needs were noted by the County.

The State Water Resources Control Board (SWRCB) maintains an online database, the California Integrated Water Quality System (CIWQS), where permit violations and sewer system

overflows (SSOs) are reported. In 2006, the SWRCB adopted the Statewide General Waste Discharge Requirements for Sanitary Sewer Systems (WQO No. 2006-003-DWQ) and CCSD (as part of the San Francisco Region) must now report all SSOs to the CIWQS. According to the online database, the Crockett system had two reported SSOs from May 2, 2007 that exceeded 200 gallons. The Port Costa system had one reported SSO.

CCSD is preparing 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 Plan includes a Fats, Oils and Grease Control Program, which is expected to reduce the number of blockages and retain capacity within the sewer system. WCWD provides emergency response and has staff on-call at all times.

CCSD is reducing the risk of future SSOs through its Sewer Ordinance update that requires testing of residential sewer laterals upon sale of the property. This identifies laterals that are substandard and need repair.

5.3.2 Treatment Plants and Disposal Facilities

CCSD owns a 17.14 percent interest in the Philip F. Meads Water Treatment Plant located at 830 Loring Avenue in Crockett. C&H Sugar Company owns the remainder and is the designated operator. C&H contracts with an outside firm to operate and manage the facility. The plant treats primary-treated sugar refining wastewater and pretreated domestic wastewater. The plant has a permitted dry weather capacity of 1.78 mgd for secondary treated wastewater; the current average dry weather flows are approximately 0.33 mgd from CCSD and 0.01 mgd from C&H. The secondary effluent is discharged to Carquinez Strait. CCSD is responsible for its proportional share of costs for operations, maintenance, and improvements of the treatment plant and the discharge facilities. The plant is in good condition and no major capital improvements are needed at this time.

County Sanitation District No. 5 recently completed improvements to the Port Costa Wastewater Treatment Plant in accordance with a Time Schedule Order from the Regional Board. The plant is located at Canyon Lake Drive in Port Costa and is operated and maintained by an outside contractor. The plant has a dry weather design flow of 0.033 mgd. The daily average flow is approximately 0.02 mgd with a maximum daily flow rate of 0.14 mgd. In January 2008, the Regional Board reissued the NPDES permit for the plant. A hearing was also held regarding a Cease and Desist Order that establishes tasks and time schedules to ensure compliance with mercury levels in the effluent. CCSD, as the successor agency for the system, will need to implement actions per the Order to achieve compliance with the limits. These may include Best Management Practices, pretreatment strategies, or capital improvements.

5.3.3 Summary

CCSD’s infrastructure within Crockett consists of a wastewater collection and conveyance system; the District shares a secondary treatment plant and discharge facilities with the C&H Sugar Company. The Port Costa system, consisting of a wastewater collection, treatment, and discharge facilities, was until recently owned by County Sanitation District No. 5. Improvements to the Port Costa treatment plant have been completed, and the system transferred to CCSD per the terms of the Crockett Reorganization. CCSD’s infrastructure is in good condition. The District carries out a preventive maintenance program for the Crockett collection system, and it is anticipated that the Port Costa system will be managed in the same manner.

5.4 Financing Constraints and Opportunities

CCSD assumed the assets and liabilities of the Crockett-Valona Sanitary District as part of the Crockett Reorganization. CCSD accounts for operations through three budgets: Crockett Sanitary Department, Port Costa Sanitary Department, and Recreation Department. The primary source of operating revenue for both Sanitary Departments is sewer service charges. The District also receives a portion of the one percent property tax assessed on parcels within the former Crockett-Valona Sanitary District.

Table 5.3 summarizes the financial history of the District since formation.

Table 5.3
Crockett Community Services District – Sanitary Department
Financial Summary

	FY 2006/2007 Actual	FY 2007/2008 Budgeted
Operating Revenues	\$1,357,628	\$1,417,917
Operating Expenses	\$1,087,390	\$1,206,032
Net Non-operating Revenues / (Expenses)	\$208,911 (\$480,230)	\$85,098 (\$756,031)
Change in Net Assets	(\$100,171)	(\$558,138)
Net Assets, Beg of Year	\$1,780,100	\$1,682,484
Net Assets, End of Year	\$1,679,929	\$1,124,344

CCSD maintains reserves for the Crockett Sanitary Department. Reserve funds are designated for capital improvements. The balance at June 30, 2008 was \$1,679,929.

The Crockett-Valona Sanitary District secured low interest loans for capital improvements, and these long-term liabilities transferred to CCSD. The District has a loan from the State Water

Resources Control Board for capital improvements on the High School Sewer Project. The loan has an interest rate of 2.4 percent and matures in 2021; the annual installment of principal and interest is \$7,666.49. The District also has a 20-year, 2.7 percent State Revolving Fund loan of \$553,065 with annual payments of \$36,120.81 that matures in 2023. In the Crockett-Valona Sanitary District 2006-2007 Sewer Use Charge Study, the District estimated that there were approximately \$12 million in deferred capital improvements for the collection system. In 2007, the District obtained an additional loan from the Municipal Finance Corporation in the amount of \$700,000. It has an interest rate of 4.9 percent and matures in 2026. Semi-annual installments of principal and interest are \$27,651.07.

Per the terms of the State loans, the District must maintain a reserve fund for future expansion, improvements and rehabilitation. The required Capital Reserve Fund must be built up at a minimum annual rate of 0.5 percent of the loan amount for ten years. The District must replace any amounts expended at a minimum annual rate of 10 percent. The District has a designated reserve funds for this purpose with a balance of \$63,235 as of June 30, 2008. CCSD is in compliance with the reserve requirements.

The Crockett Reorganization Plan for Service notes that the revenue projections include “sizeable” rate increases for sewer services. This was due to the increased operational costs and capital needs and not the reorganization itself. Increased service charges will ensure adequate revenues for operations and maintenance as well as funding for debt service and minor capital improvements. CCSD may need to implement enhanced maintenance and pretreatment practices as well as capital improvements in order to comply with increasingly stringent water quality standards. Costs will be allocated to each wastewater system so that one does not bear the cost of improvements for the other area.

5.5 Cost Avoidance Opportunities

CCSD is avoiding costs related to its wastewater services by operating with limited staff, contracting with other agencies to provide operations, maintenance and emergency response services, and sharing treatment facilities with C&H Sugar (see discussion in *Section 5.7* below).

The Crockett-Valona Sanitary District (predecessor to CCSD) initiated a sewer rehabilitation program in 1998 that included installing two flow meters, increasing TV inspections of sewers, and completing sewer projects. CCSD has also adopted an ordinance that requires sewer lateral inspections upon sale of residential property. This is expected to reduce sanitary sewer overflows as well as infiltration and inflow that impacts treatment capacity.

One of the anticipated benefits of the Crockett Reorganization is that unifying sewer service in Crockett and Port Costa will achieve economies of scale. County Sanitation District No. 5 has

recently completed the required improvements and has been transferred to CCSD so that the economies may be realized.

5.6 Opportunities for Rate Restructuring

CCSD was formed in July 2006. The District’s wastewater service charges for the Crockett system were established through a rate study prepared in FY 2007-2008. The annual sewer use charge per single family residence in FY 2007-2008 is \$533. This rate reflects a \$60 increase over FY 2006-2007 rates; the previous rate increase was in July 2006. The annual sewer service charge is collected through the property tax roll. A flat rate structure for residential sewer service is common. Although rates based on actual wastewater flows would ensure that the cost for service is borne by the user, the cost to implement and maintain this type of rate structure generally outweighs the benefits for residential accounts.

Non-residential customers pay an equitable share based on water consumption during a previous 12-month period. There are currently 60 units classified as non-residential, representing 225 equivalent units. At some point, the District will consider a rate structure for non-residential accounts that also factors in wastewater loading.

A portion of the one percent property tax collected on property within the Crockett sanitary sewer service area accrues to the District.

Within Port Costa, property owners are charged an annual service charge set each year by the District. The charge for FY 2007-2008 is \$1,105 per equivalent unit.

With respect to sanitary services, the financial plan for the Crockett Reorganization states that, “Revenue from the Port Costa area will be strictly segregated for use solely in Port Costa; the same rule will apply to the Crockett revenue. Neither community will be made to subsidize the other.”

The current wastewater service rates are summarized in *Table 5.4*.

Table 5.4
Crockett Community Services District
2007-08 Wastewater Service Charges

Type	Rate
Crockett: Single Family Residential	\$44.42/month (\$563/yr)
Port Costa: Single Family Residential	\$92.08/month (\$1,105/yr)

The current connection fee for residential units within Crockett is \$2,425; this fee was increased in July 2004, the first increase since 1991.

CCSD, as a new organization, will need to establish an equitable process for assessing users and evaluating fees within each wastewater service area. The final transfer of County Sanitation District No. 5 to CCSD is now complete. CCSD has assumed additional debt to pay for the improvements required within County Sanitation District No. 5 which may be passed on to the districts rate payers.

5.7 Opportunities for Shared Facilities

The Crockett-Valona Sanitary District has worked with the West County Wastewater District (WCWD) for over 25 years, and CCSD continues to contract with WCWD for a variety of services including lift station maintenance, sanitary sewer system maintenance, emergency response and engineering support.

CCSD shares a secondary wastewater treatment plant with the C&H Sugar Company. The joint usage was originally considered to be the most cost-effective alternative for wastewater treatment in Crockett. C&H is responsible for operations and maintenance of the plant. Consequently, CCSD is not liable for treatment violations and any resulting fines.

The Central Contra Costa Sanitary District provides monthly testing of effluent for the Port Costa Wastewater Treatment Plant. Provided it is cost effective, it is expected that this service will continue as the treatment plant transitions from County Sanitation District No. 5 to CCSD.

5.8 Evaluation of Management Efficiencies

CCSD is managed by a General Manager under the oversight of an elected Board of Directors. The Crockett Sanitary Commission, comprised of five appointed Crockett members, provides oversight and guidance to the District's Sanitary Department and Board of Directors. Similarly, the Port Costa Sanitary Commission comprised of five appointed Port Costa residents, provides oversight and guidance to the Port Costa Sanitary Department and Board of Directors. The District is constantly evaluating its wastewater system needs and financial capacity for providing service, including maintenance and capital improvements for the system.

5.9 Government Structure Options

CCSD was formed in 2006 through the reorganization of three special districts: Crockett-Valona Sanitary District, County Sanitation District No. 5 (Port Costa), and County Service Area P-1. This area was also served by the Crockett Recreation Association. The Crockett CSD replaced all of these agencies as a public entity capable of providing local services and accountability to the

voters in Crockett and Port Costa, two separate and distinct communities. The reorganization was developed through extensive public agency and community involvement, and the change in government structure was affirmed by the voters.

There is one property at 7000 Carquinez Scenic Drive in Port Costa receiving sanitary sewer service through an out-of agency agreement (LAFCO Resolution No. 07-05). The property owner has consented to future annexation of the parcel to the Crockett CSD, and CCSD stated that it anticipates annexation following completion of the Crockett Reorganization. Two government structure options were identified for the District with respect to wastewater services:

- Maintain the status quo
- Annex the parcel receiving service into the District

Maintain the status quo: The District is currently providing wastewater services for its residents and businesses in Crockett, and has assumed responsibility for Port Costa. The District is providing adequate service, maintains its infrastructure, and is financially sound. The benefits of this option are continuation of service and economies that benefit ratepayers for wastewater service. The disadvantage to this option is that it does not clean up boundary issues for areas where service has already been extended.

Annex area outside District boundaries receiving service: One property outside the district boundary is receiving service through an out-of-agency agreement. The property owner has consented to future annexation of the parcel to the Crockett CSD, and the District stated that it anticipates annexation following completion of the Crockett Reorganization. The District could request that LAFCO approve a concurrent SOI amendment and annexation of this parcel into the District. The advantage of this option is to clean up boundary issues.

5.10 Local Accountability and Governance

The Directors of CCSD are elected at large by voters within the district. The District’s governance is summarized in *Table 5.5* below.

Table 5.5
Crockett Community Services District Governance

Date Formed:	July 2006		
Statutory Authorization:	Community Services District Law (Government Code §61000 et seq.)		
Board Meetings:	Crockett Community Center, 4 th Wednesday of each month at 7:00 pm		
Member	Title	Term Expires	Compensation
Bud Burlison	Director	2010	None
Heidi Petty	President	2010	
Steve Loveseth	Director	2008	

Member	Title	Term Expires	Compensation
John Mackenzie	Vice President	2010	
Heather Rock	Director	2008	

Meeting notices and agendas are posted at least 72 hours in advance at the Crockett Community Center and the Crockett Post Office. District meetings are open and accessible to the public. The District provides some public information through the town website (www.town.crockett.ca.us). The District routinely makes agendas, meeting minutes and other service information available on the website. The District should consider posting financial information on its website in the future.

5.11 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 every five years.¹ LAFCO established a coterminous SOI for the CCSD when the District was formed in 2006. The SOI is consistent with the voter approved County Urban Limit Line.

The District is providing adequate service and has the financial resources and rate mechanisms in place to continue to provide services and meet infrastructure needs for existing development. In addition, the District has considered future wastewater service needs through its budgeting process and capital improvement planning.

There is one property at 7000 Carquinez Scenic Drive in Port Costa receiving service through an out-of-agency agreement (LAFCO Resolution No. 07-05). The property owner has consented to future annexation of the parcel to the Crockett CSD, and the District stated that it anticipates annexation following completion of the Crockett Reorganization.

Given the considerations outlined above, two options are identified for the CCSD SOI with respect to wastewater services:

- **Retain the existing SOI:** If LAFCO determines that the existing government structure is appropriate then the existing SOI should be retained.
- **Expand the SOI:** If LAFCO determines that the Port Costa parcel should be annexed to the District, then the District’s sphere will have to be updated prior to annexation or at the time an application for annexation is submitted for LAFCO for review. Annexations must be consistent with a District’s adopted SOI.

¹ State of California Government Code Section 56425 et seq.

SOI Recommendation

It is recommended that LAFCO not expand the existing SOI for the Crockett CSD to include the residence located at 7000 Carquinez Scenic Drive (APN 354-290-004) at this time. The District is currently serving the parcel through an out-of-agency agreement; it is the District’s and property owner’s stated intent to annex the property to the District. At the time that the District files an application with LAFCO for annexation of this parcel, the application should also include a concurrent SOI amendment. The expansion of the District’s SOI would require CEQA review which is outside of the scope of this MSR. The District is maintaining its infrastructure and has the capacity to serve the areas within its SOI, given current and planned land uses.

The analysis of SOI issues is included in *Table 5.6* below.

**Table 5.6
Crockett Community Services District
SOI Issue Analysis**

Issue	Comments
SOI Update Recommendation	Maintain existing SOI
Services authorized to provide	Wastewater collection, treatment and disposal
Existing and Planned Land Uses and Policies	The District has no land use authority for the area where it provides wastewater services. County and city plans include land uses and population growth that will need comprehensive wastewater services. County and city policies support the provision of adequate wastewater service for residents and businesses.
Potential effects on agricultural and open space lands	Although there are some open space lands within the District’s SOI and boundaries, wastewater services do not by themselves induce growth on open space lands. No Williamson Act contracts would be affected.
Opportunity for Infill Development rather than SOI expansion	The District has no land use authority and has no control over the location of infill development.
Projected Growth in the Affected Area	Population is expected to increase by 17% over the next 23 years to 3,990 residents. There will be an increased need for wastewater services.
Services to be Provided to any areas added to the SOI	The District is currently serving the residential property recommended to be annexed through an out of agency agreement.
Service Capacity and Adequacy	The District is providing adequate service, is financially stable, and has the capacity to continue to provide services within its boundaries. The District has planned for capital needs based on the condition of the infrastructure and is implementing projects to extend the life of existing infrastructure.
Location of Facilities, Infrastructure and Natural Features like rivers and ridgelines	The District provides services for unincorporated Crockett and Port Costa, two separate and distinct communities. The District’s offices and one treatment plant are located in Crockett; the other treatment plant is located in Port Costa. The District discharges treated wastewater into the Carquinez Strait.

Table 5.6
Crockett Community Services District
SOI Issue Analysis

Issue	Comments
Effects on Other Agencies	Expanding the District's SOI to include one parcel in Port Costa would have no effect on other agencies as there are no other service providers in the immediate vicinity.
Potential for Consolidations or other Reorganizations when Boundaries Divide communities	The District was formed in 2006 through the reorganization of three special districts. The District serves two separate and distinct communities; its boundaries do not divide communities and no further consolidations were identified.
Social or economic communities of interest in the area	The District was formed in 2006 and assumed the assets of the predecessor districts. The District collects service charges from existing users and fees for new development; the District also receives a portion of the 1% property tax. Property owners within the area and ratepayers have an economic interest in receiving services from this investment.
Willingness to serve	The District wishes to continue to provide services within its boundaries.

5.12 Determinations

5.12.1 Growth and Population

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

The Crockett CSD's boundaries encompass a 686 acre square mile service area that includes unincorporated Crockett and Port Costa, two separate and distinct communities. The current estimated population within the District's boundaries is 3,422 residents. This is expected to reach 3,990 by 2030 with an average annual growth rate of 0.7 percent.

Growth within the District's boundaries will primarily occur through infill and redevelopment. The District will need to maintain the wastewater systems within each community and continue to implement capital improvements as needed to ensure adequate service levels for existing and new customers.

5.12.2 Infrastructure Needs or Deficiencies

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

CCSD's infrastructure within Crockett consists of a wastewater collection and conveyance system; the District shares a secondary treatment plant and discharge facilities with the C&H Sugar Company. The Port Costa system, consisting of a wastewater collection, treatment, and

discharge facilities, has been owned by County Sanitation District No. 5. Improvements to the Port Costa treatment plant have been completed, and the system has been transferred to CCSD per the terms of the Crockett Reorganization. CCSD's infrastructure is in good condition. The District carries out a preventive maintenance program for the Crockett collection system, and it is anticipated that the Port Costa system will be managed in the same manner.

5.12.3 Financing Constraints and Opportunities

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

CCSD's primary source of revenue for wastewater services is sewer service charges. The District also receives some property tax revenue. The District uses low cost, long term financing to fund capital projects. The District may have to increase rates to ensure that adequate financial resources are available to provide for operational, capital and debt service needs.

5.12.4 Cost Avoidance Opportunities

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

CCSD is avoiding costs related to its wastewater services by operating with limited staff, contracting with other agencies to provide operations, maintenance and emergency response services, and sharing treatment facilities with C&H Sugar. CCSD has adopted an ordinance that requires sewer lateral inspections upon sale of residential property. This is expected to reduce sanitary sewer overflows as well as infiltration and inflow that impacts treatment capacity.

5.12.5 Opportunities for Rate Restructuring

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

CCSD uses a water consumption based rate structure for properties within both the Crockett and Port Costa wastewater service areas. The District plans to consider a rate structure for non-residential accounts that factors in wastewater strength.

5.12.6 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 Crockett CSD shares a secondary treatment plant with C&H Sugar to provide the wastewater treatment and disposal needs for the Crockett community. C&H is the treatment plant operator. The District also contracts with the West County Wastewater District to provide services and emergency response for its wastewater system.

5.12.7 Evaluation of Management Efficiencies

Purpose: To evaluate management efficiencies of the jurisdiction.

The Crockett CSD is managed by a General Manager under the oversight of an elected Board of Directors. The Crockett Sanitary Commission, comprised of five appointed Crockett residents, provides oversight and guidance to the Crockett Sanitary Department. Similarly, the Port Costa Sanitary Commission, comprised of five appointed Port Costa residents, provides oversight and guidance to the Post Costa Sanitary Department. The District continually evaluates its wastewater system needs and financial capacity for providing service, including maintenance and capital improvements for the system.

5.12.8 Government Structure Options

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

The Crockett CSD was formed in 2006 through the reorganization of three special districts: Crockett-Valona Sanitary District, County Sanitation District No. 5 (Port Costa), and County Service Area P-1. The reorganization was developed through extensive public agency and community involvement, and the change in government structure was affirmed by the voters. The District provides wastewater collection, treatment and disposal services within the unincorporated communities of Crockett and Port Costa. Two government structure options were identified:

Maintain the status quo: The District is currently providing comprehensive wastewater services within Crockett and Port Costa. One parcel in Port Costa is receiving wastewater service through an out-of-agency agreement. The District is providing adequate service, maintains its infrastructure, and is financially sound. The benefits of this option are continuation of service and economies that benefit ratepayers for wastewater service. The disadvantage to this option is that it does not clean up boundary issues for area where service has already been extended.

Annex area outside District boundaries receiving service: One parcel in Port Costa is receiving wastewater service through an out-of-agency agreement. The District could request that LAFCO approve annexation of this parcel into the District. The advantages of this option are to clean up boundary issues associated with service areas.

5.12.9 Local Accountability and Governance

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

The Crockett CSD is governed by a five-member Board of Directors elected at large by voters within the District. District meetings are open and accessible to the public. The District

routinely posts agendas and meeting minutes on the town website. The District should consider financial information as well on the website.