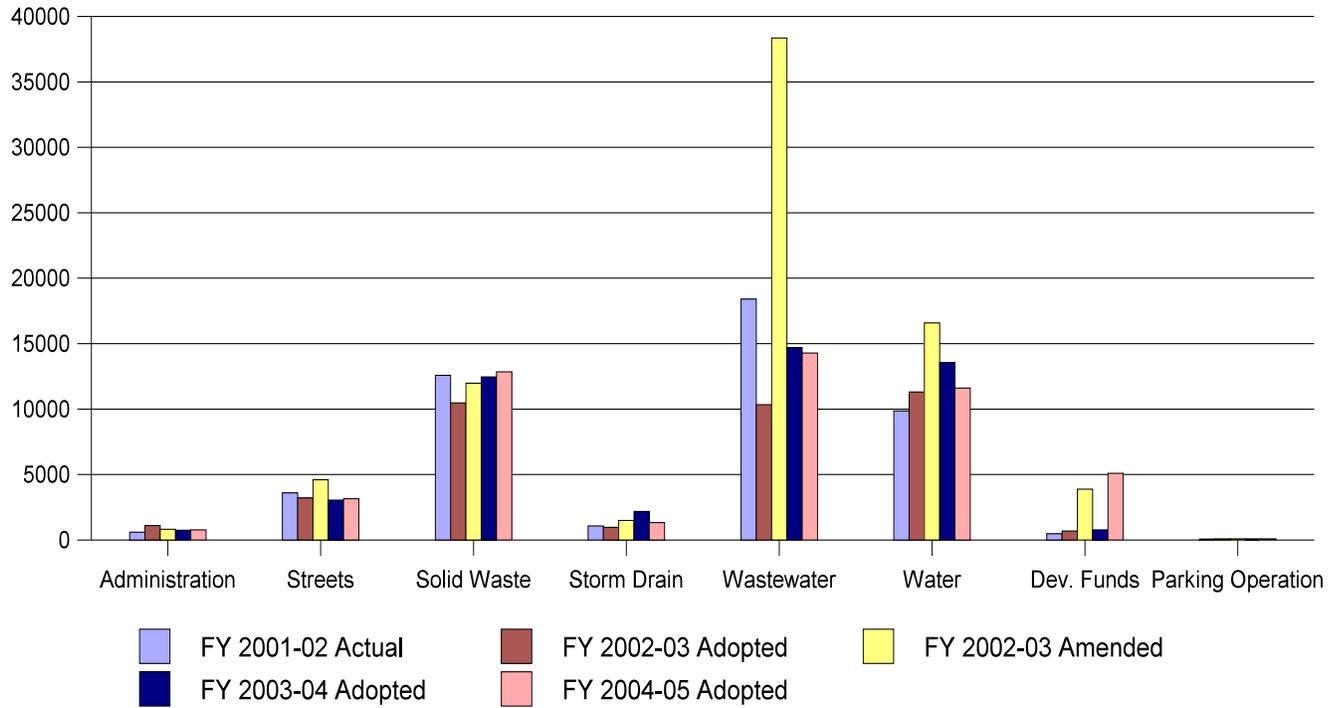


# Municipal Utilities

## Expenditure Comparisons

(In Thousands)



## REDDING MUNICIPAL UTILITIES

### Overview

The Municipal Utilities Department's adopted budget for fiscal year 2003-04 totals \$47,562,540, a decrease of \$30,252,658 from the fiscal year 2002-03 amended budget. This decrease is primarily due to the completion of construction projects. The adopted budget for fiscal year 2004-05 totals \$49,192,840, an increase of \$1,630,298 from fiscal year 2003-04 budget. This increase is primarily due to adjustments in retirement and health benefits.

The Municipal Utilities Department is the largest department in the City with 176.97 full time equivalent employees. The Department consists of five operating divisions: Administration/Transportation; Solid Waste Utility; Streets/Storm Drain Utility; Water Utility; and Wastewater Utility. The main charge of the Department is to plan, construct and maintain the needed infrastructure to accommodate a growing urban area. Coupled with the needs of growth is the challenges of maintaining various components of the underground system that are approaching 100 years old. The four utility divisions are termed "enterprise funds" since they operate entirely with self-supporting revenues and require no General Fund support. The balance of the Department receives revenue support from the General Fund, with a portion of their operating budget revenue from outside funding sources.

The Department also is charged with the administration of several development related accounts utilized for capital improvements, received from development fees along with State and Federal grant programs. Funds from these sources, along with funds from the utility divisions, provide the revenues used to construct the various types of capital improvement projects needed to expand and improve the City's infrastructure to accommodate growth and development.

The following table depicts the Municipal Utilities Department's net budget for the various operating divisions.

Division	FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Amended	FY 2003-04 Adopted	Change	FY 2004-05 Adopted	Change
<b>Administration</b>	\$ 598,175	\$ 1,109,510	\$ 829,290	\$ 744,460	\$ (84,830)	\$ 781,100	\$ 36,640
<b>Streets</b>	3,595,098	3,205,890	4,596,555	3,052,490	(1,544,065)	3,151,230	98,740
<b>General Fund Subtotal</b>	4,193,273	4,315,400	5,425,845	3,796,950	(1,628,895)	3,932,330	135,380
<b>Solid Waste Utility</b>	12,581,199	10,480,950	11,990,793	12,456,690	465,897	12,844,190	387,500
<b>Storm Drain Utility</b>	1,077,729	970,130	1,488,290	2,180,600	692,310	1,322,780	(857,820)
<b>Water Utility</b>	9,862,188	11,316,490	16,578,740	13,564,470	(3,014,270)	11,611,290	(1,953,180)
<b>Wastewater Utility</b>	18,403,476	10,333,100	38,362,180	14,701,450	(23,660,730)	14,287,960	(413,490)
<b>Enterprise Funds Subtotal</b>	41,924,592	33,100,670	68,420,003	42,903,210	(25,516,793)	40,066,220	(2,836,990)
<b>Dev. Funds *</b>	482,361	683,320	3,877,920	773,760	(3,104,160)	5,100,760	4,327,000
<b>Parking Operations</b>	72,024	94,360	91,430	88,620	(2,810)	93,530	4,910
<b>Special Revenue Subtotal</b>	554,385	777,680	3,969,350	862,380	(3,106,970)	5,194,290	4,331,910
<b>Total</b>	\$46,672,250	\$38,193,750	\$77,815,198	\$ 47,562,540	\$ (30,252,658)	\$49,192,840	\$ 1,630,300

\* Developer Impact Fees

CITY OF REDDING BIENNIAL BUDGET  
FISCAL YEARS ENDING JUNE 30, 2004 AND 2005

The following table displays how the Department's budget is broken down between the major expenditure groups within each operating division.

Division		Personnel	Materials, Supplies, & Services	Capital Outlay	Debt Service	Total
<b>Administration/ Transportation</b>	FY 2004-05 Adopted	\$ 565,480	\$ 215,620			\$ 781,100
	FY 2003-04 Adopted	504,070	215,390	25,000		744,460
	FY 2002-03 Amended	531,240	279,150	18,900		829,290
<b>Streets</b>	FY 2004-05 Adopted	1,292,880	1,230,350	628,000		3,151,230
	FY 2003-04 Adopted	1,193,190	1,231,300	628,000		3,052,490
	FY 2002-03 Amended	1,130,710	1,684,130	1,781,715		4,596,555
<b>Solid Waste Utility</b>	FY 2004-05 Adopted	4,482,870	6,508,320	594,470	1,258,530	12,844,190
	FY 2003-04 Adopted	4,139,530	6,447,580	611,180	1,258,400	12,456,690
	FY 2002-03 Amended	3,663,833	5,563,780	1,503,590	1,259,590	11,990,793
<b>Storm Drain Utility</b>	FY 2004-05 Adopted	375,750	595,530	351,500		1,322,780
	FY 2003-04 Adopted	352,980	576,120	1,251,500		2,180,600
	FY 2002-03 Amended	327,240	481,960	679,090		1,488,290
<b>Water Utility</b>	FY 2004-05 Adopted	2,501,410	5,650,220	1,857,060	1,602,600	11,611,290
	FY 2003-04 Adopted	2,286,380	5,448,010	4,229,280	1,600,800	13,564,470
	FY 2002-03 Amended	1,538,650	4,869,560	8,403,800	1,766,730	16,578,740
<b>Wastewater Utility</b>	FY 2004-05 Adopted	2,594,580	4,464,320	4,165,060	3,064,000	14,287,960
	FY 2003-04 Adopted	2,406,400	4,467,030	4,814,420	3,013,600	14,701,450
	FY 2002-03 Amended	2,070,990	4,142,570	28,830,520	3,318,100	38,362,180
<b>Parking Operations</b>	FY 2004-05 Adopted	61,560	31,970			93,530
	FY 2003-04 Adopted	56,910	31,710			88,620
	FY 2002-03 Amended	55,180	36,250			91,430
<b>Development Funds</b>	FY 2004-05 Adopted		3,760	5,097,000		5,100,760
	FY 2003-04 Adopted		3,760	770,000		773,760
	FY 2002-03 Amended		3,320	3,874,100		3,877,420
<b>TOTAL</b>	FY 2004-05 Adopted	\$ 11,874,530	\$ 18,700,090	\$ 12,693,090	\$ 5,925,130	\$ 49,192,840
	FY 2003-04 Adopted	\$ 10,939,460	\$ 18,420,900	\$ 12,329,380	\$ 5,872,800	\$ 47,562,540
	FY 2002-03 Amended	\$ 9,317,843	\$ 17,060,720	\$ 45,091,715	\$ 6,344,420	\$ 77,814,698

### Capital Outlay

The capital outlay program for the Municipal Utilities Department for this budget cycle consists of three components: purchasing of new equipment, replacement of rolling stock, and capital improvement projects. The rolling stock replacement program is developed in conformance with a set of criteria provided by the fleet management division and implemented utilizing funds made available annually to the Department. Capital projects are selected by need and review of master plans. ( Master plans for the Water, Wastewater and Storm Drain Utilities are currently under review. Utility budgets may change significantly when the updated master plans are adopted by City Council.) A brief description of the major projects within each division is

listed below.

**Capital Projects - 2003-04**

*Solid Waste Utility* - Funds are budgeted for replacement of worn recycling and green waste carts and to purchase new carts to accommodate growth in the amount of \$146,000. The budget also includes \$31,000 for the purchase of new sanitation containers. The Utility is transferring \$50,000 from the Sanitation Containers Fund to the Work Equipment Maintenance & Repairs Fund for the repair of containers.

*Wastewater Utility* - Funds are budgeted for minor line extensions and oversizing in the amount of \$165,000, Stillwater Interceptor and lift station improvements in the amount of \$447,000, preliminary design and environmental study for the North Market Street Lift Station and force main in the amount of \$655,000 and \$426,000 for the preliminary design of the Stillwater Treatment Plant Expansion.

*Water Utility* - Funds are budgeted for general system improvements in the amount of \$207,800, continuation of the polybutylene replacement program in the amount of \$360,000, and \$ 1,868,800 for the construction of various water mains.

*Storm Drain Utility* - Capital Improvements are budgeted in the amount of \$100,000 for minor system improvements, and \$1,100,000 towards the Clover Creek Preserve.

*Streets* - The budget includes \$250,000 for asphalt overlays of streets from the Solid Waste Utility to offset impacts from Solid Waste vehicles on City streets.

**Capital Projects - 2004 -05**

*Solid Waste Utility* - Funds are budgeted for replacement of worn recycling and green waste carts and to purchase new carts to accommodate growth in the amount of \$146,000. The budget also includes \$53,600 for the purchase of new sanitation containers. The Utility is transferring \$29,050 from the Sanitation Containers Fund to the Work Equipment Maintenance & Repairs Fund for the repair of containers.

*Wastewater Utility* - Funds are budgeted for minor line extensions, oversizing and line sealing/rehabilitation in the amount of \$165,000, construction of the North Market Street Lift Station and force main in the amount of \$2697,000, and continued design for the Stillwater Interceptor and Lift Stations in the amount of \$447,000.

*Water Utility* - Funds are budgeted for general system improvements in the amount of \$180,000, continuation of the polybutylene replacement program in the amount of \$371,000 , construction of Enterprise Well #'s 14,15&16 in the amount of \$980,000 and various water line replacements in the amount of \$770,000.

*Storm Drain Utility* - Capital Improvements are budgeted in the amount of \$100,000 for minor system improvements. There is also \$200,000 budgeted for the completion of the Storm Drain Utility Master Plan. This plan, upon its completion, will be the basis of a capital improvement program which will be submitted to the City Council for consideration.

*Streets* - The budget includes \$250,000 for asphalt overlays of streets from the Solid Waste Utility to offset impacts from Solid Waste vehicles on City streets.

**Personnel**

The following table depicts the personnel assigned by division within the Municipal Utilities Department.

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Division		FY 2001-02 Actual	FY 2002-03 Adopted	FY 2002-03 Amended	FY 2003-04 Adopted	Change	FY 2004-05 Adopted	Change
<b>Administration / Transportation</b>	F/T	10.00	10.00	8.00	8.00		8.00	0.00
	P/T	<u>2.19</u>	<u>2.19</u>	<u>1.71</u>	<u>1.71</u>		<u>1.71</u>	<u>0.00</u>
	Subtotal	12.19	12.19	9.71	9.71	0.00	9.71	0.00
<b>Streets</b>	F/T	19.00	18.00	18.00	18.00	0.00	18.00	0.00
	P/T	<u>2.76</u>	<u>2.76</u>	<u>3.07</u>	<u>3.07</u>	<u>0.00</u>	<u>3.07</u>	<u>0.00</u>
	Subtotal	21.76	20.76	21.07	21.07	0.00	21.07	0.00
<b>Parking</b>	F/T	1.00	1.00	1.00	1.00	0.00	1.00	0.00
	P/T					<u>0.00</u>		<u>0.00</u>
	Subtotal	1.00	1.00	1.00	1.00	0.00	1.00	0.00
<b>Solid Waste *</b>	F/T	59.00	59.00	59.00	62.00	3.00	63.00	1.00
	P/T	<u>4.11</u>	<u>4.11</u>	<u>5.55</u>	<u>5.55</u>	<u>0.00</u>	<u>4.59</u>	<u>(0.96)</u>
	Subtotal	63.11	63.11	64.55	67.55	3.00	67.59	0.04
<b>Storm Drain Utility</b>	F/T	5.00	5.00	5.00	5.00	0.00	5.00	0.00
	P/T					<u>0.00</u>		<u>0.00</u>
	Subtotal	5.00	5.00	5.00	5.00	0.00	5.00	0.00
<b>Water</b>	F/T	31.00	28.00	28.00	30.00	2.00	30.00	0.00
	P/T	<u>3.20</u>	<u>3.20</u>	<u>3.20</u>	<u>3.20</u>	<u>0.00</u>	<u>3.20</u>	<u>0.00</u>
	Subtotal	34.20	31.20	31.20	33.20	2.00	33.20	0.00
<b>Wastewater</b>	F/T	29.00	27.00	27.00	27.00	0.00	27.00	0.00
	P/T	<u>2.34</u>	<u>2.34</u>	<u>2.40</u>	<u>2.40</u>	<u>0.00</u>	<u>2.40</u>	<u>0.00</u>
	Subtotal	31.34	29.34	29.40	29.40	0.00	29.40	0.00
<b>Totals</b>	F/T	154.00	148.00	146.00	151.00	5.00	152.00	1.00
	P/T	<u>14.60</u>	<u>14.60</u>	<u>15.93</u>	<u>15.93</u>	<u>0.00</u>	<u>14.97</u>	<u>(0.96)</u>
	Subtotal	168.60	162.60	161.93	166.93	5.00	166.97	0.04

\*Does not include 10 West Central Landfill (a quasi autonomous entity) positions

## Significant Issues

### Solid Waste Utility

Significant issues for the Solid Waste Utility relate to the following:

1. Increase waste diversion.
2. Handle more recyclables.
3. Increase efficiency.
4. Handle more waste as a result of growth.
5. Meet State mandates on materials banned from the landfill.

CITY OF REDDING BIENNIAL BUDGET  
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Solid Waste Utility (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Beginning Balance</b>	\$4,978	\$4,182	\$3,676	\$3,001	\$2,301
<b>Revenues</b>	11,156	11,828	12,240	12,632	12,374
<b>Expenses</b>	11,952	12,334	12,915	13,332	13,106
<b>Net Income</b>	(796)	(506)	(675)	(700)	(732)
<b>Ending Balance</b>	\$4,182	\$3,676	\$3,001	\$2,301	\$1,569

### Streets / Parking / Storm Drain Utility

This division is responsible for the maintenance of the sidewalks, streets, traffic signals, municipal parking operation and the Storm Drain Utility. During this budget cycle, there will be increases in the work effort within the Storm Drain Utility. The budget as developed remains in a positive position during the budget period. The significant issue is the inability for the increase in monthly service rates to maintain the system without a vote of the electorate as a result of Proposition 218. The current monthly rate is the same today as it was when established in 1993. As shown in the tables below, the rate fund component of the Storm Drain Utility is projected to go negative in Fiscal Year 2005-2006. Corrective action, as mentioned in the Budget Message, may be to move Street Sweeping to the Solid Waste Utility.

A significant task will be the completion of a storm water master plan to provide a plan for the orderly construction of improvements to meet the needs of development and will provide additional overview regarding federal regulations that will become effective during this budget cycle and the development of a capital improvement plan for both maintenance and development needs. The following table illustrates the projected operating and capital fund balances for the next five years for the Storm Drain Utility.

Storm Drainage Rate Fund (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Beginning Balance</b>	\$287	\$158	\$22	(\$95)	(\$218)
<b>Revenues</b>	919	924	929	940	953
<b>Expenses</b>	1,048	1,060	1,046	1,063	1,091
<b>Net Income</b>	(128)	(136)	(117)	(123)	(138)
<b>Ending Balance</b>	\$158	\$22	(\$95)	(\$218)	(\$356)

Storm Drainage Capital Fund (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Beginning Balance</b>	\$1,937	\$1,299	\$1,533	\$43	\$499
<b>Revenues</b>	462	534	612	703	738
<b>Expenses</b>	1,100	300	2,102	247	407
<b>Net Income</b>	(638)	234	(1,490)	456	331
<b>Ending Balance</b>	\$1,299	\$1,533	\$43	\$499	\$830

### Water

An update to the Water Master Plan is complete. This plan outlines capital projects needed to supply water in support of community growth. The table below indicates the estimated financial positions for operations

CITY OF REDDING BIENNIAL BUDGET  
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and capital over the next five year period. At that time, a new financial plan is being reviewed by a citizen committee due to projected connection fee increases needed to fund capital projects outlined in the Master Plan over the next ten year planning period.

Water Utility O&M Rate Fund (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Beginning Balance</b>	\$8,616	\$6,714	\$6,925	\$6,970	\$7,110
<b>Revenues</b>	10,403	10,970	10,996	11,420	11,860
<b>Expenses</b>	12,305	10,759	10,951	11,280	11,617
<b>Net Income</b>	(1,902)	211	45	140	243
<b>Balance</b>	\$6,714	\$6,925	\$6,970	\$7,110	\$7,353

Water Utility Capital Connection Fee (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Beginning Balance</b>	\$13	\$277	\$188	\$152	\$585
<b>Revenues</b>	1,782	1,923	2,022	14,140	2,210
<b>Expenses</b>	1,518	2,011	2,059	13,706	2,445
<b>Net Income</b>	264	(89)	(36)	434	(235)
<b>Balance</b>	\$277	\$188	\$152	\$585	\$351

## Wastewater

The table below depicts the capital needs to accommodate growth based on the existing wastewater master plan. A new Wastewater Master Plan is to be considered for adoption during FY 2003-2004. This revised plan coupled with the financial analysis now in progress will provide updated information to review the capital program and its findings.

Wastewater Utility O&M Rate Fund (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Beginning Balance</b>	\$2,494	\$1,144	\$1,449	\$1,805	\$2,145
<b>Revenues</b>	9,616	9,844	10,315	10,386	11,472
<b>Expenses</b>	10,966	9,539	9,959	10,046	11,369
<b>Net Income</b>	(1,350)	(1,657)	356	340	103
<b>Ending Balance</b>	\$1,144	\$1,449	\$1,805	\$2,145	\$2,248

Wastewater Utility Capital Improvement Fund (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Beginning Balance</b>	\$6,263	\$6,277	\$4,424	\$1,857	\$3,298
<b>Revenues</b>	2,709	2,853	2,903	2,880	3,046
<b>Expenses</b>	2,695	4,706	5,470	1,439	2,417
<b>Net Income</b>	14	(1,853)	(2,567)	1,441	629

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Wastewater Utility Capital Improvement Fund (In Thousands)	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
<b>Ending Balance</b>	\$6,277	\$4,424	\$1,857	\$3,298	\$3,927

**Goals And Accomplishments For 2001-2003**

**Administration/Transportation**

This division supports the other Municipal Utility divisions by providing, budget, secretarial, and clerical support and administrative overview of the Redding Area Bus Authority. Due to reorganization of portions of the department, the Administration Division has been expanded to include the traffic operations functions and staffing for utility support (sketches, locates, atlas updates).

*Goal*

To provide Administration services to the public and to other City departments/divisions in a cost effective and efficient manner.

*Accomplishments*

1. Responded to requests for information by the public and other departments within one day.
2. Prepared requested correspondence to other agencies and organizations within one week.
3. Operated the RABA service within budget authorized by the RABA Board.

**Solid Waste Utility**

*Goal*

Automate the curbside collection of residential recyclables.

*Accomplishments*

The collection of residential recyclables was automated in February 2002. A single-stream, sorting machine was installed in January 2002.

*Goal*

Develop a new gatehouse at the transfer station in order to handle more traffic, reduce delays and create better working conditions.

*Accomplishments*

The design for a new gatehouse is complete. Construction should be completed by August 1, 2003 if bids are favorable.

*Goal*

Increase waste diversion by three percent.

*Accomplishment*

The waste diversion rate increased from 36% in 2001 to 39% in 2002.

*Goal*

Respond to State bans on materials going to the landfill.

*Accomplishments*

A new program to recycle and dispose of cathode ray tubes in computers and televisions was implemented. Other e-waste is also accepted for recycling or disposal. The City continues to operate other programs related to hazardous materials and used motor oil.

*Goal*

Be prepared to establish joint operation with the City of Anderson.

*Accomplishment*

Per Anderson's request, the City submitted a proposal to haul waste in Anderson. The City of Anderson chose Waste Management as its waste hauler.

*Goal*

Customer education.

*Accomplishments*

The Utility made presentations or conducted facility tours for 44 groups, totaling 1,072 people, during this time period. It also manned booths at the Shasta District Fair, Kool April Nites, Energy Fair, and Business Expo.

*Goal*

- Increase staff time to meet with the top customers every other year.
- Prepare four newsletters each year to residential customers and two to commercial customers.

*Accomplishments*

- A new recycling supervisor contacted new customers and large account holders to encourage increased recycling.
- The Utility produces and circulates four newsletters for residential customers and two business edition newsletters for commercial customers each year. The Utility hand-delivered brochures regarding the new recycling carts to every residence.

*Goal*

- Hire an employee whose primary assignment is litter abatement.
- Conduct an Annual Spring Clean-a-thon.

*Accomplishments*

- The Utility has used part-time people to pick up litter with a rear-load truck.
- The Utility recently purchased a new truck with a crane operable by one driver. This will allow more efficient collection of litter by one person.
- The Annual Spring Clean-a-thon has been held for 15 consecutive years. Neighborhood cleanup programs have not been funded and have not taken place in the past two years due to insufficient staff.

*Goal*

Support other departments as funding is provided.

*Accomplishments*

- The Utility provided boxes for the Fire Department's Wild Land Fuel Management Program.
- The Utility assisted the Redevelopment Division with revitalization of the Parkview Avenue area.
- The Utility provided a disposal account for items collected in the Police Department's Community Cleanup Program and assisted with collection.

*Goal*

Increase operating efficiency.

*Accomplishments*

- The Utility installed a new SCADA system at the Benton Landfill in 2002, making monitoring from a remote location easier.
- The design for a new gate house was completed, and construction should be completed by August 1, 2003.
- The Utility numbered and inventoried containers and roll-off boxes in 2002.
- The Utility continues to automate as opportunities occur.
- The Utility is buying mid size trucks to replace smaller, less efficient trucks for collection of off-street residences, small businesses and multi-family units.
- The staff works continuously with customers to reduce collection frequency and make collections efficient and affordable.

*Goal*

Seek State grants to fund improvements and operations.

*Accomplishments*

- The Utility obtained a 9<sup>th</sup> Cycle Used Motor Oil Recycling Grant from the California Integrated Waste Management Board in 2003 for recycling used motor oil. The Utility also obtained a City/County Payment Program grant for 2001, 2002 and 2003 from the State Department of Conservation to purchase equipment for the collection of recyclables from small businesses and multi-family apartment complexes.

**Streets, Parking, Storm Drains**

*Goal*

Manage and maintain the City's roadways and related activities in the most cost efficient manner possible with available resources.

*Accomplishment*

Reviewed and updated pertinent information pertaining to the Pavement Management System. Improved various roadways within the community utilizing new paving box and in-house staff. Improvements, operational procedures and planning activities for the placement of asphalt, concrete/sidewalks, weed-abatement, street signs and special events were and continue to be reviewed for efficiency, productivity and to reduce windshield time.

*Goal*

Improve the pavement rating status of City roadways with the funding levels proposed in the budget presented by staff.

*Accomplishments*

1. Continual updating of Pavement Management Program
2. In-house staff crack sealed (5) five miles of roadways.
3. In-house staff resurfaced approximately (16) sixteen separate locations of roadways.
4. Contractual services resurfaced approximately (3) three miles of roadways.

*Goal*

Improve energy efficiency and safety of traffic signal operations.

*Accomplishments*

1. Light-emitting-diodes (L.E.D.'s) were installed replacing incandescent bulbs. Energy cost savings on an annual basis is approximately \$80,000.
2. Safety guidelines were developed to improve employee and motorist safety when working on traffic signals over open traffic lanes.

3. Continued the installation of video detection systems at new signalized intersections in-lieu of detector loops embedded in the pavement.
4. Reviewed street name sign alternatives for posting at major intersections.

*Goal*

Maintain and manage all parking facilities owned by the City.

*Accomplishment*

All damaged parking rails were repaired and repainted in the California Street Parking Structure. The number of disabled parking spaces were inventoried, repainted, and brought into current compliance standards. On-site and off-site parking lots are being maintained and left in a presentable manner.

*Goal*

To maintain all the City's storm drains in the most efficient manner possible and to continue improving service to the public.

*Accomplishments*

1. All open ditches were inventoried and inspected and of these ditches approximately 5% were cleaned prior to winter rains. This work resulted in minimal storm drain issues during the winter season and enabled staff to locate all open channel ditches, measuring lengths and widths.
2. Staff is currently working with the Engineering Division and the State of California Regional Water Quality Control staff on issues surrounding National Pollutant Discharge Elimination System (NPDES), Phase 2 requirements.
3. Improved community relations through on-site meetings/inspections in the field with residents and merchants regarding storm drain issues and concerns prior to work occurring that affects private property.
4. Held a meeting for local agencies and private engineering firms with State and Federal representatives to explain the issues surrounding NPDES.

**Water Utility**

*Goal*

Provide clean potable water to the citizens of the City.

*Accomplishments*

1. Met all water quality standards established by the United States Environmental Protection Agency and the State Department of Health Services - Division of Drinking Water.
2. Continued to improve the monitoring and control system for water treatment plants, pumping stations and groundwater wells.

*Goal*

Provide water information and education to the public.

*Accomplishments*

1. Mailed to all water customers the new enhanced Consumer Confidence Report to enhance public awareness on water quality.
2. Obtained a \$49,500 grant from the Bureau of Reclamation to expand the Water Education Program, working in conjunction with Public Schools and Turtle Bay Museums and Arboretum.
3. Continued the update for the Federal mandated Water Management Plan and Water Conservation Plan for the Bureau of Reclamation.
4. Provided information on fluoridation costs and operating issues to the Council and community.

*Goal*

Maintain the City's water facilities and provide improvements when necessary.

*Accomplishment*

1. Completed the Master Water Plan.
2. Water Treatment personnel along with Wastewater personnel are continuing to train as HAZMAT Industry Technicians for emergency responses to hazardous chemical releases at the City's water and wastewater treatment plants.
3. Continued working with Shasta County Water Agency to complete the continued phases of the Groundwater Management Plan.
4. Completed the Department of Health Services - Division of Drinking Water (DOHS-DDW) requirement for a Watershed Sanitary Survey, while working in conjunction with seven other local water utilities.
5. Completed the Department of Health Services - Division of Drinking Water (DOHS-DDW) requirement for Source Water Assessment for Enterprise Wells No.12 and No. 13.
6. Completed the United States Environmental Protection Agency requirement for Process Safety Management and Risk Management Plans audit and updates for water facilities.
7. Completed the construction of Enterprise Wells No. 12 and No. 13.
8. Completed the replacement and installation of two, twenty-two year old, 150 horsepower, 5.5 cubic feet per minute air blowers used in the water filtration process at the Foothill Water Treatment Plant.
9. Completed the replacement and installation of two, forty-four year old, 200 horsepower, 2,500 gallon-per-minute pumps located at the Foothill Water Treatment Plant.
10. Completed the replacement and installation of four, twenty-two year old, 36-inch butterfly valves used in the water filtration process at the Foothill Water Treatment Plant.
11. Completed the construction of the Buckeye 4 million gallon steel reservoir at the Buckeye Water Treatment Plan in the Buckeye pressure zone.
12. Completed the installation of 13,200 feet of 24-inch water main along Airport Road and 2,000 feet of 12-inch water main on Goodwater Avenue.

13. Completed the installation of 1,150 feet of 18-inch water main from the Foothill Water Treatment Plant to the Hill 900 Reservoirs.
14. Replaced 5,796 feet of sub-standard water mains throughout the city.
15. Replaced 442 polybutylene water services in the Polybutylene Replacement Program.

## **Waste Water Utility**

### *Goal*

Begin construction of Capital Improvement Projects (CIP) so that they will be completed within budget and on schedule.

### *Accomplishments*

1. Completed the 18-month construction of the \$15.5 million Westside Sewer Interceptor-Phase 1.
2. Completed the construction of the \$3.6 million Eastside Interceptor.
3. Completed the 2001 Master Sewer Plan update and will be presenting an implementation plan to the City Council and their citizens advisory committee in the near future.
4. Completed construction of an expanded Electrician Technician Maintenance Shop to accommodate growing maintenance workload.

### *Goal*

Improve the reliability and cost-effectiveness of the Wastewater Collection System operation.

### *Accomplishments*

1. Implemented a pilot program to test and repair private house connection sewers to reduce the Infiltration and Inflow (I/I) into the City sewer.
2. Repaired and replaced several old neighborhood sewer mains to reduce the Infiltration and Inflow (I/I) into the sewer, such as Lanning Street, Railroad Avenue, Butte and Almonds Streets, Manchester, Beaumont Court and Laurel Avenue.
3. Inspected and repaired hundreds of remote manholes and installed 15- "big foot" gates to restrict illegal access to our system that is subject to vandalism.

### *Goal*

Improve the reliability and cost-effectiveness of the Wastewater Treatment Plants operation.

### *Accomplishments*

1. Implemented an expanded Biosolids Agricultural Land Application program and received a new permit from the Central Valley Regional Water Quality Control Board for this program, which allowed the application of 4,539 wet tons of biosolids as an agricultural soil amendment in 2002.
2. Continued to upgrade numerous aging equipment throughout the treatment plants for improved control, energy efficiency and to meet current safety standards, such as: grit screw, gas compressors, aeration

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aerators, bar screen, RAS pump, headworks conveyor, filter press piping, electrician shop, chlorine scrubber and building roof replacements.

3. Awarded Facility Plan contract to Brown and Caldwell Engineers to begin the planning for the Clear Creek Plant expansion and modernization.
4. Operated the Stillwater Plant to achieve a 100% compliance record with no discharge permit violations.

*Goal*

Improve industry tracking and environmental compliance while maintaining a business-friendly atmosphere.

*Accomplishments*

1. Implemented the multi-jurisdictional agreements with both Shasta County and the Redding Rancheria that regulates commercial and industrial wastewater users that utilize the City wastewater system but are outside the City limits.
2. Successfully investigated and contributed to the prosecution of a Fresno waste hauler who had illegally disposed of oil and grease wastes into public sewer systems throughout a 14-county region.

**Performance Measures and Workload Indicators**

**Streets, Parking, Storm Drains Division**

The Street Division covers street maintenance, traffic signals, street signs, storm drains, and public parking lots. Performance measures are as follows:

**Streets**

ACTIVITY	2000-01	2001-02	2002-03 Estimated	2003-04 Projected	2004-05 Projected
Miles of Streets Maintained	420	427	437	442	447
Miles of Street Striping	354	356	390	392	394
Number of Painted Legends	3,290	3,300	3,310	3,330	3,340
Number of Regulatory Signs	3,368	3,410	3,466	3,481	3,496
Number of Warning Signs	2,016	2,028	2,038	2,048	2,058
Number of Guide/Service Signs	470	480	490	500	510
Number of Traffic Signals	63	65	69	74	78
Miles of Sidewalk	540	555	570	575	580
Miles of Roadway Resurfaced	4	3	0	0	0
Miles of Roadway Slurry Sealed	0	0	0	7	7

**Storm Drain Utility**

ACTIVITY	2000-01	2001-02	2002-03 Estimated	2003-04 Projected	2004-05 Projected
Miles of Storm Drain Pipe	130	134	138	140	142
Miles of Open Ditches	110	112	114	115	116
Percentage of Open Ditches Inspected.	15%	15%	100%	15%	15%

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Percentage of Open Ditches Cleaned Annually	50%	50%	5%	50%	50%
Number of Catch Basins	5,180	5,200	5,244	5,304	5,364
Percentage of Catch Basins Inspected and Cleaned	50%	50%	10%*	50%	50%
Number of times Residential Streets are swept during the year.	6	6	6	6	6
Number of Times Commercial Routes are swept during the year.	52	52	52	52	52
Percentage of Sweeping Routes Completed.	95%	95%	95%	95%	95%

\* Staff provided field review of ditches for operations and maintenance plan development, in-lieu of catch basin inspection and cleaning in 2001-02.

**Parking System Operation**

ACTIVITY	2000-01	2001-02	2002-03 Estimated	2003-04 Projected	2004-05 Projected
Number of Parking Meters	585	578	575	540*	540*
Number of Parking Spaces	2,977	2,977	2,977	2,942*	2,942*
Number of Public Parking Lots	7	7	7	7	7
Number of Meter Complaints	5	8	6	6	6

\* Loss of parking meters and spaces due to abandonment of Butte Street from Court Street to West Street.

**Water Utility**

The Water Utility provides domestic water and fire flows to the community. Water sources are the Sacramento River, Clear Creek, and wells. The entire Water Utility Staff worked hard to meet the goals established during the last budget session as listed below. The majority of the workload objectives were accomplished.

ACTIVITY	2001-02	2001-02	2002-03 Estimated	2003-04 Projected	2004-05 Projected
Number of customers/services	25,308	25,795	26,290	26,680	27,055
Number of meter sets	412	487	495	390	375
Quantity of water produced (acre feet)	25,831	26,886	28,230	29,360	30,240
Percentage of days water quality met standards	100%	100%	100%	100%	100%
Number of service calls (Includes water quality)	687	1,341	1,100	950	800
Miles of water mains	465	465	466	467	467
Number of main and service failures/disruptions per year	343	396	415	435	456
Miles of substandard mains	76	76	76	75	75
Number of PB service breaks	88	71	65	54	50
Number of PB services remaining	2,436	2,200	1,950	1,710	1,470
Total O & M expenditures (x \$1,000)	\$6,064	\$6,391	\$6,443	\$7,154	\$7,115

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ACTIVITY	2001-02	2001-02	2002-03 Estimated	2003-04 Projected	2004-05 Projected
O & M cost per acre foot produced	\$235	\$238	\$228	\$243	\$241
Customers per employee	1,012	992	973	988	1,002

### Wastewater Utility

The Wastewater System consists of the domestic and industrial sewage collection, treatment, and disposal facilities serving the City, including over 381 miles of interceptor and trunk sewer fourteen sewage lift stations, and two secondary wastewater and effluent filtration treatment plants. The entire Wastewater Utility Staff worked hard to meet the goals established during the last budget term as listed below. The majority of the workload objectives were accomplished. The heavy workload to maintain an aging system and the funding of system rehabilitation and expansion are the major challenges.

ACTIVITY	2000-01 Actual	2001-02 Actual	2002-03 Estimated	2003-04 Projected	2004-05 Projected
No. of Residential HEs *	25,252	25,698	26,198	26,736	27,274
No. of Commercial/Industrial HEs	10,492	10,642	10,849	11,072	11,295
Total HEs Served	35,744	36,340	37,047	37,808	38,569
% Annual Growth Rate	1.55%	1.67%	1.95%	2.05%	2.05%
Clear Creek Plant MGD** Dry Flow	7.33	7.70	7.85	7.93	8.01
Stillwater Plant MGD Dry Flow	2.80	2.50	2.50	2.62	2.75
Total Peak MGD Flows ***	46	47	48	49	50
Total gpd **** Dry Flow per Total HEs	283	281	279	279	279
Miles of Sewer Main	375	376	381	389	397
Total FTE Utility Staff	29	29	29	29	29
Total HEs served per Total Staff	1,118	1,178	1,189	1,212	1,235

Notes:

- \* 1 HE = household equivalent = 300 gallons per day average residential household wastewater production.
- \*\* MGD = million gallons per day.
- \*\*\* Total peak wet weather flows are limited because the Clear Creek Interceptor currently can only handle 37MGD, until the future Phase 2 Westside Interceptor is constructed. Clear Creek plant flows beyond 37 backup and surcharge the interceptor, and total peak flows listed above 37 are from the Stillwater plant.
- \*\*\*\* gpd = gallons per day.

### Goals and Objectives for 2003-2005

#### Administration/Transportation

##### Goal

To provide administration services to the public and to other City departments/divisions in a cost- effective and efficient manner.

##### Objectives

1. Respond to requests for information by the public and other departments within one day.
2. Prepare requested correspondence to other agencies and organizations within three days.
3. Operate the RABA service within budget authorized by the RABA Board.
4. Overview and update Department Web page.
5. Provide analysis of traffic accident information in conjunction with the Police Department to implement corrective measures where appropriate.
6. Provide candidate project lists for inclusion in various funding programs.
7. Provide overview of the Departments budget process to maintain adherence with approved expenditure levels.
8. Provide staff liaison to the State and Federal transportation planning process.
9. Index drawing information and overview conversion into electronic format.
10. Develop/overview the design and cost estimates of additional administrative office space at both the City Hall and Corporation Yard facilities.
11. Determine funding options for the construction of additional administrative office space.

## **Solid Waste Utility**

### *Goal*

Obtain additional personnel to handle increased tonnages of waste and recyclables and reduce overtime and other costs.

### *Objectives*

- Meet customers' service requests, particularly in the Roll-off Collection Division.
- Minimize waste collection trucks' trips to the landfill.
- Increase the City's waste diversion rate.

### *Goal*

Reduce the cost of the recycling program by increasing sales revenue from recyclables.

### *Objective*

Obtain the best available price for all commodities sold by competitive bidding.

### *Goal*

Offset the cost of the green waste recycling program by increasing revenue from compost, mulch and wood

chips sales and avoiding burying green waste.

*Objective*

Expand the sales market and increase sales of compost, mulch and wood chips. Purchase a new, more productive, horizontal grinder to reduce overtime.

*Goal*

Minimize the amount of waste going to the landfill.

*Objectives*

- Divert excess tonnages of green waste from the landfill for land-application and find other alternatives for its use.
- Divert as much material as possible from the transfer station floor before transporting waste to the landfill.
- Seek other programs to enhance waste diversion.

*Goal*

Provide and maintain the current level of service to residential and commercial customers.

*Objective*

Purchase an appropriate number of carts, containers and roll-off boxes to replace worn and damaged containers and accommodate new customers.

*Goal*

Increase communication between the Solid Waste Utility's vehicles, ground stations and other City departments.

*Objectives*

- Replace the Utility's Type One radios that will be obsolete by 2006 with Type Two radios.
- Upgrade the communication tower on South Fork Mountain to improve communications.

*Goal*

Reduce the volume of discharge going to the sewer lift station from the compost area.

*Objective*

Create a gravity flow connection for the compost area to a new line being created in the Sports Complex.

*Goal*

Redesign the office space in the Solid Waste Administration Building.

*Objective*

- Separate the call center from offices for the purpose of reducing noise levels.

*Goal*

Create a larger office space for the Household Hazardous Waste Division.

*Objective*

Move the soon-to-be-available scale house building to the existing Household Hazardous Waste Facility to create office space for two Hazardous Waste Specialists that is not adjacent to hazardous chemicals.

*Goal*

Create additional loading and storage space on the Household Hazardous Waste Facility's paved asphalt area.

*Objective*

Eliminate a large, unpaved area south of the Household Hazardous Waste Facility's main processing building to accommodate loading of commodities onto semi trucks and create potential, additional, storage area.

*Goal*

Maximize the payload of transfer trucks going to the landfill.

*Objective*

Repair or replace the knuckleboom crane, a key piece of equipment that loads transfer trucks.

*Goal*

Divert recyclable tonnages from the tipping floor of the transfer station.

*Objective*

Assign a Solid Waste Truck Driver I position to operate a small loader and pull recyclable material from waste that is destined for the landfill.

*Goal*

Broaden the customer base for residential recycling and green waste collection.

*Objective*

Provide off-street collection for approximately 1,100 households currently not receiving recycling and green waste collection services due to their locations, using vehicles larger than the current automated trucks.

*Goal*

Develop recycling opportunities for small businesses and multi-family apartment complexes.

*Objective*

Implement a recycling program for small businesses and multi-family apartment complexes to offer recycling opportunities to up to 700 new locations.

*Goal*

Add office space to the Solid Waste Administration Building.

*Objective*

Add a 12-foot extension to the south end of the existing Solid Waste Administration Building, which will add two more offices and an egress to the south parking lot and will minimize water intrusion into the building.

*Goal*

Improve air quality in the main processing building.

*Objective*

Enhance the dust control or air exchange system in the main processing building to ensure better air quality for workers inside the building.

*Goal*

Create additional storage space for the Household Hazardous Waste Facility.

*Objective*

Purchase additional, approved, secondary, containment units to properly store lab-packed drums of household hazardous waste.

*Goal*

Augment the Resource Recovery Division's Litter Abatement Program and increase tonnages of collected litter. *Objective*

Hire a full-time Solid Waste Truck Driver I position to work with the Police Department's Community Cleanup Program to complete more litter abatement projects.

*Goal*

Improve the transfer station site's appearance and minimize maintenance.

*Objective*

Landscape along the south fence to minimize maintenance and improve litter collection.

**Streets, Parking, and Storm Drains**

*Goal*

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Manage and maintain roadways and related activities in the most cost efficient manner possible with available resources.

*Objectives*

1. Continue to review and update existing operational procedures to increase efficiency and reduce cost.
2. Update Pavement Management System on an ongoing basis with current information.
3. Utilize the Pavement Management in determining selection for roadways to be resurfaced and/or slurry sealed (if there are available funds).
4. Increase routine maintenance pertaining to pothole patching, crack sealing and selective removal and replacement of failed sections of asphalt.
5. Develop maintenance and operations plan.

*Goal*

With approved funding improve the pavement rating status of City roadways with the funding levels proposed in the budget presented by staff.

*Objectives*

1. Slurry seal approximately (7) seven miles of roadways with appropriations from fiscal years 2003-04 and 2004-05 if available.
2. Crack seal (3) three to (5) five miles of roadways per each fiscal year.
3. With available funds resurface approximately (2) miles of roadways each fiscal year.
4. Seek additional grant funds that may become available during each of the fiscal years.

*Goal*

Develop various inventories and cost estimates to assist future budget and maintenance plan development.

*Objectives*

1. Inventory sidewalk conditions in commercial and residential sections of the City.
2. Inventory street stripping and legends.
3. Update inventory of traffic control devices inventory (signs, signals).
4. Establish a program to provide identifier signs of creeks along major arterial and collector streets throughout the City.

*Goal*

Enhance public safety on public streets.

*Objective*

Work with Police, Traffic Operations and citizens to provide improvements which will enhance public safety.

*Goal*

Maintain and manage all parking structure and off-site parking facilities owned by the City.

*Objectives*

Develop written inventory program that exhibits square feet, existing striping and pavement markings, parking meters, planter boxes and signs. Provide visual enhancements in all public parking lots and relocate/reduce the amount of existing signs (if applicable.)

*Goal*

Maintain all the City's storm drain system in the most efficient manner possible and continue to improve service to the public.

*Objectives*

1. Implement Storm Drain Maintenance and Operations Plan.
2. Investigate and/or purchase computerized Storm Drain Maintenance Program for better accountability.
3. Continue working Water Quality Control on issues surrounding NPDES Phase 2 requirements.
4. Work closely with Engineering Division to finalize Storm Drain Master Plan for the City.
5. Submit Stream Bed Alteration/Maintenance permit through the Department of Fish and Game and Army Corps of Engineer's.

**Water Utility**

*Goal*

Provide clean potable water to the citizens of the City.

*Objectives*

1. Meet all water quality standards established by the U.S.E.P.A. and the State Department of Health Services - Division of Drinking Water.
2. Improve the monitoring and control system for water treatment plants, pumping stations and groundwater wells.

*Goal*

Provide public information and education on water issues.

*Objectives*

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1. Provide water quality information to enhance public awareness.
2. Continue to provide water conservation information to conserve energy during the high electrical demand periods of the summer.
3. Continue to update, meet and increase the Best Management Practices for the Bureau of Reclamation Water Conservation Plan.

*Goal*

Improve and maintain the City's existing water facilities.

*Objectives*

1. Complete the contract negotiations with the Bureau of Reclamation for the City's CVP Buckeye water contract.
2. Complete the contract negotiations with the Bureau of Reclamation for the City's Settlement water contract.
3. Continue to work with Shasta County Water Agency to complete the Groundwater Management Plan.
4. Complete the annual United States Environmental Protection Agency requirement for Process Safety management and Risk Management Plans audit and updates for water facilities.
5. Continue to upgrade and replace aging equipment at the water treatment plants for improved control, energy efficiency and to meet current federal and state water quality regulations.
6. Continue to upgrade and improve the ongoing program to prepare for emergency operations.
7. Replace 250 polybutylene water services in the Polybutylene Replacement Program
8. Repair and paint the Redding Ranchette 2 million gallon reservoir in the southern end of the Cascade pressure zone.
9. Install a new 200 gallon per minute 3 stage turbine pump at the Buckeye Water Treatment Plant.
10. Complete the engineering and start construction to install a Chlorine Scrubber at the Foothill Water Treatment Plant to prevent accidental spills from the chlorine storage area.
11. Complete the engineering and construction of a maintenance building at the Foothill Water Treatment Plant.

*Goal*

Begin engineering and construction of CIP projects to be completed within budget and on schedule.

*Objectives*

1. Complete the environmental review requirements, using the Bureau of Reclamation cooperative grant, for the Pump House #1 fish screen rehabilitation project.
2. Complete the engineering and start construction to install 4,900 feet of 12-inch water main on Caterpillar

Road from Beltline Road to State Highway 273 to improve fire flows in the north east end of the Buckeye pressure zone.

3. Complete the engineering and start construction of deficient water main projects within the water system to improve water supply and fire flows. The projects included are:
  - a) North Market Street 8-inch water main replacement between Tehama Street and Trinity Street.
  - b) Heather Lane 8-inch water main replacement between E. Cypress Avenue and Minor Street.
  - c) Irish Road/Peterson Lane 6-inch water main replacement between Lake Blvd and Roca Lane.
  - d) Shaver Lane 2-inch water main replacement between Paradise Lane and Glenwood Drive.

## **Wastewater Utility**

### *Goal*

Begin construction of Capital Improvement Projects (CIP) so that they will be completed within budget and on schedule.

### *Objectives*

1. Design and bid the replacement force main for the North Market Lift Station.
2. Complete the design and construction of improvements to the Chlorine facility and the Digester mixing at the Clear Creek Treatment Plant.
3. Complete the Clear Creek Plan Facility Plan and begin the Stillwater Plan Facility Plan.
4. Design expansion for the Boulder Creek Interceptor if the recommended Alternative 3 budget is approved.
5. Design expansion of the Mary Street Lift Station and Trunk Sewers if the recommended Alternative 3 budget is approved.

### *Goal*

Improve the reliability and cost-effectiveness of the Wastewater Collection System operation.

### *Objectives*

1. Hydroclean 10% of the mainlines annually with the requested budget or 30% of the mainlines annually if the recommended Alternative 3 budget is approved.
2. Continue with an annual private house-lateral repair program to reduce the infiltration and inflow (I/I) into the sewer if the recommended Alternative 3 budget is approved.
3. Continue with an annual repair and replacement of old neighborhood sewer mains to reduce the

infiltration and inflow (I/I) into the sewer if the recommended Alternative 3 budget is approved.

4. Inspect and repair 750 remote manholes that are subject to vandalism.

*Goal*

Improve the reliability and cost-effectiveness of the Wastewater Treatment Plants operation.

*Objectives*

1. Operate both the Stillwater and Clear Creek Plant to achieve a 100% compliance record with no discharge permit violations.
2. Continue to upgrade the aging equipment throughout the treatment plants for improved control, energy efficiency, and to meet current safety standards.

*Goal*

Improve industry tracking and environmental compliance while maintaining a business-friendly atmosphere.

*Objectives*

1. Prepare environmental studies to justify relaxed discharge standards to the Sacramento River, regarding mixing zones and heavy metals.
2. Complete the audit of all commercial and industrial wastewater accounts to document appropriate billing categories and industrial waste discharge requirements.