

next highest (and much larger) district, West Bay. Bayshore and East Palo Alto offer employee-type benefits to directors including dental insurance.

- F9. The pipelines of the six districts are aging, with almost half having been laid over 50 years ago. These pipes are approaching end of life.
- F10. There are many wholly or partially redundant activities across the six independent districts, including board costs, financial audits, legal services, and engineering.
- F11. Most of the independent sanitary districts rely almost entirely on contractors to fulfill their responsibilities.
- F12. In many cases, district leadership is unfamiliar with the existing and emerging technologies for improving sewer system performance while reducing costs.
- F13. The proliferation of sanitary districts within San Mateo County makes it challenging to coordinate an emergency response. The districts themselves have not reviewed or discussed emergency/disaster planning within their boards in the past year.

RECOMMENDATIONS

The Grand Jury recommends that the Board of the Bayshore Sanitary District and the City Councils of Brisbane and Daly City do the following:

- R1. Form a committee of Board members (Bayshore Sanitary District), Council members (Brisbane, Daly City), and staff from each to discuss the assumption of services provided by Bayshore Sanitary District into Brisbane and/or Daly City. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017.

The Grand Jury recommends that Boards of the East Palo Alto Sanitary District and West Bay Sanitary District and the City Council of East Palo Alto do the following:

- R2. Form a committee of Board members (East Palo Alto Sanitary District, West Bay Sanitary District), Council members (East Palo Alto), and staff from each to discuss the assumption of services provided by East Palo Alto Sanitary District into either West Bay Sanitary District or the City of East Palo Alto. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017.

The Grand Jury recommends that the Boards of Granada Community Services District and Montara Water and Sanitary District and the City Council of Half Moon Bay do the following:

- R3. Form a committee of Board members (Granada Community Services District, Montara Water and Sanitary District), Council members (Half Moon Bay), and staff from each to plan the consolidation or assumption of services provided by these two districts. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017.

The Grand Jury recommends that the Board of the Westborough Water District and the City Councils of Daly City and South San Francisco do the following:

- R4. Form a committee of Board members (Westborough Water District), Council members (Daly City, South San Francisco), and staff from each to discuss the assumption of services provided by Westborough Water District into Daly City and/or South San Francisco. Evaluate alternatives and determine the benefits to ratepayers. Issue a report with recommendations and a plan by September 30, 2017. Work with California Water Service Company on this initiative.

The Grand Jury recommends that the Boards of Bayshore Sanitary District, East Palo Alto Sanitary District, Granada Community Services District, Montara Water & Sanitary District, West Bay Sanitary District, and Westborough Water District do the following:

- R5. Improve information visibility on their website, including key system characteristics, rates and rate history, sewer system management plans, sanitary sewer overflows, and board member compensation. Key system characteristics would include population served, number of connections, number of miles of pipe (gravity, forced main), number of pump stations and number of pumps, average dry weather flow, and average wet weather flow. Ensure all information is up to date. Refresh website by September 30, 2016.
- R6. Implement and publish performance management metrics including but not limited to the Effective Utility Management framework, beginning with Fiscal Year 2016-2017.
- R7. Adjust rates over the next five years so that all costs are recovered from ratepayers, and the reliance on property tax is eliminated. Transition property tax revenues to neighboring cities to be used for community benefit.
- R8. Mail notices to ratepayers at least annually with an explanation of the dollar amount of sewer service charges being billed and the rationale. Provide information on the prior five years' rates for comparison purposes. Display the portion of the rate that is related to collection activities, and the portion allocated to treatment. Mail notices approximately 30 days before the mailing of the property tax bills. Initiate mailings by November 2016.
- R9. Notify ratepayers annually of elected nature of Board, role and compensation of Board members, and process for becoming a candidate. Encourage active participation by ratepayers. This notification may be included in the mailing that explains the rationale for rates. Initiate notification by November 2016.
- R10. Establish term limits for the members of their boards of directors by June 30, 2017.
- R11. Establish a procurement process for professional services to include formal evaluation of existing service providers, issuance of Request for Proposals, regular reviews of existing providers, and a structured negotiation process by March 31, 2017.
- R12. Demonstrate active participation in professional organizations focused on the work of sanitary districts, such as California Water Environment Association, by June 30, 2017. Require CWEA certification of district operators, including contractors, by June 30, 2017.
- R13. Develop plans for coordinating resources in the event of a local or regional emergency by June 30, 2017.

The Grand Jury recommends that the Boards of Bayshore Sanitary District, East Palo Alto Sanitary District, West Bay Sanitary District, and Westborough Water District do the following:

R14. Evaluate the benefit of changing the timing of board director elections to November of even years, when federal and state elections generate greater turnout.⁶⁴

The Grand Jury recommends that the Board of the Westborough Water District do the following:

R15. Develop, publish, and track separate budgets for sewer and water services, beginning with Fiscal Year 2016-2017.

The Grand Jury recommends that the Boards of the Bayshore Sanitary District, Montara Water and Sanitary District, and Westborough Water District do the following:

R16. Explore the feasibility of establishing a flat rate for capital improvements separate from the water usage rate. Report back at a public meeting by December 31, 2016.

The Grand Jury recommends that the Boards of the Bayshore Sanitary District and East Palo Alto Sanitary District do the following:

R17. Reduce the daily compensation of board directors to \$100 per day by December 31, 2017. Phase out all benefits for board directors over a period of time not to exceed three years.

The Grand Jury recommends that the San Mateo County Local Agency Formation Commission do the following:

R18. Initiate a service review of the Westborough Water District to examine whether its operations might be more efficiently and effectively run if they were consolidated with another entity's operations.

REQUEST FOR RESPONSES

Pursuant to Penal Code Section 933.05, the Grand Jury requests responses as follows:

From the following entities:

- San Mateo County Local Agency Formation Commission: R18

From the following governing bodies:⁶⁵

- Bayshore Sanitary District: R1, R5-R13, R14, R16, R17
- East Palo Alto Sanitary District: R2, R5-R13, R14, R17
- Granada Community Services District: R3, R5-R13
- Montara Water & Sanitary District: R3, R5-R13, R16

⁶⁴ Granada Community Services District and Montara Water and Sanitary District have already made the decision to transition director elections to even-numbered years, beginning in 2016.

⁶⁵ Each district should respond to the Finding and Recommendation in light of its particular circumstances and performance, and not reply on behalf of all independent districts.

- West Bay Sanitary District: R2, R5-R13, R14
- Westborough Water District : R4, R5-R13, R14, R15, R16
- City of Brisbane: R1
- City of Daly City: R1, R4
- City of East Palo Alto: R2
- City of Half Moon Bay: R3
- City of South San Francisco: R4

The governing bodies identified above should be aware that the comment or response of the governing body must be conducted subject to the notice, agenda and open meeting requirements of the Brown Act.

METHODOLOGY

Documents

- The Grand Jury gathered information from each of the six independent sanitary districts in four steps:
 - Step 1: The Grand Jury conducted Internet research on each district, including its budgets, meeting minutes, and Sanitary Sewer Management Plans. The Jury also reviewed election records and performance statistics gathered by the State of California Water Resources Board.
 - Step 2: The Grand Jury requested information from each district on its budget, along with collection system information.
 - Step 3: The Grand Jury requested information from each district on its budgeting practices and pipeline ages. It also asked that each district review its data as analyzed by the Grand Jury and confirm the data was correct.
 - Step 4: The Grand Jury requested additional information on rates and technology deployment. It also asked each district to once again verify the data used to describe its district in the report.

Interviews

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury.

The Grand Jury interviewed leadership at each of the six independent sanitary districts as well as LAFCo of San Mateo County.

Site Visits

- Bayshore Sanitary District

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APPENDIX A: SEWER PROVIDERS IN SAN MATEO COUNTY

Sewage Collection (36)

Independent (6)

- Bayshore Sanitary District
- East Palo Alto Sanitary District
- Granada Community Services District
- Montara Water and Sanitary District
- Westborough Water District
- West Bay Sanitary District

County Managed (10)

- Burlingame Hills Sewer Maintenance District
- Crystal Springs County Sanitation District
- Devonshire County Sanitation District
- Edgewood Sewer Maintenance District
- Emerald Lake Heights Sewer Maintenance District
- Fair Oaks Sewer Maintenance District
- Harbor Industrial Sewer Maintenance District
- Kensington Square Sewer Maintenance District
- Oak Knoll Sewer Maintenance District
- Scenic Heights County Sanitation District

City Managed (13)

- Belmont Collection System
- Brisbane City Collection System
- Burlingame City Collection System
- Foster City Collection System
- Half Moon Bay Collection System
- Hillsborough (Town of) Collection System
- Millbrae City Collection System
- Pacifica (Calera Creek Water Recycling Plant Collection System)
- Redwood City Collection System
- San Bruno City Collection System
- San Carlos City Collection System
- San Mateo Collection System
- South San Francisco City Collection System

Subsidiary Districts (2)

- Guadalupe Valley Municipal Improvement District
- North San Mateo County Sanitation District

Unique Systems (5)

- San Francisco International Airport Mel Leong Treatment Plant - Industrial Wastewater & Sanitary Waste Collection Systems
- Sewer Authority Mid-Coastside Collection System
- Silicon Valley Clean Water Collection System

SLAC National Accelerator Laboratory Collection System
Tower Road Complex Collection System

Wastewater Treatment (9)

Burlingame Wastewater Treatment Facility (operated by Veolia Water)
Calera Creek Water Recycling Plant
Daly City Wastewater Treatment Plant
Millbrae Water Pollution Control Plant
San Francisco International Airport Mel Leong Treatment Plant
San Mateo Wastewater Treatment Plant
Sewer Authority Mid-Coastside (SAM)
Silicon Valley Clean Water (formerly South Bayside System Authority)
South San Francisco Water Quality Control Plant

Sources:

California Environmental Protection Agency, Water Resources Control Board, California Integrated Water Quality System Project (CIWQS). *SSO Report Form*. Accessed March 17, 2016.
<https://ciwqs.waterboards.ca.gov/ciwqs/readOnly/PublicReportSSOServlet>,
San Mateo Local Agency Formation Commission. Special Districts in San Mateo County. Accessed March 4, 2016.
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APPENDIX B: URBAN SEWER MANAGEMENT AGENCIES

System Characteristics of Major Bay Area Sewer Providers

	Population	Area (Sq. Miles)	Forced Main (Miles)	Gravity Main (Miles)	Residential Rate (\$/Year)
San Mateo County	765,135	448.0	104.4	1,898	\$902 ^a
San Jose City Collection System	998,537	176.6	13.0	2,268	\$405
Central Contra Costa Sanitary District	476,400	144.0	23.0	1,519	\$471
San Francisco Public Utilities Commission ^b	864,816	46.9		1,000	\$187
Oakland City Collection System	406,253	55.8	0.2	920	\$705

Sources:

San Mateo County

Population: US Census Bureau, estimate as of 7/1/15; <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmm>

Area: Land only; https://en.wikipedia.org/wiki/San_Mateo_County,_California

Pipeline Length: <https://ciwqs.waterboards.ca.gov/ciwqs/readOnly/PublicReportSSOServlet>

Rate: Average of 10 county-managed and 6 independent district rates for 2015-2016. See Appendix I: Sanitary District Sewer Rates.

San Jose

Population: U.S. Census Bureau, estimate as of 1/1/13;

<https://www.google.com/search?client=safari&rls=en&q=area+of+san+jose+ca&ie=UTF-8&oe=UTF-8#q=population+of+san+jose+ca>

Area: Land only; https://en.wikipedia.org/wiki/San_Jose,_California

Pipeline Length: <https://ciwqs.waterboards.ca.gov/ciwqs/readOnly/PublicReportSSOServlet>

Rate: <https://www.sanjoseca.gov/index.aspx?nid=1661>

Central Contra Costa

Population, Area: <http://www.centraalsan.org/index.cfm?navid=65>

Pipeline Length: <https://ciwqs.waterboards.ca.gov/ciwqs/readOnly/PublicReportSSOServlet>

Rate: <http://centraalsan.org/index.cfm?navid=78>

San Francisco

Population: https://en.wikipedia.org/wiki/San_Francisco

Area: Land only; https://en.wikipedia.org/wiki/San_Francisco.

Pipeline Length: Estimates report vary from 900 – 1000; <http://www.sfwater.org/index.aspx?page=392>.

Rate: Estimated from average household size (2.63) times average per capita monthly water consumption (1.72 CCF) times \$9.06 for the first four CCF per month. A CCF is a hundred cubic feet of water, or 748 gallons.

Household Size: <http://www.sfwater.org/index.aspx?page=392>.

Water Consumption:

Factsheet: January by the Numbers, California EPA, California State Water Resources Control Board,
http://www.waterboards.ca.gov/water_issues/programs/conservation_portal/conservation_reporting.shtml.

Rate: <http://sfwater.org/modules/showdocument.aspx?documentid=5031>.

Oakland

Population as of 1/1/2013:

<https://www.google.com/search?client=safari&rls=en&q=area+of+san+jose+ca&ie=UTF-8&oe=UTF-8#q=population+of+oakland+california>

Area: Land only; https://en.wikipedia.org/wiki/Oakland,_California

Pipeline Length: <https://ciwqs.waterboards.ca.gov/ciwqs/readOnly/PublicReportSSOServlet>

Rate:

Collection: Flyer 2016 Sewer Service Charge Website - One Page (1-4-16) Final.pdf;

<http://www2.oaklandnet.com/Government/o/PWA/s/Sewer/index.htm>

Treatment: <http://www.ebmud.com/wastewater/rates-and-charges/#single-family>.

Notes:

^aCounty and independent districts only; excludes rates charged by cities. This is average rate ranging from \$360 for Harbor Industrial Sewer Maintenance District to \$1,595 for Burlingame Hills Sewer Maintenance District.

^bData on Forced Mains not available.

Sanitary Sewer Overflows by Major Bay Area Sewer Providers

Sanitary Sewer Overflows ^a	2013	2014	2015	Average	As %age of SMC
San Mateo County	186	238	155	193	100%
San Jose City	125	101	74	100	52%
Central Contra Costa	46	49	43	46	24%
Oakland	91	108	93	97	50%

Source:

State of California Environmental Protection Agency, Water Resources Control Board, California Integrated Water Quality System Project (CIWQS). *SSO Report Form*. Accessed March 17, 2016. <https://ciwqs.waterboards.ca.gov/ciwqs/readOnly/PublicReportSSOServlet>.

Note:

^aSan Francisco is not required to report Sanitary Sewer Overflows to the State Water Resources Control Board because it operates what is known as a combined sewer system, which includes sewage and storm water.

Sanitary Sewer Overflows per Hundred Miles of Pipeline

Sanitary Sewer Overflows / Hundred Miles	2013	2014	2015	Average	As %age of SMC
San Mateo County	9.3	11.9	7.7	9.6	100%
San Jose City	5.5	4.4	3.2	4.4	45%
Central Contra Costa	3.0	3.2	2.8	3.0	31%
Oakland	9.1	10.8	9.3	9.7	101%

Sources: Previous tables: System Characteristics of Major Bay Area Sewer Providers and Sanitary Sewer Overflows by Major Bay Area Sewer Providers.

APPENDIX C: WASTEWATER TREATMENT PLANTS SERVING INDEPENDENT SANITARY DISTRICTS

Name	Governance	Bay-shore	Westborough	Montara	Granada	East Palo Alto	West Bay	Other Entities Served
SFPUC Southeast Treatment Plant	5 Directors, appointed by SF Mayor	•						San Francisco
Regional Water Quality Control Plant (Palo Alto)	Part of Palo Alto Public Works Department				•			Los Altos, Los Altos Hills, Mountain View, Palo Alto, Stanford
Sewer Authority Mid-Coastside (SAM)	6 Directors, 2 each from City of Half Moon Bay, Granada CSD, and Montara SD			•				City of Half Moon Bay
North San Mateo County Sanitation District, which contracts with City of Daly City Wastewater Treatment Plant	Part of City of Daly City Water and Wastewater Resources Department		•					Daly City
Silicon Valley Clean Water	4 Directors, 1 each from Belmont, Redwood City, San Carlos, and West Bay Sanitary District						•	Belmont, Redwood City, San Carlos

Sources:

City of Palo Alto Public Works-Watershed Protection Group. *Clean Bay 2016 Pollution Prevention Plan, Palo Alto Regional Water Quality Control Plant*. Undated. <http://www.cityofpaloalto.org/civicax/filebank/documents/51362>.
 North San Mateo County Sanitation District, City of Daly City. Sewage Treatment and Disposal. Accessed March 18, 2016. http://www.dalycity.org/city_hall/departments/www/divisions/waste_treatment.htm.
 San Francisco Public Utilities Commission, Sewer System Improvement Program. *San Francisco's Sewage Treatment Facilities*. Updated 6/14. <http://www.sfwater.org/modules/showdocument.aspx?documentid=5801>.
 Sewer Authority Mid-Coastside. *An Agreement Creating the Sewer Authority Mid-Coastside*. Consolidated and updated as of October 10, 2011. http://www.samcleanswater.org/destiny/consolidated_jpa.pdf.
 Silicon Valley Clean Water. Commission Overview. Accessed March 18, 2016. <http://www.svcw.org/about/sitePages/overview.aspx>.

APPENDIX D: SEWAGE SYSTEM CHARACTERISTICS BY DISTRICT

Topic	Unit of Measure	Bayshore	West-borough	Montara	Granada	East Palo Alto	West Bay
Sanitary System Connections							
Population Served	Number of People	4,513	14,050	6,012	6,000	29,000	55,000
Residential Customers - Single Family	Number of Units	1,588	3,730	1,556	2,260	3,327	14,092
Residential Customers - Multi-Family	Number of Units	22	14	57	101	3,510	4,499
Non-Residential Customers	Number of Units	129	46	351	199	229	610
Connections	Number	1,456	3,790	1,937	2,560	3,864	20,000
Equivalent Dwelling Units (EDU)	Number of Units	2,163	N/A	N/A	3,215	7,720	19,201
Sewer System Data							
Gravity Main Pipes	Miles	15.0	20.2	23.7	34.0	35.0	200.0
Forced Main Pipes	Miles	1.0	0.5	5.8	0.0	0.0	8.0
Pump Stations	Number	1	3	41	1	0	12
Effluent Flow Rates							
Ave. Dry Weather (ADW) Flow ^a	Thousand Gallons Per Day	265.0	672.7	390.0	401.0	1,400.0	3,470.0
Ave. Wet Weather (AWW) Flow ^b	Thousand Gallons Per Day	328.2	721.1	950.0	463.0	5,000.0	9,000.0

Source: Sanitary Districts data input to Grand Jury, February-March 2016.

Notes:

^aAverage Dry Weather Flow (ADW): The average flow of effluent, measured in thousands of gallons per day, when the ground water is at or near normal and a runoff condition is not occurring.

^bAverage Wet Weather Flow (AWW): The average flow of effluent during wet weather, measured in thousands of gallons per day. This is typically higher than ADW because of the infiltration of storm runoff into the wastewater system.

APPENDIX E: SANITARY SEWER OVERFLOWS BY DISTRICT BY YEAR

	Total Number of SSO Locations										
	2007	2008	2009	2010	2011	2012	2013	2014	2015		
Bayshore	2	1	0	0	1	1	1	2	1		
Westborough	2	1	1	0	0	0	1	0	0		
Montara	1	15	11	8	4	5	1	4	7		
Granada	3	5	2	5	2	3	5	2	1		
East Palo Alto	1	1	2	0	0	0	0	0	0		
West Bay	68	55	49	41	15	12	10	14	5		

Source:

State of California Environmental Protection Agency, Water Resources Control Board, California Integrated Water Quality System Project (CIWQS). *SSO Report Form*. Accessed March 17, 2016. <https://ciwqs.waterboards.ca.gov/ciwqs/readOnly/PublicReportSSOServlet>.

Note: Bayshore amended the Water Resources Control Board value for 2007 (from 1 to 2). West Bay amended the Water Resources Control Board values for 2007 (from 46 to 68) and 2010 (from 40 to 41).

APPENDIX F: AGE PROFILE OF DISTRICT PIPELINES

Pipeline Age Profile	Bayshore	Westborough	Montara ^a	Granada	East Palo Alto	West Bay	Weighted Average
As %age of Total							
2000-Present	11%	30%	12%	3%	16%	11%	12%
1980-1999	60%	20%	20%	26%	15%	16%	20%
1960-1979	25%	50%	34%	65%	25%	15%	25%
1940-1959	4%	0%	34%	0%	44%	34%	28%
1920-1939	0%	0%	0%	6%	0%	19%	12%
1900-1919	0%	0%	0%	0%	0%	5%	3%
Pre-1960 Pipe	4%	0%	34%	6%	44%	58%	43%

Source: District data input to Grand Jury, February-March 2016.

Note:

^aMontara data did not identify pipeline age for the years before 1980. Although Montara Water and Sanitary District was formed in 1958, its roots go back to 1907 according to its website (<http://mwsd.montara.org/about/history>). The Grand Jury assumed, therefore, that 50% of its pre-1980 pipe was installed between 1940 and 1959, and that the remaining 50% was installed between 1960 and 1979.

APPENDIX G: SANITARY DISTRICT BUDGETS

Budget for FY 2015-2016

	Bayshore	West-borough	Montara	Granada	East Palo Alto	West Bay
Operating Income						
Permit & Inspection Fees	\$5,000	\$0	\$19,000	\$0	\$0	\$50,000
Property Tax Receipts	\$200,000	\$185,000	\$230,000	\$800,000	\$318,000	\$0
Sewer Service Charges	\$1,022,700	\$2,313,257	\$2,035,943	\$1,293,000	\$4,500,000	\$22,899,707
Other Revenue	\$0	\$0	\$47,000	\$55,500	\$26,000	\$624,614
Total Operating Revenue	\$1,227,700	\$2,498,257	\$2,331,943	\$2,148,500	\$4,844,000	\$23,574,321
Operating Expenses						
Administration & Finance	\$130,600	\$130,760	\$466,958	\$432,500	\$2,025,600	\$5,176,446
Collection	\$189,800	\$148,323	\$549,260	\$379,083	\$496,900	\$2,893,195
Treatment	\$840,000	\$1,900,012	\$707,892	\$1,019,855	\$1,513,000	\$5,881,095
Total Operating Expenses	\$1,160,400	\$2,179,095	\$1,724,110	\$1,831,438	\$4,035,500	\$13,950,736
Net Cash Flow From Operations	\$67,300	\$319,162	\$607,833	\$317,062	\$808,500	\$9,623,585
Investment Income						
Interest Income	\$12,000	\$10,735	\$11,281	\$6,200	\$52,540	\$125,000
Total Investment Income	\$12,000	\$10,735	\$11,281	\$6,200	\$52,540	\$125,000
Investment Expenses						
Collection Capital Projects	\$311,500	\$0	\$685,483	\$572,000	\$715,000	\$8,059,500
Treatment Capital Projects	\$0	\$0	\$160,666	\$210,045	\$0	\$5,343,044
Total Investment Expenses	\$311,500	\$0	\$846,149	\$782,045	\$715,000	\$13,402,544
Net Cash Flow Used by Investments	\$(299,500)	\$10,735	\$(834,868)	\$(775,845)	\$(662,460)	\$(13,277,544)

	Bayshore	West-borough	Montara	Granada	East Palo Alto	West Bay
Financing Income						
Connection Fees	\$40,000	\$0	\$325,604	\$14,100	\$18,000	\$50,000
Other Financing Income	\$0	\$0	\$20,692	\$355,000	\$0	\$1,000
Total Financing Income	\$40,000	\$0	\$346,296	\$369,100	\$18,000	\$51,000
Financing Expenses						
Loan Interest Expense	\$0	\$0	\$46,812	\$0	\$0	\$0
Loan Principal Expense	\$0	\$0	\$65,025	\$0	\$159,000	\$0
Total Financing Expense	\$0	\$0	\$111,837	\$0	\$159,000	\$0
Net Cash Flow From Financing	\$40,000	\$0	\$234,459	\$369,100	\$(141,000)	\$51,000
Overall Projected Cash Flow	\$(192,200)	\$329,897	\$7,424	\$(89,683)	\$5,040	\$(3,602,959)

Sources:

Bayshore Sanitary District. *Annual Budget Fiscal Year 2015-2016*. Adopted July 23, 2015. Accessed March 17, 2016. <http://bayshoresanitary.com/about/2000s/FY%202015-16%20Budget%20001.pdf>.
 East Palo Alto Sanitary District. *Approved Budget FY 2015-2016*. Accessed March 17, 2016. <http://www.epasd.com/home/showdocument?id=538>.
 Granada Community Services District. *Fiscal Year 2015/16 Budget*. Undated. http://granada.ca.gov/wp-content/uploads/2014/02/GSD_FY_2015-16_Budget.pdf.
 Montara Water and Sanitary District. *Fiscal Year 2015-2016 Budget Executive Summary*. Undated. http://mwisd.montara.org/assets/uploads/documents/documents/rates-and-fees/MWSD_2015-16_adopeted_budget.pdf.
 Westborough Water District. *Statement of Income and Expense, Adopted June 18, 2015*. June 18, 2015. <http://www.westboroughwater.com/Documents/ADOPTEDBUDGET20152016.pdf>.
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Note: District budgets were reformatted to a Grand Jury-designed standard format for comparison across districts. Each district was given an opportunity to review the reformatting and to make adjustments to capture its data as accurately as possible.

Budget for FY 2014-2015

	Bayshore	Westborough	Montara	Granada	East Palo Alto	West Bay
Operating Income						
Permit and Inspection Fees	\$2,000	\$0	\$14,000	\$0	\$0	\$50,000
Property Tax Receipts	\$150,000	\$179,000	\$225,000	\$750,000	\$318,000	\$0
Sewer Service Charges	\$1,045,000	\$2,154,281	\$2,181,853	\$1,273,000	\$4,366,000	\$20,909,847
Other Revenue	\$0	\$0	\$46,000	\$60,900	\$30,000	\$48,000
Total Operating Revenue	\$1,197,000	\$2,357,181	\$2,466,853	\$2,083,900	\$4,714,000	\$21,007,847
Operating Expenses						
Administration & Finance	\$117,000	\$124,295	\$416,538	\$427,900	\$1,980,000	\$4,713,532
Collection	\$183,100	\$150,840	\$490,613	\$354,561	\$410,400	\$2,749,220
Treatment Facility	\$800,000	\$1,771,730	\$624,021	\$1,082,555	\$1,375,000	\$5,350,000
Total Operating Expenses	\$1,100,100	\$2,046,865	\$1,531,172	\$1,865,016	\$3,765,400	\$12,812,752
Net Cash Flow From Operations	\$96,900	\$286,416	\$935,681	\$218,884	\$948,600	\$8,195,095
Investment Income						
Interest Income	\$13,000	\$10,117	\$31,974	\$7,000	\$54,000	\$125,000
Total Investment Income	\$13,000	\$10,117	\$31,974	\$7,000	\$54,000	\$125,000
Investment Expenses						
Collection Capital Projects	\$170,000	\$79,000	\$821,923	\$370,000	\$576,000	\$7,212,500
Treatment Capital Projects	\$0	\$0	\$63,360	\$156,500	\$0	\$4,136,382
Total Investment Expenses	\$170,000	\$79,000	\$885,283	\$526,500	\$576,000	\$11,348,882
Net Cash Flow Used by Investments	\$(157,000)	\$(68,883)	\$(853,309)	\$(519,500)	\$(522,000)	\$(11,223,882)
Financing Income						

	Bayshore	Westborough	Montara	Granada	East Palo Alto	West Bay
Connection Fees	\$10,000	\$0	\$228,488	\$14,100	\$18,000	\$50,000
Other Financing Income	\$0	\$0	\$0	\$135,000	\$0	\$1,000
Total Financing Income	\$10,000	\$0	\$228,488	\$149,100	\$18,000	\$51,000
Financing Expenses						
Loan Interest Expense	\$0	\$0	\$108,915	\$0	\$0	\$0
Loan Principal Expense	\$0	\$0	\$0	\$0	\$444,600	\$0
Total Financing Expense	\$0	\$0	\$108,915	\$0	\$444,600	\$0
Net Cash Flow From Financing	\$10,000	\$0	\$119,573	\$149,100	\$(426,600)	\$51,000
Overall Projected Cash Flow	\$(50,100)	\$217,533	\$201,945	\$(151,516)	\$0	\$(2,977,787)

Sources:

Bayshore Sanitary District. *Fiscal Year 2014-2015 Budget*. July 24, 2014. Accessed March 17, 2016. <http://bayshoresanitary.com/about/2000s/FY%202014-2015.pdf>.

East Palo Alto Sanitary District. *Approved Budget FY 2014-2015*. Accessed March 17, 2016. <http://38.106.4.240/Home/ShowDocument?id=446>.

Granada Sanitary District. *Fiscal Year 2014/15 Sewer District Budget*. Undated. http://granada.ca.gov/wp-content/uploads/2014/02/GSD_FY_2014-15_Budget.pdf.

Montara Water and Sanitary District. *Budget FY 2014-2015*. Undated. <http://mwsd.montara.org/assets/uploads/documents/rates-and-fees/Fiscal%20year%202014-2015%20budget%20Summary.pdf>.

Westborough Water District. *Statement of Income and Expense, Adopted June 12, 2014*. June 12, 2014. <http://www.westboroughwater.com/Documents/ADOPTEDBUDGET20142015.pdf>.

West Bay Sanitary District. *General Fund and Capital Asset Fund Budgets & Reserves, FY 2015-16*. *Approved June 10, 2015*. June 10, 2015. <https://westbaysanitary.org/wp-content/uploads/2015/06/FY2015-16-Budget-Approved.pdf>.

Note: District budgets were reformatted to a Grand Jury-designed standard format for comparison across districts. Each district was given an opportunity to review the reformatting and to make adjustments to capture its data as accurately as possible.

Budget for Bayshore Sanitary District

Budget from District Web Site				Restatement of Budget to Grand Jury Format			
#		FY 2014-15	FY 2015-16	Note: Include depreciation	#	FY 2014-15	FY 2015-16
	Revenues						
	Operating Revenues			Operating Income			
1	Sewer Service Charges	\$ 1,045,000	\$ 1,022,700	Permit & Inspection Fees	2	\$ 2,000	\$ 5,000
2	Permit Fees (Plan Check/Inspection)	\$ 2,000	\$ 3,000	Property Tax Receipts	6	\$ 150,000	\$ 200,000
3	Total Operating Revenues	\$ 1,047,000	\$ 1,027,700	Sewer Service Charges	1	\$ 1,045,000	\$ 1,022,700
	Non-Operating Revenues			Other Revenue	7	\$ -	\$ -
4	Connection/Capacity Fees	\$ 10,000	\$ 40,000	Total Operating Income		\$ 1,197,000	\$ 1,227,700
5	Interest	\$ 13,000	\$ 12,000	Operating Expenses			
6	Taxes	\$ 150,000	\$ 200,000	Administration & Finance	23-35, 38-43	\$ 117,000	\$ 130,600
7	Other	\$ -	\$ -	Collection	13-19, 36-37	\$ 183,100	\$ 189,800
8	Total Non-Operating Revenues	\$ 173,000	\$ 252,000	Treatment Facility	21	\$ 800,000	\$ 840,000
9	Total Revenues	\$ 1,220,000	\$ 1,279,700	Total Operating Expenses		\$ 1,100,100	\$ 1,160,400
	Contributions from Contingency Funds			Investment Income			
10	Capital Improvement Projects	\$ 50,100	\$ 192,200	Interest Income	5	\$ 13,000	\$ 12,000
11	Total Revenues and Contributions	\$ 1,270,100	\$ 1,471,900	Total Investment Income		\$ 13,000	\$ 12,000
	Expenditures			Investment Expenses			
12	Contractual Services			Capital Investment	46-56	\$ 170,000	\$ 311,500
	Collection System			Treatment Capital Assessment		\$ -	\$ -
13	a. Gas, Oil, & Fuel	\$ 900	\$ 600	Total Investment Expenses		\$ 170,000	\$ 311,500
14	b. O&M - Base	\$ 84,200	\$ 84,200	Investment Net		\$ (157,000)	\$ (209,500)
15	c. O&M - Inspections	\$ 10,000	\$ 15,000	Financing Income			
16	d. O&M - Miscellaneous	\$ 3,000	\$ 5,000	Connection Fees	4	\$ 10,000	\$ 40,000
17	e. Repairs & Maintenance	\$ 14,000	\$ 14,000	Other Financing Income		\$ -	\$ -
18	f. Utilities	\$ 14,000	\$ 14,000	Total Financing Income		\$ 10,000	\$ 40,000
19	g. Special Services	\$ 3,000	\$ 2,000	Financing Expenses			
20	Total Collection System	\$ 129,100	\$ 134,800	Loan Interest Expense		\$ -	\$ -
	Treatment & Disposal			Loan Principal Expense		\$ -	\$ -
21	a. San Francisco Contract	\$ 800,000	\$ 840,000	Total Financing Expenses		\$ -	\$ -
22	Total Contractual Services	\$ 929,100	\$ 974,800	Financing Net		\$ 10,000	\$ 40,000
	Administration & General			Overall Net Financial Flows		\$ (50,100)	\$ (192,200)
23	Benefits	\$ 11,350	\$ 12,000				
24	Director Fees & Expenses	\$ 14,250	\$ 15,000				
25	Payroll Service & Taxes	\$ 1,400	\$ 1,400				
26	Election Expenses	\$ -	\$ 3,500				
27	Insurance	\$ 10,000	\$ 10,000				
28	Memberships	\$ 3,000	\$ 3,000				
29	Office Expenses						
30	a. General	\$ 1,200	\$ 1,200				
31	b. Telephone & Internet	\$ 1,700	\$ 1,700				
32	c. Website Maintenance	\$ 2,000	\$ 2,000				
33	Professional Services						
34	a. Audit	\$ 10,500	\$ 10,500				
35	b. Legal	\$ 30,000	\$ 30,000				
36	c. Engineering - General	\$ 50,000	\$ 50,000				
37	d. Engineering - Plan Review	\$ 4,000	\$ 5,000				
38	e. Administration	\$ 17,000	\$ 18,200				
39	f. Other Professional Services	\$ 3,600	\$ 3,600				
40	Printing & Publications	\$ 1,300	\$ 4,000				
41	Board Room Maintenance & Repairs	\$ 500	\$ 5,000				
42	Travel & Meetings	\$ 5,000	\$ 5,000				
43	Licenses, Permits, & Fees	\$ 4,200	\$ 4,500				
44	Total Administration & General	\$ 171,000	\$ 185,600				
45	Total Operating Expenditures	\$ 1,100,100	\$ 1,160,400				
	Non-Operating Expenditures						
	Capital Improvements						
46	a. Pump Rehabilitation	\$ 10,000	\$ 10,000				
47	b. Lateral Replacements (2)	\$ 20,000	\$ 20,000				
48	c. Generator Replacement	\$ -	\$ 100,000				
49	d. 2014-15 Capital Project	\$ -	\$ 150,000				
50	e. Master Plan - GIS Development	\$ -	\$ 23,000				
51	f. Schwerin Street Manhole Raising	\$ -	\$ 8,500				
52	g. Force Main Contingency Plan	\$ 20,000	\$ -				
53	h. Rio Verde & Geneva Spot Repair	\$ 5,000	\$ -				
54	i. Midway Village Replacement	\$ 60,000	\$ -				
55	j. MacDonald & Geneva Replacement	\$ 20,000	\$ -				
56	g. Design, Construction Review & Contingency	\$ 35,000	\$ -				
57	Total Capital Improvements	\$ 170,000	\$ 311,500				
58	Total Non-Operating Expenditures	\$ 170,000	\$ 311,500				
59	Contributions to Contingency Funds	\$ -	\$ -				
60	Total Expenses and Contributions	\$ 1,270,100	\$ 1,471,900				

Budget for Westborough Water District

Budget from District Web Site				
Line		FY 2014-15	FY 2015-16	Alloc
Operating Income				
1	Water Sales	\$ 2,346,010	\$ 2,496,650	0%
2	Sewer Svc. And Transfer Charges	\$ 2,154,281	\$ 2,313,257	100%
3	Installation, Connect, and Misc.	\$ -	\$ -	0%
4	Total Operating Income	\$ 4,500,291	\$ 4,809,907	
Operating Expense				
5	Water Expenditures	\$ 1,993,248	\$ 2,146,579	0%
6	Sanitary Sewer Expenditures	\$ 1,848,802	\$ 1,982,664	4%
7	Admin & General Expenditures	\$ 828,630	\$ 871,730	15%
8	Depreciation	\$ 252,931	\$ 225,168	29%
9	Total Operating Expenditures	\$ 4,923,611	\$ 5,226,141	
	Gain (Loss) from Operations	\$ (423,320)	\$ (416,234)	
Non-Operating Income				
10	Property Taxes	\$ 358,000	\$ 370,000	50%
11	Investment Interest	\$ 20,234	\$ 21,469	50%
12	Other	\$ 47,800	\$ 27,215	0%
13	Total Non-Operating Income	\$ 426,034	\$ 418,684	
Non-Operating Expense				
14	Miscellaneous Expense	\$ -	\$ -	0%
15	Total Non-Operating Expense	\$ -	\$ -	
16	Gain (Loss) from Non-Operating	\$ 426,034	\$ 418,684	
17	Net Income Before Capital Facilities Inc	\$ 2,714	\$ 2,450	
18	Capital Facilities Income	\$ -	\$ -	0%
19	Net Income	\$ 2,714	\$ 2,450	

Note: Budget between water and sewer not separated.

GM provided guidelines for assumptions below in interview 6/2/16

Assumptions

1	Sanitary sewer expenditures	Collection	Treatment
		4%	96%
	2015-16 Split	\$ 82,652	\$ 1,900,012
2	Admin & General Expenditures	Water	Sewer
	50% sewer	85%	15%
3	Depreciation	Water	Sewer
	6:30:15 capital assets, net	\$ 3,959,803	\$ 1,630,408
	Percentage distribution	71%	29%
4	Property Taxes	50%	50%
5	Investment Interest	50%	50%
6	Other, Misc. Expense, Capital Facilities	100%	0%
	Rent from cell phone tower		
7	Capital	FY 2014-15	FY 2015-16
	Collection	\$ 79,000	\$ -
	Treatment	\$ -	\$ -
	Not separately allocated		
		Water	Sewer
8	Professional services	50%	50%
9	Board	50%	50%

Restatement of Budget to Standard Format				
Note: Include depreciation	Line #s	FY 2014-15	FY 2015-16	
Operating Income				
Permit & Inspection Fees		\$ -	\$ -	
Property Tax Receipts	10	\$ 179,000	\$ 185,000	
Sewer Service Charges	2	\$ 2,154,281	\$ 2,313,257	
Other Revenue	12	\$ -	\$ -	
Total Operating Income		\$ 2,333,281	\$ 2,498,257	
Operating Expenses				
Administration & Finance	7	\$ 124,295	\$ 130,760	
Collection	6, 8	\$ 150,840	\$ 148,323	
Treatment Facility	6	\$ 1,771,730	\$ 1,900,012	
Total Operating Expenses		\$ 2,046,865	\$ 2,179,095	
Operating Net		\$ 286,416	\$ 319,162	
Investment Income				
Interest Income	11, 18	\$ 10,117	\$ 10,735	
Total Investment Income		\$ 10,117	\$ 10,735	
Investment Expenses				
Capital Investment		\$ 79,000	\$ -	
Treatment Capital Assessment		\$ -	\$ -	
Total Investment Expenses		\$ 79,000	\$ -	
Investment Net		\$ (68,883)	\$ 10,735	
Financing Income				
Connection Fees		\$ -	\$ -	
Other Financing Income	14	\$ -	\$ -	
Total Financing Income		\$ -	\$ -	
Financing Expenses				
Loan Interest Expense		\$ -	\$ -	
Loan Principal Expense		\$ -	\$ -	
Total Financing Expenses		\$ -	\$ -	
Financing Net		\$ -	\$ -	
Overall Net Financial Flows		\$ 217,533	\$ 329,897	

Budget for Montara Water and Sanitary District

Budget from District Web Site			Restatement of Budget to Standard Format			
#		FY 2014-15	FY 2015-16	#	FY 2014-15	FY 2015-16
1	Operating Revenue					
2	Cell Tower Lease	\$ 31,500	\$ 32,000			
3	Admin Fees (New Construction)	\$ 3,600	\$ 2,500	2-6	\$ 14,000	\$ 19,000
4	Admin Fees (Remodel)	\$ 1,000	\$ 3,000	7	\$ 225,000	\$ 230,000
5	Inspection Fees (New Construction)	\$ 3,400	\$ 2,000	8-9	\$ 2,181,853	\$ 2,035,943
6	Inspection Fees (Remodel)	\$ 2,000	\$ 4,500	1, 10	\$ 46,000	\$ 47,000
7	Remodel Fees	\$ 4,000	\$ 7,000			
8	Property Tax Receipts	\$ 225,000	\$ 230,000			
9	Sewer Service Charges	\$ 2,183,853	\$ 2,039,943			
10	Sewer Service Refunds, Customer	\$ (2,000)	\$ (4,000)			
11	Waste Collection Revenues	\$ 14,500	\$ 15,000			
	Total Operating Revenue	\$ 2,466,853	\$ 2,331,943			
12	Operating Expenses					
13	Bank Fees	\$ 3,100	\$ 4,000			
14	Board Meetings	\$ 2,500	\$ 2,500			
15	Director Fees	\$ 2,500	\$ 3,300			
16	Election Expenses	\$ -	\$ -			
17	Conference Attendance	\$ 2,000	\$ 2,000			
18	Information Systems	\$ 6,000	\$ 6,000			
19	Fidelity Bond	\$ 900	\$ -			
20	Property & Liability Insurance	\$ 1,500	\$ 1,755			
21	LAFCO Assessment	\$ 1,600	\$ 1,987			
22	Meeting Attendance, Legal	\$ 11,000	\$ 9,500			
23	General Legal	\$ 20,000	\$ 15,000			
24	Litigation	\$ -	\$ -			
25	Maintenance, Office	\$ 3,000	\$ 6,000			
26	Meetings, Local	\$ -	\$ -			
27	Office Supplies	\$ 9,000	\$ 9,000			
28	Postage	\$ 4,000	\$ 2,000			
29	Printing & Publishing	\$ 4,000	\$ 3,000			
30	Accounting	\$ 30,000	\$ 30,000			
31	Audit	\$ 15,000	\$ 13,000			
32	Consulting	\$ 11,500	\$ 13,000			
33	Data Services	\$ 5,500	\$ 6,000			
34	Labor & HR Services	\$ 2,250	\$ 2,250			
35	Payroll Services	\$ 900	\$ 800			
36	Other Professional Services	\$ -	\$ -			
37	San Mateo County Tax Roll Charges	\$ 3,000	\$ 2,500			
38	Telephone & Internet	\$ 9,000	\$ 9,000			
39	Mileage Reimbursement	\$ 1,500	\$ 1,500			
40	Reference Materials	\$ 200	\$ 200			
41	Other Administrative	\$ -	\$ -			
42	CalPERS 457 Deferred Plan	\$ 13,065	\$ 13,700			
43	Employee Benefits	\$ 41,298	\$ 36,497			
44	Disability Insurance	\$ 1,139	\$ 1,451			
45	Payroll Taxes	\$ 15,052	\$ 14,983			
46	Worker's Compensation Insurance	\$ 7,856	\$ 3,891			
47	Management	\$ 79,129	\$ 86,041			
48	Staff	\$ 97,777	\$ 103,000			
49	Staff Certification	\$ 1,800	\$ 1,854			
50	Staff Overtime	\$ 2,382	\$ 3,718			
51	Staff Standby	\$ -	\$ 1,147			
52	District Sponsored Defined Benefit Plan	\$ -	\$ 45,285			
53	Claims, Property Damage	\$ 10,000	\$ 10,000			
54	Education & Training	\$ 1,000	\$ 1,000			
55	Meeting Attendance, Engineering	\$ 5,000	\$ 2,000			
56	General Engineering	\$ 25,000	\$ 50,000			
57	Equipment & Tools, Expensed	\$ 1,000	\$ 1,000			
58	Alarm Services	\$ 5,000	\$ 3,000			
59	Landscape	\$ 2,400	\$ 2,400			
60	Pumping Fuel & Electricity	\$ 35,000	\$ 27,000			
61	Maintenance, Collection System	\$ 20,000	\$ 10,000			
62	Fuel	\$ 800	\$ 800			
63	Truck Equipment, Expensed	\$ 160	\$ 160			
64	Truck Repairs	\$ 400	\$ 400			
65	Total Other Operations	\$ -	\$ -			
66	SAM Collections	\$ 305,853	\$ 360,500			
67	SAM Operations	\$ 624,021	\$ 707,892			
68	SAM Prior Year Adjustment	\$ -	\$ -			
69	SAM Maintenance, Collection System	\$ 40,000	\$ 40,000			
70	SAM Maintenance, Pumping	\$ 50,000	\$ 50,000			
	Total Operations Expenses	\$ 1,531,172	\$ 1,724,110			
71	Net Cash Flow Provided by Operations	\$ 935,681	\$ 607,833			
	Investment Income					
72	Interest Revenue					
73	-Employee Loans	\$ 31,974	\$ 11,281			
74	-LAF, Interest	\$ 8,000	\$ 8,000			
	Total Investment Income	\$ 31,974	\$ 11,281			
	Investment Expenses					
75	Capital Improvement Program	\$ 821,923	\$ 685,483			
76	SAM Capital Assessment	\$ 63,260	\$ 160,666			
	Total Investment Expenses	\$ 885,283	\$ 846,149			
78	Net Cash Flow Used by Investments	\$ (853,309)	\$ (834,868)			
	Financing Income					
79	Connection Fees (Residential New Const)	\$ 228,488	\$ 346,296			
80	Connection Fees (Residential Remodel)	\$ 50,000	\$ 50,000			
81	Employee Loan Program - Principal Received	\$ -	\$ 20,692			
	Total Financing Income	\$ 228,488	\$ 346,296			
	Financing Expense					
82	Loan Interest Expense					
83	-PNC Equipment Lease	\$ 56,240	\$ 20,790			
84	-F Bank Loan	\$ 52,575	\$ 26,022			
85	Loan Principal Expense	\$ -	\$ 65,025			
	Total Financing Expense	\$ 108,915	\$ 111,837			
87	Net Cash Flow Provided by Financing Activities	\$ 119,573	\$ 234,459			
88	Overall Projected Cash Flow	\$ 201,945	\$ 7,424			
89	Transfer to Sewer Reserves	\$ -	\$ (7,424)			
90	Net Cash Flow	\$ -	\$ -			

Budget for Granada Community Services District

Budget from District Web Site				Restatement of Budget to Grand Jury Format			
Lin		FY 2014-15	FY 2015-16	Note: Include depreciation	Line #s	FY 2014-15	FY 2015-16
	Operating Revenues						
1	Property Tax Allocation	\$ 550,000	\$ 550,000	Operating Income			
2	Annual Sewer Service Charges	\$ 1,273,000	\$ 1,293,000	Permit & Inspection Fees		\$-	\$-
3	Reim. From A.D. - Salary & Overhead	\$ 35,400	\$ 30,000	Property Tax Receipts	1-43	\$ 750,000	\$ 800,000
4	Recology of the Coast Franchise Fee	\$ 23,500	\$ 23,500	Sewer Service Charges	2	\$ 1,273,000	\$ 1,293,000
5	Miscellaneous	\$ 2,000	\$ 2,000	Other Revenue	5-Mar	\$ 60,900	\$ 55,500
6	Total Revenues	\$ 1,883,900	\$ 1,898,500	Total Operating Income		\$ 2,083,900	\$ 2,148,500
	Operating Expenses			Operating Expenses			
7	SAM General (Treatment & Admin)	\$ 988,155	\$ 925,455	Administration & Finance	14-21, 23-35	\$ 427,900	\$ 432,500
8	SAM Collections	\$ 263,061	\$ 268,083	Collection	8-11, 22	\$ 334,561	\$ 379,083
9	Lateral Repairs	\$ 40,000	\$ 60,000	Treatment Facility	7, 12	\$ 1,082,555	\$ 1,019,855
10	CCTV	\$ 30,000	\$ 30,000	Total Operating Expenses		\$ 1,845,016	\$ 1,831,438
11	Pet Waste Stations	\$ 1,500	\$ 1,000				
12	Plant Shortfall Debt Service (COP)	\$ 94,400	\$ 94,400	Operating Net		\$ 238,884	\$ 317,062
13	Total Operations Expenditures	\$ 1,417,116	\$ 1,378,938	Investment Income			
	Administrative Expenses			Interest Income	39	\$ 7,000	\$ 6,200
14	Accounting	\$ 2,000	\$ 2,000	Total Investment Income		\$ 7,000	\$ 6,200
15	Auditing	\$ 8,000	\$ 12,000				
16	Copier Lease	\$ 7,000	\$ 7,000	Investment Expenses			
17	County Tax Roll Charges	\$ 7,600	\$-	Capital Investment	45-47	\$ 370,000	\$ 572,000
18	Directors' Compensation	\$ 11,000	\$ 11,000	Treatment Capital Assessment	48	\$ 156,500	\$ 210,045
19	Education & Travel Reimbursement	\$ 2,000	\$ 2,000	Total Investment Expenses		\$ 526,500	\$ 782,045
20	Employee Salaries	\$ 105,000	\$ 110,000				
21	Employee Medical, Payroll Taxes, & Retirement	\$ 55,500	\$ 58,000	Investment Net		\$ (519,500)	\$ (775,845)
22	Engineering Services (General)		\$ 20,000				
23	Insurance	\$ 12,000	\$ 6,000	Financing Income			
24	Legal Services	\$ 60,000	\$ 60,000	Connection Fees	40	\$ 14,100	\$ 14,100
25	Memberships	\$ 10,000	\$ 10,000	Other Financing Income	41-42	\$ 135,000	\$ 355,000
26	Newsletter	\$ 2,500	\$ 2,500	Total Financing Income		\$ 149,100	\$ 369,100
27	Office Lease	\$ 50,000	\$ 50,000				
28	Office Maintenance & Repairs	\$ 2,000	\$ 2,000	Financing Expenses			
29	Office Supplies	\$ 5,000	\$ 5,000	Loan Interest Expense		\$-	\$-
30	Professional Services - Other	\$ 65,000	\$ 65,000	Loan Principal Expense		\$-	\$-
31	Publications & Notices	\$ 3,500	\$ 10,000	Total Financing Expense		\$-	\$-
32	Utilities	\$ 8,800	\$ 9,000				
33	Video Taping of Board Meetings	\$ 3,000	\$ 2,000	Financing Net		\$ 149,100	\$ 369,100
34	Computers	\$ 1,000	\$ 2,000				
35	Miscellaneous	\$ 7,000	\$ 7,000	Overall Net Financial Flows		\$ (131,516)	\$ (89,683)
36	Total Administration Expenditures	\$ 427,900	\$ 452,500				
37	Total Operating Expenditures	\$ 1,845,016	\$ 1,831,438				
38	Net To/(From) Reserves	\$ (38,884)	\$ (67,062)				
	Non-Operating Revenues						
39	Interest on Reserves	\$ 7,000	\$ 6,200				
40	Connection Fees	\$ 14,100	\$ 14,100				
41	SAM Refund from Prior Year Allocation	\$-	\$ 5,000				
42	Repayment of Monies Advanced to the Assessment District	\$ 135,000	\$ 350,000				
43	ERAF Refund from Prior Year	\$ 200,000	\$ 250,000				
44	Total Non-Operating Revenues	\$ 356,100	\$ 625,300				
	Capital Projects and Reserve Fund Balance						
	Capital Projects						
45	Mainline System Repairs	\$ 10,000	\$ 10,000				
46	Sewer Main Replacement CIP	\$ 340,000	\$ 550,000				
47	Update of Sewer System Management Plan	\$ 20,000	\$ 12,000				
48	SAM - Projects	\$ 156,500	\$ 210,045				
49	Total Capital Improvement Projects	\$ 526,500	\$ 782,045				
	Capital Reserve Fund						
50	Beginning Balance on July 1	\$ 3,511,000	\$ 3,081,000				
51	Capital Projects	\$ (526,500)	\$ (782,045)				
52	Transfer (to)/from Operating Budget	\$ 38,884	\$ 67,062				
53	Transfer (to)/from Non-Operating Revenues	\$ 356,100	\$ 625,300				
54	Total Reserve at End of Fiscal Year	\$ 3,379,484	\$ 2,991,317				

Budget for West Bay Sanitary District

Budget from District Web Site				Restatement of Budget to Standard Format			
	FY 2014-15	FY 2015-16		FY 2014-15	FY 2015-16		
General Fund			None: Include depreciation				
Fund Income			Operating Income				
Operating Income			Permit & Inspection Fees	5	\$ 50,000	\$ 50,000	
1 Non-Residential	\$ 4,427,515	4,693,223	Property Tax Receipts		\$-	\$-	
2 Residential	\$ 16,482,332	18,206,484	Sewer Service Charges	1,2	\$ 20,909,847	\$ 22,899,707	
3 Total Sewer Service Charges	\$ 20,909,847	\$ 22,899,707	Other Revenue	4,6	\$ 48,000	\$ 624,614	
4 Flow Equalization Cost Sharing	\$ 48,000	309,000	Total Operating Income		\$ 21,007,847	\$ 23,574,321	
5 Permit and Inspection Fees	\$ 30,000	50,000	Operating Expenses				
6 Other Operating Income (L, AH & WS)	\$-	315,814	Administration & Finance	21-24, 27-29,	\$ 4,713,532	\$ 5,176,446	
7 Total Operating Income	\$ 21,007,847	\$ 23,574,321	Collection	25-26, 30-31,	\$ 2,749,220	\$ 2,893,193	
8 Non-Operating Income	\$ 50,000	50,000	Treatment Facility	43	\$ 5,350,600	\$ 5,881,093	
9 Other Non-Operating Income	\$ 1,000	1,000	Total Operating Expenses		\$ 12,812,752	\$ 13,950,736	
10 Total Non-Operating Income	\$ 51,000	\$ 51,000	Operating Net (including depreciation)		\$ 8,195,095	\$ 9,623,585	
11 Total Income	\$ 21,058,847	\$ 23,625,321	Investment Income				
12 General Fund Available Balance	\$ 6,505,889	\$ 7,441,158	Interest Income	8, 62	\$ 125,000	\$ 125,000	
14 Total Available for Fiscal Year	\$ 27,364,736	\$ 31,066,479	Total Investment Income		\$ 125,000	\$ 125,000	
Fund Expenditures			Investment Expenses				
15 Total Operating Expense (Excl. Depreciation)	\$ 6,044,252	\$ 6,548,641	Capital Investment	65-70	\$ 7,212,500	\$ 8,059,500	
16 Total Non-Operating Expense	\$ 9,504,882	\$ 11,245,139	Treatment Capital Assessment	44-52	\$ 4,136,382	\$ 5,342,044	
17 Total Current Expense (Excl. Depreciation)	\$ 15,349,134	\$ 17,793,780	Total Investment Expenses		\$ 11,348,882	\$ 13,401,544	
18 General Fund Operating Reserve	\$ 6,505,889	\$ 7,441,158	Investment Net		\$ (11,223,882)	\$ (13,277,544)	
19 Subtotal Total Current Exp & Operating Reserve	\$ 22,055,023	\$ 25,234,938	Financing Income				
20 Amount in Transfer To (From) CA Fund	\$ 5,309,713	\$ 5,831,541	Connection Fees	61	\$ 50,000	\$ 50,000	
Fund Expenditures - Detail			Other Financing Income	9	\$ 1,000	\$ 1,000	
Operating Expense			Total Financing Income		\$ 51,000	\$ 51,000	
21 Salaries & Wages	\$ 2,814,271	3,092,348	Financing Expenses				
22 Employee Benefits	\$ 1,204,077	1,337,664	Loan Interest Expense		\$-	\$-	
23 Directors' Fees	\$ 24,404	24,404	Loan Principal Expense		\$-	\$-	
24 Election Expense	\$-	40,000	Total Financing Expenses		\$-	\$-	
25 Depreciation	\$ 1,400,000	1,500,000	Financing Net		\$ 51,000	\$ 51,000	
26 Gasoline, Oil & Fuel	\$ 65,000	70,000	Overall Net Financial Flows		\$ (2,977,787)	\$ (3,602,959)	
27 Insurance	\$ 92,000	92,000					
28 Memberships	\$ 23,350	30,000					
29 Office Expense	\$ 33,000	33,000					
30 Operating Supplies	\$ 323,295	332,195					
31 Contractual Services	\$ 288,000	388,000					
32 Professional Services	\$ 425,350	425,350					
33 Printing & Publications	\$ 62,500	62,500					
34 Rents & Leases	\$ 24,000	38,600					
35 Repairs & Maintenance	\$ 252,825	259,000					
36 Research & Monitoring	\$ 8,000	33,000					
37 Travel & Meetings	\$ 55,500	55,500					
38 Utilities	\$ 140,500	145,000					
39 Other Operating Expenses	\$ 153,000	145,000					
40 Transfer Overhead Expense to Solid Waste Fund	\$ (65,000)	\$ (65,000)					
41 Total Operating Expense (incl. Depreciation)	\$ 7,444,252	\$ 8,048,641					
42 Total Operating Expense (excl. Depreciation)	\$ 6,044,252	\$ 6,548,641					
Non-Operating Expense							
43 Contributions to S.B.S.A. (Operations)	\$ 5,330,000	5,881,093					
44 Contributions to S.B.S.A. Capital Reserve (former)	\$-	153,000					
45 SVCW Bonds (Formerly SBSA) (\$10 million)	\$ 203,877	204,378					
46 SVCW Bonds (Formerly SBSA) (\$55 million)	\$ 1,305,283	1,305,283					
47 SVCW Bonds (\$65 million)	\$ 1,084,222	1,145,000					
48 SVCW - SRF Debt Service	\$ 207,000	225,000					
49 SVCW - SRF Reserve Contribution	\$ 401,000	693,889					
50 SVCW - Line of Credit	\$ 24,000	70,000					
51 2012 SVCW - SRF Loan	\$ 401,000	401,000					
52 Future SVCW Bonds 2014-15 (\$60 million)	\$ 500,000	1,145,000					
53 Other Non-Operating Expense	\$ 6,000	6,000					
54 Contributions to LAPCO	\$ 12,500	15,000					
55 Total Non-Operating Expense	\$ 9,504,882	\$ 11,245,139					
56 Total Current Expense (excl. Depreciation)	\$ 15,349,134	\$ 17,793,780					
Reserves							
57 Reserve for Operations (5 months Total Exp)	\$ 6,505,889	\$ 7,441,158					
58 Total Reserves	\$ 6,505,889	\$ 7,441,158					
59 Total Expense, Liabilities, and Reserves	\$ 22,055,023	\$ 25,234,938					
Capital Assets Fund							
Fund Income & Reserves							
60 Beginning Balance for Fiscal Year	\$ 11,258,357	16,202,765					
61 Anticipated Connection Charges Revenue	\$ 50,000	50,000					
62 Interest Income	\$ 75,000	75,000					
63 Projected Transfer from General Fund	\$ 5,509,713	\$ 5,831,541					
64 Total Income & Reserves	\$ 16,893,070	\$ 22,159,306					
Fund Capital Expenditures							
65 Administration	\$ 345,000	330,000					
66 Collection Facilities	\$ 722,500	434,500					
67 Subsurface Lines and Other Plant	\$ 5,960,000	7,110,000					
68 Construction Projects Environmental Review	\$ 10,000	10,000					
69 Manhole Raising/Paving Projects	\$ 100,000	100,000					
70 Allowance for Unanticipated Expenses	\$ 75,000	75,000					
71 Total Capital Expenditures	\$ 7,212,500	8,059,500					
Reserve Transfers							
72 Emergency Capital Reserves Transfer	\$ 350,000	\$-					
73 Capital Project Reserves Transfer	\$ 350,000	320,000					
74 Equipment Replacement Reserves Transfer	\$-	215,000					
75 Total Capital Expenditures, Reserve Transfers & CIP C.	\$ 7,912,500	\$ 8,594,500					
76 Projected Available Fund at Year End	\$ 8,980,570	\$ 13,564,806					
Fund Accounting							
77 General Fund	\$ 6,505,889	\$ 7,441,158	\$ 935,269	\$ 935,269	\$-	\$-	
78 Capital Assets Fund	\$ 5,000,000	\$ 5,000,000	\$-	\$-	\$-	\$-	
79 Capital Project Reserve	\$ 3,500,000	\$ 2,860,000	\$ (640,000)	\$ 320,000	\$ (940,000)	\$ (940,000)	
80 Equipment Replacement Reserve	\$-	\$ 65,000	\$ 65,000	\$ 215,000	\$ (150,000)	\$ (150,000)	
81 Solid Waste Fund	\$ 92,838	\$ 112,838	\$ 20,000	\$ 20,000	\$-	\$-	
82 Total Reserves	\$ 15,098,727	\$ 15,478,996	\$ 780,269	\$ 1,490,269	\$ (1,110,000)	\$ (1,110,000)	

APPENDIX H: SANITARY DISTRICT BUDGET ANALYSIS FY 2015-2016

	Bayshore	West-borough	Montara	Granada	East Palo Alto	West Bay
All Revenue	\$1,279,700	\$2,508,992	\$2,689,520	\$2,523,800	\$4,914,540	\$23,750,321
Treatment Capital & Expense	\$840,000	\$1,900,012	\$868,558	\$1,229,900	\$2,228,000	\$11,224,139
Treatment as % of Revenue	66%	76%	32%	49%	31%	47%
As % of Revenue						
Sewer Service Charges	80%	92%	76%	51%	92%	96%
Property Tax	16%	7%	9%	32%	6%	0%
Permit & Connection Fees	4%	0%	14%	15%	0%	0%
Interest & Other	1%	0%	2%	2%	2%	3%
Rate Analysis						
Average Residential Rate	\$613	\$512	\$810	\$402	\$575	\$973
Property Tax	\$200,000	\$185,000	\$230,000	\$800,000	\$318,000	\$0
# of Customers	1,739	3,790	1,964	2,560	7,066	19,201
Property Tax/Customer	\$115	\$49	\$117	\$313	\$45	\$0
Rate w/o Property Tax Benefit	\$728	\$561	\$927	\$715	\$620	\$973
Operating Expense Analysis						
Miles of Sewer Pipe	16.0	20.7	29.5	34.0	35.0	208.0
Collection Cost/Mile	\$11,863	\$7,165	\$18,619	\$11,148	\$14,197	\$13,910

Sources: See Appendix D: Sewage System Characteristics by District. See Appendix G: Sanitary District Budgets. See Appendix I: Sanitary District Sewer Rates.

APPENDIX I: SANITARY DISTRICT SEWER RATES

Payment Method and Calculation

Type	Name	How Paid	How Calculated
Independent	Bayshore Sanitary District	Property Tax Bill	Water Consumption ^a
Independent	Westborough Water District	Property Tax Bill	Water Consumption
Independent	Montara Water & Sanitary District	Property Tax Bill	Water Consumption
Independent	Granada Community Services District	Property Tax Bill	Fixed Rate ^b
Independent	East Palo Alto Sanitary District	Property Tax Bill	Fixed Rate
Independent	West Bay Sanitary District	Property Tax Bill	Fixed Rate
SMC County	Burlingame Hills Sewer Maintenance	Property Tax Bill	Fixed Rate
SMC County	Crystal Springs County Sanitation	Property Tax Bill	Fixed Rate
SMC County	Devonshire County Sanitary	Property Tax Bill	Fixed Rate
SMC County	Edgewood Sewer Maintenance	Property Tax Bill	Fixed Rate
SMC County	Emerald Lake Heights Sewer Maintenance-Zone 1	Property Tax Bill	Fixed Rate
SMC County	Emerald Lake Heights Sewer Maintenance-Zone 2	Property Tax Bill	Fixed Rate
SMC County	Fair Oaks Sewer Maintenance	Property Tax Bill	Fixed Rate
SMC County	Harbor Industrial Sewer Maintenance	Property Tax Bill	Fixed Rate
SMC County	Kensington Square Sewer Maintenance	Property Tax Bill	Fixed Rate
SMC County	Oak Knoll Sewer Maintenance	Property Tax Bill	Fixed Rate
SMC County	Scenic Heights County Sanitation	Property Tax Bill	Fixed Rate

Notes:

^aDistricts with water consumption-based rates provided an average residential rate. Each single-family residence is charged based on water consumption during winter months.

^bFixed rate: All single-family residences are charged a fixed rate set annually.

Sewer Rates and Growth—Independent Districts

Name	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	% Growth 2011 to 2016
Bayshore Sanitary District	\$613	\$613	\$613	\$613	\$613	\$613	\$613	100%
Westborough Water District	\$397	\$396	\$391	\$413	\$465	\$512	\$516	129%
Montara Water & Sanitary District	\$728	\$711	\$741	\$763	\$904	\$810	\$751	111%
Granada Community Services District	\$365	\$383	\$402	\$402	\$402	\$402	\$402	110%
East Palo Alto Sanitary District	\$485	\$520	\$520	\$520	\$550	\$575	\$575	119%
West Bay Sanitary District	\$650	\$690	\$752	\$820	\$893	\$973	\$1,031	150%
Average Rate and Growth	\$540	\$552	\$570	\$589	\$638	\$648	\$648	120%

Sources: 2015-2016: Provided by Sanitary Districts.

Bayshore

Data submitted by district. Based on 200 gallons per day for an average family.

Westborough

Data submitted by district; based on total units in January and February of each year divided by number of customers times the applicable rate.

Montara

Data submitted by district; average bill based on average water consumed times the applicable rate.

Granada

2014-2015: Bay Area Clean Water Agencies, *Sewer Rate Survey 2015*. <http://bacwa.org/wp-content/uploads/2016/01/BACWA-Sewer-Rate-Survey-May-2015.pdf>

2013-2014: Granada Sanitary District, *Fiscal Year 2013/14 Budget*. http://granada.ca.gov/wp-content/uploads/2014/02/GSD_FY_2013-14_Budget.pdf.

2012-2013: Granada Sanitary District, *Basic Financial Statements and Supplemental Information, Years Ended June 30, 2013 and 2012*. http://granada.ca.gov/wp-content/uploads/2014/02/GSD_FY_2012-13_Audit.pdf.

2010-2011; 2011-2012: Granada Sanitary District, *Basic Financial Statements and Supplemental Information, Years Ended June 30, 2012 and 2011*. http://granada.ca.gov/wp-content/uploads/2014/02/GSD_FY_2011-12_Audit.pdf.

2013-2014; 2014-2015: East Palo Alto Sanitary District, *Agenda Packet July 27, 2014, Resolution 1129*. <http://www.epasd.com/home/showdocument?id=84>.

2012-2013: East Palo Alto Sanitary District, *Agenda Packet May 18, 2013, Resolution 1086*, <http://www.epasd.com/home/showdocument?id=262>.

2011-2012: East Palo Alto Sanitary District, *Minutes, June 7, 2012, Resolution 1065*, <http://38.106.4.240/home/showdocument?id=112>.

2010-2011: East Palo Alto Sanitary District, *Agenda Packet, April 5, 2012, Audit for Fiscal Year End June 30, 2011*, <http://www.epasd.com/home/showdocument?id=240>.

West Bay

HF&H Consultants, LLC, West Bay Sanitary District. Sewer Rate Study, Final Report, April 22, 2015. http://westbaysanitary.org/wsbd-prod/resources/1400/WBSD_FINALReport_22April2015.pdf.

Sewer Rates and Growth—County-Managed Districts

Name	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	% Growth 2011-2016
Burlingame Hills Sewer Maintenance	\$1,150	\$1,595	\$1,595	\$1,595	\$1,595	\$1,595	Not Available	139%
Crystal Springs County Sanitation	\$1,200	\$1,200	\$1,350	\$1,350	\$1,350	\$1,350	Not Available	113%
Devonshire County Sanitary	\$900	\$1,000	\$1,025	\$1,050	\$1,075	\$1,100	\$1,125	122%
Edgewood Sewer Maintenance	\$900	\$950	\$1,025	\$1,100	\$1,175	\$1,250	\$1,325	139%
Emerald Lake Heights Sewer Maintenance-Zone 1	\$1,100	\$1,130	\$1,160	\$1,190	\$1,220	\$1,250	\$1,280	114%
Emerald Lake Heights Sewer Maintenance-Zone 2	\$770	\$810	\$850	\$890	\$930	\$970	\$1,010	126%
Fair Oaks Sewer Maintenance	\$420	\$470	\$500	\$530	\$560	\$590	\$620	140%
Harbor Industrial Sewer Maintenance	\$310	\$320	\$330	\$340	\$350	\$360	\$370	116%
Kensington Square Sewer Maintenance	\$900	\$975	\$1,015	\$1,055	\$1,095	\$1,135	\$1,175	126%
Oak Knoll Sewer Maintenance	\$800	\$900	\$930	\$960	\$990	\$1,020	\$1,050	128%
Scenic Heights County Sanitation	\$950	\$1,050	\$1,080	\$1,110	\$1,140	\$1,170	\$1,200	123%
Average Rate and Growth	\$855	\$945	\$987	\$1,015	\$1,044	\$1,072	\$1,017	125%

Source:

San Mateo County Public Works. *Sewer Service Rate Information*. Accessed March 11, 2016. <http://publicworks.smcgov.org/sewer-service-rate-information>.
 County of San Mateo, Inter-Departmental Correspondence, Department of Public Works, *Executive Summary - Adoption of Proposed Sewer Service Rates and Fiscal Year 2011-12 Sewer Service Charges Report for the Ten County Sewer/Sanitation Districts Governed by the Board of Supervisors*, July 11, 2011, <http://publicworks.smcgov.org/sites/publicworks.smcgov.org/files/SSC%202011%20BOS%2020110726.pdf>.

Sewer Rates and Growth—Combined

Name	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	% Growth 2011-2016
Combined Average Rate and Growth (Independent and County-Managed Districts)	\$743	\$807	\$840	\$865	\$900	\$922	\$870	124%
Consumer Price Index, San Francisco Area, Annual Rate as of June	2.40%	2.60%	2.60%	3.0%	2.30%			114%

Source:

United States Department of Labor, Bureau of Labor Statistics, Western Information Office, *Consumer Price Index, San Francisco Area-February 2016*.
http://www.bls.gov/regions/west/news-release/consumerpriceindex_sanfrancisco.htm.

APPENDIX J: BOARD COSTS FOR SANITARY DISTRICTS

FY 2015-2016	Bayshore	West-borough	Montara	Granada	East Palo Alto	West Bay
Regular Meeting Compensation	\$190	\$100	\$75	\$145	\$293	\$207
Regular Meeting Frequency ^a	Monthly	Monthly	Twice Monthly	Monthly	Monthly	Twice Monthly
Board Expenses						
Directors' Fees	\$15,000	\$5,250	\$3,300	\$11,000	\$56,000	\$34,404
Memberships	\$3,000	\$15,816		\$5,000	\$15,000	\$12,000
Meetings and Travel	\$5,000	\$3,350		\$1,000	\$14,000	\$9,000
Other	\$12,000		\$2,000		\$6,800	\$0
Total Board Expenses	\$35,000	\$24,416	\$5,300	\$17,000	\$91,800	\$55,404
Expense/Director	\$7,000	\$4,883	\$1,060	\$3,400	\$18,360	\$11,081
Benefits	Dental, Life Insurance for Directors and Spouse/Partner or Children	None	None	None	Dental, Vision, Health	None
Professional Memberships ^b	CASA, CSDA, USA	BAWSCA, SSF CoC ACWA, CSDA	None	CASA, CSDA	CASA, CSDA, CoC	CASA

Source: District data input to Grand Jury, February-March 2016.

Notes: ^aExcludes committee meetings

^bAssociation of California Water Agency

Bay Area Clean Water Agencies

Bay Area Water Supply & Conservation Agency

California Association of Sanitation Agencies

California Special Districts Association

Chamber of Commerce

Underground Service Alert

ACWA

BACWA

BAWSCA

CASA

CSDA

CoC

USA

APPENDIX K: DIRECTOR TENURE BY DISTRICT

District & Directors	Date 1st Appointed / Elected	Years of Service	Next Up
Bayshore			
Iris Gallagher	12/7/93	22.5	2017
Walter Quinteros	2/25/93	23.3	2019
Norman Rizzi	1/24/02	14.4	2019
Mae Swanbeck	9/22/05	10.8	2019
Kenneth Tonna	8/26/04	11.8	2017
Average Tenure		16.6	
Westborough			
David J. Irwin	1/12/12	4.4	2019
William O. Lopez	12/11/08	7.5	2019
Janet G. Medina	8/12/04	11.8	2019
Tom Chambers	11/4/97	18.6	2017
Perry H. Bautista	11/7/89	26.6	2017
Average Tenure		13.8	
Montara			
Jim Harvey	11/4/03	12.6	2018
Dwight Wilson	11/5/13	2.6	2018
Bill Huber	11/5/13	2.6	2018
Kathryn Slater-Carter	11/4/03	12.6	2016
Scott Boyd	11/4/03	12.6	2016
Average Tenure		8.6	

District & Directors	Date 1st Appointed / Elected	Years of Service	Next Up
Granada			
Leonard Woren	11/4/97	18.6	2018
Matthew Clark	11/4/03	12.6	2016
Jim Blanchard	8/29/13	2.8	2016
David Seaton	11/5/13	2.6	2018
Ric Lohman	6/17/04	12.0	2018
Average Tenure		9.7	
East Palo Alto			
Glenda Savage-Johnson	11/6/07	8.6	2019
Betsy Yanez	11/6/07	8.6	2019
Joan Sykes-Miessi	11/4/03	12.6	2017
Goro Mitchell	11/6/07	8.6	2019
Dennis Scherzer	11/3/09	6.6	2017
Average Tenure		9.0	
West Bay			
Edward Moritz	8/1/09	6.8	2017
Fran Dehn	8/1/08	7.8	2019
David Walker	11/1/99	16.6	2019
Roy Thiele-Sardina	11/5/13	2.6	2017
George Otte	5/9/16	0.1	2017
Average Tenure		6.8	

Sources:

League of Women Voters of California, Smart Voter. Special Districts Contests for San Mateo County, CA, November 6, 2001. Accessed March 4, 2016. http://www.smartvoter.org/2001/11/06/ca/sm/special_districts.html.
League of Women Voters of California, Smart Voter. Special Districts Contests for San Mateo County, CA, November 4, 2003. Accessed March 4, 2016. http://www.smartvoter.org/2003/11/04/ca/sm/special_districts.html.
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League of Women Voters of California, Smart Voter. Special Districts Contests for San Mateo County, CA, November 3, 2009. Accessed March 4, 2016. http://www.smartvoter.org/2009/11/03/ca/sm/special_district.html.
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San Mateo County. Official Election Results, San Mateo County Consolidated Municipal, School, and Special District Election, November 6, 2001. Accessed March 4, 2016. <https://www.shapethefuture.org/elections/results/2001/nov2001/Official.pdf>.

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San Mateo County. Official Election Results, San Mateo County Consolidated Special Statewide Election, November 8, 2005. Accessed March 4, 2016. <https://www.shapethefuture.org/elections/results/2005/nov2005/Master%20Summary%20Report.pdf>.

San Mateo County. Official Election Results, San Mateo County Consolidated Municipal, School, and Special Election, November 6, 2007. Accessed March 4, 2016. https://www.shapethefuture.org/elections/results/2007/nov2007/Tally/112707/nov07_final_fusion.pdf.

San Mateo County. Roster of Candidates – Local Offices, Consolidated Municipal, School, and Special District Election, November 6, 2007. Attachment to email from Lucas Morrison, San Mateo County Registration & Elections Division, March 14, 2016.

San Mateo County. Statement of Vote, San Mateo County Consolidated Municipal, School, and Special District Election, November 6, 2007. Attachment to email from Lucas Morrison, San Mateo County Registration & Elections Division, March 14, 2016.

San Mateo County. Statement of Vote, San Mateo County Consolidated Municipal, School, and Special District Election, November 3, 2009. Accessed March 4, 2016. <https://www.shapethefuture.org/elections/results/2009/nov2009/final/nov32009SOV.pdf>.

San Mateo County. Statement of Vote, San Mateo County Consolidated Municipal, School, and Special District Election, November 8, 2011. Accessed March 4, 2016. https://www.shapethefuture.org/elections/results/2011/nov2011/final/SOV_Nov2011.pdf.

San Mateo County. Roster of Candidates, San Mateo County Consolidated Municipal, School, and Special District Election, November 5, 2013. Accessed March 4, 2016. <https://www.shapethefuture.org/elections/2013/nov/documents/candidaterosterweb.pdf>.

San Mateo County. Statement of Vote, San Mateo County Consolidated Municipal, School, and Special District Election, November 5, 2013. Accessed March 4, 2016. <https://www.shapethefuture.org/elections/results/2013/nov/official/Nov2013SOV.pdf>.

San Mateo County. Roster of Candidates, San Mateo County Consolidated Municipal, School, and Special District Election, November 3, 2015. Accessed March 4, 2016. https://www.shapethefuture.org/elections/2015/nov_mailedballot/documents/candidaterosterweb.pdf.

San Mateo County. Statement of Vote, San Mateo County Consolidated Municipal, School, and Special District Election, November 3, 2015. Accessed March 4, 2016. <https://www.shapethefuture.org/elections/results/2015/nov/official/SOV.pdf>.

Note: All districts provided additional detail such as dates of appointment not available from voting records.

APPENDIX L: REFERENCES TO “DISASTER” OR “EMERGENCY” IN BOARD MEETING MINUTES

The Grand Jury reviewed the most recent 12 months of minutes from each of the six independent districts. We searched each document for the following words: “disaster,” “emergency,” and “emergencies.” The following records the actual text including these words in the minutes of the districts.

None of the minutes record discussions regarding emergency preparedness or response. The emergencies referred to in the minutes refer to localized sewer blockages or overflows.

Bayshore	
4/23/15	The Maintenance Director said that he has not heard from the Daly City Water/Wastewater Department with regard to providing emergency and preventive maintenance to the District. There was one emergency generator alarm; however no problem was found.
5/28/15	None
6/16/15	None
6/25/15	In light of this information, Mr. Yeager wrote them a letter and explained that the District will not provide emergency service again.
7/23/15	Since the District's emergency alarm system uses a phone line, it was felt that AT&T is more reliable.
8/27/15	Broken link
9/17/15	None
10/22/15	Broken link
11/19/15	Daly City Library site. President Gallagher was notified of an emergency meeting on December 3. He explained what the District had in mind as it plans for the future, i.e., outsourcing the routine, preventive and emergency services for the collection system.
12/17/15	None
1/28/16	Mr. Landi provided the South San Francisco Public Works/City Engineer with information to help him evaluate the possibility of providing preventive and emergency service for the District. They are meeting next week.
2/25/16	None
3/24/16	None

Source: Bayshore Sanitary District, Public Meetings, *Minutes* on Dates Listed Above.
<http://bayshoresanitary.com/meetings/index.html>.

Westborough	
4/9/15	None
5/14/15	None
6/18/15	None
7/9/15	None
8/13/15	None

Westborough

9/10/15	Engineer Pakpour reported some of the benefits were the State would cover a larger portion of disaster losses, if the District is included in a Hazard Mitigation Grant Program, Pre-Disaster Mitigation, Flood Mitigation Assistance and Severe Repetitive Loss Grant Programs.
10/8/15	None
11/12/15	None
11/21/15	The Board of Directors met to hold a hands on training session on how to restore water service in the event of a major disaster.
12/10/15	None
1/14/16	None
2/11/16	Broken link
3/12/16	None

Source: Westborough Water District, Board Meeting Schedule, *Minutes* on Dates Listed Above, http://www.westboroughwater.com/board_meetings.htm.

Montara

3/5/15	None
3/19/15	None
4/2/15	None
5/7/15	None
5/21/15	References to emergency related to water services
6/4/15	References to emergency related to water services
7/16/15	References to emergency related to water services
8/6/15	None
9/3/15	None
10/1/15	None
10/15/15	None
11/5/15	None
12/3/15	None
1/7/16	None
2/4/16	None
3/3/16	None
3/17/16	Review and possible action concerning sewer emergency repair on Cedar Street

Source: Montara Water District, Board Meetings, selected pages provided by Montara. Montara minutes are embedded in Agenda Packets, making them time consuming to locate.

Granada

3/19/15	None
4/23/15	None
5/21/15	None
6/18/15	None
7/23/15	None

9/3/15	None
10/15/15	None
11/19/15	None
12/17/15	Broken link
1/21/16	None

Source: Granada Community Services District, Agendas/Minutes, *Minutes* on Dates Listed Above, <http://granada.ca.gov/agendaminutes/>.

East Palo Alto

2/5/15	None
3/5/15	None
4/9/15	None
5/7/15	None
6/4/15	None
6/18/15	None
7/2/15	None
8/6/15	He asked for a report on the current policy on units not on the rolls, what are the rights on private property in the event of an emergency, and what is done in the event of a known extra unit where access is denied.
9/3/15	None
10/1/15	None
11/5/15	None
12/10/15	None
1/7/16	None

Source: East Palo Alto Sanitary District, About EPSD, Board Meetings Agendas and Minutes, *Minutes* on Dates Listed Above, <http://www.epasd.com/about-epasd/board-of-directors/agendas-and-minutes>.

West Bay

4/22/15	None
5/6/15	None
5/27/15	None
6/10/15	None
6/24/15	None
7/15/15	None
7/29/15	None
8/3/15	None
8/12/15	None
8/26/15	None
9/15/15	None
10/14/15	None
10/28/15	None
11/4/15	None
11/24/15	None
12/9/15	None

West Bay

1/13/16	None
1/27/16	None
2/10/16	Responded to emergency pump station call due to power failure.
2/24/16	None
3/9/16	None
3/23/16	None
4/13/16	None

Source: West Bay Sanitary District, About Us, Agenda & Minutes, *Minutes* on Dates Listed Above,
<https://westbaysanitary.org/about-us/agenda-minutes/>.

Issued: June 29, 2016

