
**SISKIYOU LOCAL AGENCY FORMATION
COMMISSION**

CITY OF WEED

**MUNICIPAL SERVICES REVIEW
AND SPHERE OF INFLUENCE
UPDATE**



APRIL 2021



CITY OF WEED

MUNICIPAL SERVICES REVIEW AND SPHERE OF INFLUENCE UPDATE

Prepared for:

Siskiyou Local Agency Formation Commission
806 South Main Street
Yreka, CA 96097
Contact Person: Rachel Jereb, Executive Officer
Phone: (530) 841-2100

Consultant:



901 East Main Street
Visalia, CA 93292
Steve Brandt, Project Manager
(559) 733-0440
(559) 733-7821

April 2021

SISKIYOU LOCAL AGENCY FORMATION COMMISSION

Commissioners

Deborah Baird, Chair, City Representative
Gary Peery, Vice Chair, Public Member-at-Large Representative
Nancy Ogren, Siskiyou County Representative
Ed Valenzuela, Siskiyou County Representative
Matthew Bryan, City Representative

Alternate Commissioners

Michael Kobseff, Siskiyou County Representative
Michelle DeCausmaker, City Representative
Laurel Harkness, Public Member-at-Large Public Representative

Staff

Rachel Jereb, Executive Officer
Janine Rowe, Commission Clerk

Legal Counsel

William Carroll, Legal Counsel

Consultant



901 East Main Street
Visalia, CA 93292

TABLE OF CONTENTS

<i>SECTION 1 - Introduction</i>	1-1
1.1 - Role and Responsibility of Local Agency Formation Commission (LAFCo)	1-1
1.2 - Municipal Service Review Purpose	1-1
1.3 - Methodology and Approach	1-4
1.4 - Public Review and Adoption Process	1-4
1.5 - Required Topic Areas of Analysis	1-4
1.6 - Issues Analyzed	1-6
1.7 - Background, Setting and History	1-7
1.8 - Services Currently Provided	1-7
1.9 - Determinations	1-9
<i>SECTION 2 - Growth and Population Projections</i>	2-1
2.1 - Historical Data and Population Projections	2-1
2.2 - Planning Documents	2-2
2.3 - Planning Boundaries	2-3
2.4 - Annexations	2-3
2.5 - Land Use	2-4
2.6 - Regional Housing Needs Allocation/Plan (RHNA/P)	2-6
2.7 - Anticipated Service Needs	2-7
2.8 - Determinations	2-7
<i>SECTION 3 - Disadvantaged Unincorporated Communities</i>	3-1
3.1 - Determinations	3-1
<i>SECTION 4 - Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs or Deficiencies</i>	4-1
4.1 - Capital Improvement Plan (2017-2022)	4-1
4.1.1 - Determinations	4-1
4.2 - Water	4-2
4.2.1 - Summary Of Prior MSR Findings	4-2
4.2.2 - Current Conditions	4-3
4.2.3 - Determinations	4-5
4.3 - Wastewater	4-6
4.3.1 - Summary Of Prior MSR Findings	4-6
4.3.2 - Current Conditions	4-6
4.3.3 - Determinations	4-9
4.4 - Storm Drainage	4-10
4.4.1 - Summary Of Prior MSR Findings	4-10
4.4.2 - Current Conditions	4-10
4.4.3 - Determinations	4-11

4.5 - Road Maintenance	4-12
4.5.1 - Summary of Prior MSR Findings	4-12
4.5.2 - Current Conditions	4-12
4.5.3 - Determinations	4-13
4.6 - Law Enforcement	4-14
4.6.1 - Summary of Prior MSR Findings	4-14
4.6.2 - Current Conditions	4-14
4.6.3 - Determinations	4-16
4.7 - Fire Protection.....	4-17
4.7.1 - Summary of Prior MSR Findings	4-17
4.7.2 - Current Conditions	4-17
4.7.3 - Determinations	4-20
<i>SECTION 5 - Financial Ability to Provide Services.....</i>	<i>5-1</i>
5.1 - City Budget.....	5-1
5.1.1 - Rates and Fees.....	5-2
5.1.2 - Proposition 218.....	5-3
5.1.3 - Opportunities for Rate/Fee Restructuring	5-3
5.1.4 - Determinations	5-3
5.2 - Status of, and Opportunities for, Cost Avoidance and Shared Facilities	5-4
5.2.1 - Determinations	5-5
5.3 - Accountability for Community Service Needs, including Governmental Structure and Operation Efficiencies	5-5
5.3.1 - Organizational Structure	5-5
5.3.2 - Determinations	5-6
<i>SECTION 6 - Sphere of Influence Review.....</i>	<i>6-1</i>
6.1 - Sphere of Influence Overview	6-1
6.2 - Present and Planned Land Uses.....	6-1
6.3 - Present and Probable Need for Public Facilities and Services	6-1
6.3.1 - Disadvantaged Unincorporated Communities.....	6-2
6.4 - Present Capacity of Public Facilities and Adequacy of Public Services	6-2
6.5 - Existence of Any Social or Economic Communities of Interest.....	6-2
6.6 - Weed Sphere of Influence Recommendations.....	6-2
<i>SECTION 7 - References.....</i>	<i>7-1</i>

LIST OF FIGURES

Figure 1-1 Regional Location 1-2
Figure 1-2 City of Weed City Limits and Sphere of Influence..... 1-3
Figure 2-1 Existing Developed Areas within the Sphere of Influence 2-5
Figure 3-1 Median Household Income (2016) 3-2
Figure 3-2 Potential Disadvantaged Communities 3-3

LIST OF TABLES

Table 1-1 Services Matrix within the City of Weed 1-8
Table 2-1 Historical Population Growth (1970-2040) 2-2
Table 2-2 Weed 2013-2023 Housing Allocation..... 2-7
Table 4-1 Water Operations Fund Expenditures..... 4-4
Table 4-2 Wastewater Operations Fund Expenditures 4-7
Table 4-3 2014-2017 Reported Crime Statistics (Category I Crimes) 4-16
Table 5-1 City Revenues and Expenditures (2017-2019)..... 5-2

SECTION 1 - INTRODUCTION

1.1 - Role and Responsibility of Local Agency Formation Commission (LAFCo)

The Siskiyou Local Agency Formation Commission (LAFCo) is the oversight agency for special districts and cities within Siskiyou County. The role of LAFCo under the Cortese-Knox-Hertzberg Reorganization Act of 2000 is to oversee local agency boundary changes and to adopt spheres of influence for local agencies. Among the purposes of LAFCOs are the discouragement of urban sprawl and the encouragement of the orderly formation and development of local agencies.

As such, LAFCo is considered the “watchdog” of local agencies by the State Legislature and is solely empowered with establishing spheres of influence that dictate the provision of future service delivery to orderly growth of that agency. Therefore, it is LAFCo’s responsibility to review the information available regarding services provided by an agency and make appropriate determinations that will establish future policy for future boundary decisions, such as annexations, for the corresponding jurisdiction.

1.2 - Municipal Service Review Purpose

The Municipal Services Review (MSR) process is a comprehensive assessment of the ability of existing government agencies to provide services effectively and efficiently to residents and users. The form and content of the MSR is governed by requirements of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act) and the State of California’s Local Agency Formation Commission (LAFCo) MSR Guidelines published in August 2003.

The CKH Act requires all LAFCOs, including Siskiyou LAFCo, to prepare an MSR for each of its incorporated cities and special districts. The fundamental role of LAFCo is to implement the CKH Act by providing for the logical, efficient, and most appropriate formation of local municipalities, service areas, and special districts. These MSRs must be completed prior to, or in conjunction with, the update of a Sphere of Influence (SOI) or before LAFCo initiates any reorganization of district boundaries.

This review is intended to provide Siskiyou LAFCo with necessary and relevant information related to the operations and management of the City of Weed (the City). The City is located approximately 26 miles south of Yreka and approximately 10 miles north of Mount Shasta in southern Siskiyou County (see Figure 1-1 and Figure 1-2). The information in this MSR may be used in considering an update to the City’s SOI by Siskiyou LAFCo or for other policy related decisions related to the City.

MSRs are intended to provide LAFCo with a comprehensive analysis of service provision by cities and other service providers within the legislative authority of LAFCo. The MSR focuses on service providers within the area of the City and will make determinations in each area

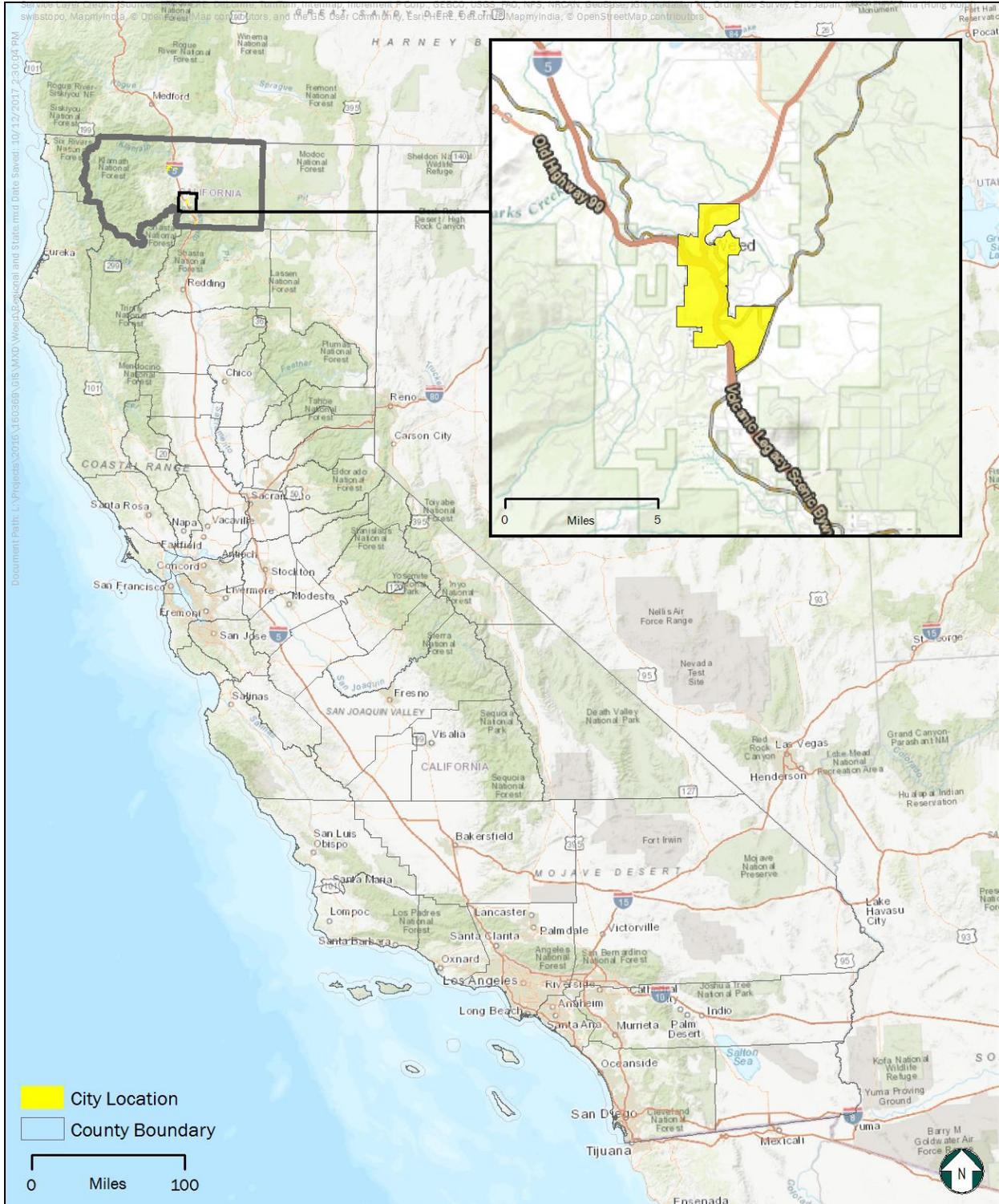
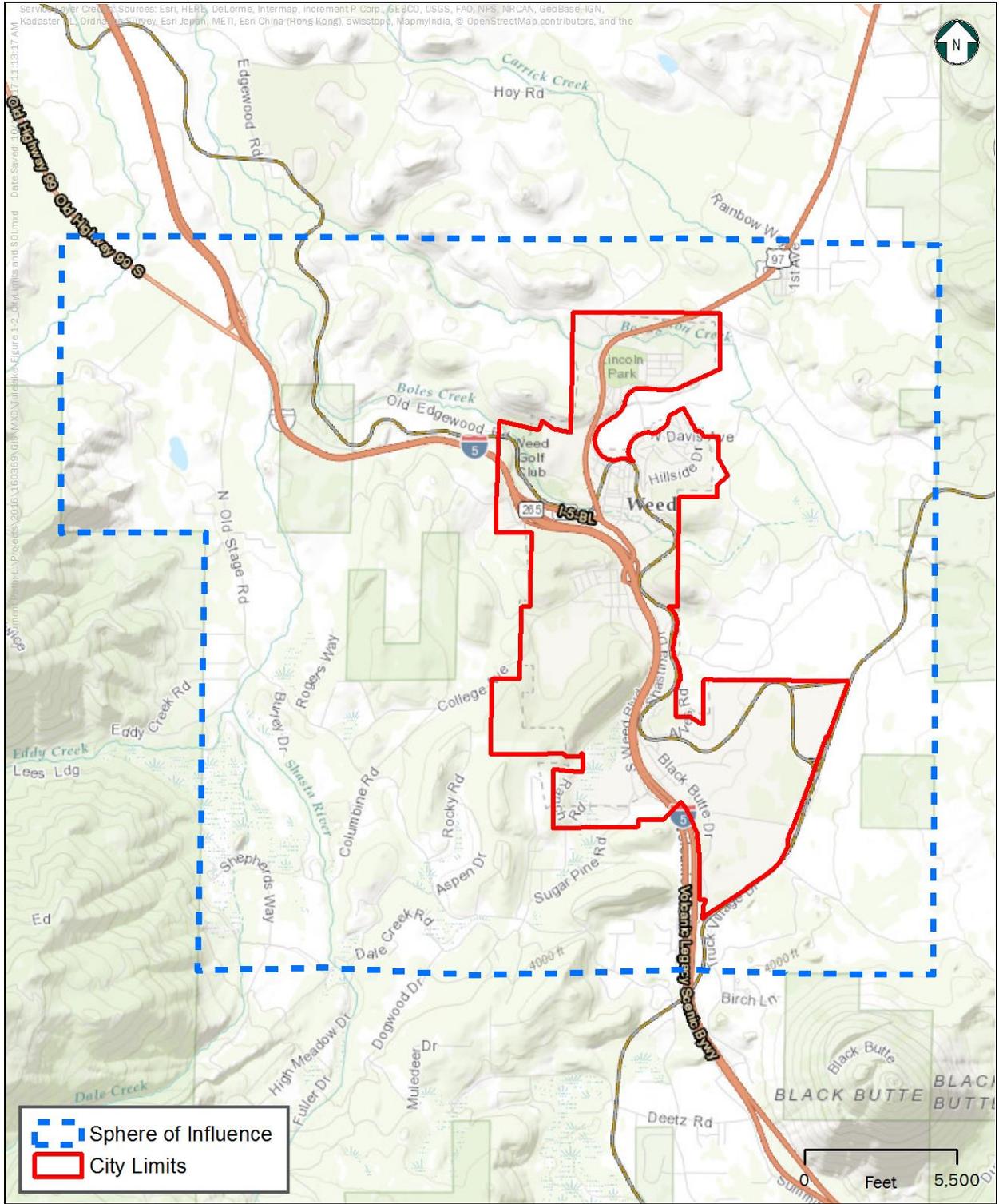


Figure 1-1
Regional Location



 **Figure 1-2**
City of Weed
City Limits and Sphere of Influence

of evaluation, providing the basis for Siskiyou LAFCo to review possible amendments to SOI or possible reorganization, consolidation, or annexation with those other service providers.

1.3 - Methodology and Approach

The process of developing the MSR began with a kick-off meeting to discuss the existing services provided by the City to its residents. Following the meeting, a comprehensive survey was sent to the City of Weed staff. The purpose of the survey was to retrieve more specific and technical information regarding the City's operations and delivery of its various services. The information requested included documents such as planning and budgetary documents, adopted budgets, Capital Improvement Programs, technical or special studies, and any other records related to the provision of municipal services by the City.

1.4 - Public Review and Adoption Process

Two drafts of the MSR document will be presented to LAFCo. A first draft will allow for public comments and a final draft will be presented to the Commission for formal acceptance. The final draft will incorporate any revisions, corrections, and responses to comments received at the prior public workshop.

1.5 - Required Topic Areas of Analysis

The MSR contains analysis and conclusions, referred to as determinations, regarding six topic areas set forth in the CKH Act. These areas of analysis contain the essential operational and management aspects of each service provider, and together constitute a complete review of the ability of the providers to meet the service demands of the residents and businesses within the City. The six topic areas used for analysis in this MSR are as follows:

1. Growth and Population Projections
2. Disadvantaged Unincorporated Communities
3. Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs or Deficiencies
4. Financial Ability to Provide Services
5. Status of, and Opportunities for, Shared Facilities
6. Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies

An explanation of the specific operational and management aspects considered in each of these topic areas is provided below.

1. *Growth and Population Projections*

Service efficiency is linked to a service provider's ability to plan for the future need of a city while also meeting existing service demands. This section reviews projected

service demands and needs based upon existing and anticipated growth patterns and population projections. This is found in Section 2.

2. *The Location and Characteristics of any Disadvantaged Unincorporated Communities within or Contiguous to the Sphere of Influence*

Unincorporated disadvantaged communities, as defined by Water Code §79505.5, may lack basic infrastructure, such as water, sewer, or fire protection, because they may have been overlooked during the comprehensive land use planning process due to their socioeconomic status. To promote equality and environmental justice in accordance with adopted local policy and Senate Bill 244, which was adopted in 2011, the proximity of any disadvantaged community to existing service providers is analyzed and discussed in order to determine if the community should be included in the SOI of the City. This is found in Section 3.

3. *Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs or Deficiencies*

Infrastructure can be evaluated in terms of condition, capacity, availability, quality and relationship to operational, capital improvement and finance planning. This section assesses the adequacy and quality of the service providers' physical infrastructure and analyzes whether or not sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions. This is found in Section 4.

4. *Financial Ability to Provide Services*

This section analyzes the financial structure and health of the City with respect to the provision of services. Included in this analysis is the consideration of rates, service operations, and the like, as well as other factors affecting the City's financial health and stability, including factors affecting the financing of needed infrastructure improvements and services. Compliance with existing State requirements relative to financial reporting and management is also discussed. This is found in Section 5.

5. *Status of, and Opportunities for, Shared Facilities*

Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined in this section. Occurrences of facility sharing are listed and assessed for efficiency, and potential sharing opportunities that would serve to better deliver services are discussed. This is found in Section 5.2.

6. *Accountability for Community Service Needs, Including Governmental Structure and Operational Efficiencies*

This section addresses the adequacy and appropriateness of the agency's existing boundaries and Sphere of Influence and evaluates the ability of the City to meet their service demands under their existing government structure. Also, included in this

section is an evaluation of compliance by the agency with public meeting and records laws. This is found in Section 5.3.

1.6 - Issues Analyzed

The City of Weed (City) is a general law city located in southern Siskiyou County. The City was established in the late 1800's and is empowered to provide various municipal services, including the following, which will be addressed in this MSR:

- Water Infrastructure
- Wastewater Infrastructure
- Storm Drainage
- Public Works
- Law Enforcement
- Fire Protection
- Parks and Recreation
- Administration, Management and Operations

The preamble of the CKH Act contains a number of legislative findings and declarations that serve as a general guide for LAFCoS and their purpose for being. The first and main declaration is that:

It is the policy of the State to encourage orderly growth and development, which are essential to the social and economic well-being of the State.

The Legislature goes on to make further declarations in CKH Section 56001 about how the determination of orderly local government boundaries is important to orderly growth and development. The Legislature also makes the following declarations in Section 56001:

The Legislature finds and declares that a single multipurpose governmental agency is accountable for community service needs and financial resources and, therefore, may be the best mechanism for establishing community service priorities especially in urban areas.

Nonetheless, the Legislature recognizes the critical role of many limited purpose agencies, especially in rural communities.

The Legislature also finds that, whether governmental services are proposed to be provided by a single-purpose agency, several agencies, or a multipurpose agency, responsibility should be given to the agency or agencies that can best provide government services.

The main purpose of this MSR is to review past findings, if available, for various City services and evaluate if the level of services currently being provided is operating at a level that is still encouraging orderly growth and efficient service delivery to residents of Weed. Once

that is determined by LAFCo, then questions regarding SOI and boundary change recommendations can be answered.

1.7 - Background, Setting and History

Weed encompasses an area of approximately five square miles with an average elevation of 3,425 feet above sea level. The town of Weed was formed in the late 1800's when Abner Weed established a lumber mill with associated employee housing on 280 acres that he purchased from Siskiyou Lumber and Mercantile Company. As the mill and its workforce grew, outside interests located to the surrounding area to provide goods and services for the workforce. However, because these entrepreneurs were not directly associated with the mill, the area in which they located was named Shastina, to differentiate it from mill-owned property. Eventually, when the mill sold off the company-owned housing in the 1950's, the community unified under a single name, "Weed," in honor of its founding father. It was shortly thereafter that, on January 21, 1961, the City of Weed was incorporated.

The City of Weed is comprised of an administrative staff, Public Works Department, Planning Department, Police Department, and Fire Department. The City has also contracted with independent agencies, non-profit organizations, special recreation districts or private companies for solid waste disposal, building department services, engineering services, and administration of parks and recreation services.

Administrative and financial direction is provided to the City by staff acting jointly with the City Council. The most recent General Plan Update occurred in 2017 by the City of Weed, while the most recent Housing Element Update occurred in 2015.

1.8 - Services Currently Provided

Weed provides a wide range of services including water infrastructure, wastewater infrastructure, storm drainage, public works, police and fire protection, parks and recreation, as well as general administration, management and operations. City recreational facilities include Bel Air Park, Charlie Byrd Park, Carrick Park, and the Youth Sports Complex. Further description of each service and the extent of its current operations are included in Section 4 of this document.

Table 1-1 illustrates the services provided in the Weed area. The matrix specifies whether the services can and are being provided now or whether those services that are authorized but not being provided currently. The footnotes to the matrix describe services provided to the residents of the Weed by other agencies. These agencies fill voids in the municipal service needs of City residents where the City chooses not to or simply cannot provide an identified service.

Provides - means that the agency is authorized by LAFCo and State law to provide the service and that the service is currently being provided. These services may continue to be provided by the agencies at their discretion.

Authorized - means that the agency is authorized by LAFCo and State law to provide the service, but this service is not currently being provided.

Table 1-1
Services Matrix within the City of Weed

Municipal Service Type	Weed
Water supply	Provides
Water distribution	Provides
Sewer collection & disposal	Provides
Storm drainage	Provides
Flood control	
Street construction	Provides
Street maintenance	Provides
Street lighting	Authorized ¹
Street sweeping/snow plowing	Provides
Street landscaping	Authorized
Solid waste collection, transfer & disposal	Provides ²
Police protection	Provides
Fire protection	Provides
Animal control	Provides
Parks & recreation	Provides ³
Airports	Authorized
Ambulance service	
Emergency medical service	Provides
Heat and power	
Undergrounding of overhead electrical & communication facilities	
Generate and sell electricity	Authorized
Community facilities	Provides
Television/Cable services	
Transportation	Provides ⁴
Cemeteries	
Open space conservation	

¹ City contracts with Pacific Power and Light for street lighting.

² City contracts with C&D Waste Removal for solid waste disposal.

³ Two parks are owned by Weed Recreation and Parks District (independent “special district” who maintains the parks), two are owned by the City and leased to the District, and a fifth is owned by Union Pacific Railroad and maintained by community volunteers. Weed is not directly responsible for maintenance or operation of facilities (PMC)

⁴ Weed contracts with various entities for transit services, including the National Railroad Passenger Corporation for passenger rail service, and local streets and roads including facilities provided for the exclusive use by pedestrians and bicycles. (Weed Final Budget 17-19).

1.9 - Determinations

Determination 1-1 – Siskiyou LAFCo has the authority to determine the Sphere of Influence for the City of Weed.

Determination 1-2 - A single multipurpose governmental agency, such as a city, County Service Area, Public Utility District or Community Services District, is the preferred entity by LAFCo and could be accountable for all community service needs and financial resources and, therefore, may be the best mechanism for establishing community service priorities especially in urban areas. Governmental services should be given to the agency or agencies that can best provide government services.

Determination 1-3 - The City of Weed is currently providing the following services:

- Water Infrastructure
- Wastewater Infrastructure
- Storm Drainage
- Public Works
- Law Enforcement
- Fire Protection
- Parks and Recreation
- Administration, Management and Operations

Determination 1-4 – The following services are currently provided by other agencies or private entities within or around the City of Weed:

- Solid Waste Disposal
- Public Transportation
- Building Department
- Engineering
- Administration of Parks and Recreation
- Ambulance Services

SECTION 2 - GROWTH AND POPULATION PROJECTIONS

The purpose of this section is to evaluate service needs based on existing and anticipated growth patterns and population projections. The MSR Guidelines call for LAFCo to determine historic and projected growth and absorption patterns in relationship to a service provider's boundaries and SOI. In addition, LAFCo is tasked with evaluating the impact and compatibility of such growth on and with land use plans, services, local government structures and growth patterns.

2.1 - Historical Data and Population Projections

Historical population data and future projections have been obtained from the U.S. Census Bureau, and the California Department of Finance. For analysis purposes, this data is compared to other source data relating to growth and population including the City's General Plan population projections. According to the CA Department of Finance, the City's population is currently 2,769. Historical census data indicates that the City of Weed had a population of 3,050 in 1990, 2,978 in 2000, and 2,967 in 2010.

According to U.S. Census Bureau, the City's population, as of July 1, 2017, was 2,716 (1,345 males and 1,362 females). The total number of housing units was 1,263, of which approximately 1,071 were occupied. The breakdown in household size is as follows: one-person household – 33.0%, two-person household – 33.2%, three-person household – 16.4%, and four or more-person household – 17.4%.

The 2013-2017 American Community Survey five-year estimates state that the median total household income is \$32,772. Similarly, The Census Bureau estimates the 2017 demographic makeup of the City of Weed as 73.8% white, 21.3% Hispanic or Latino, and 8.8% Black or African American. Hispanic/Latino residents account for the largest non-white racial/ethnic group, at 21.3% of all residents claiming some degree of Hispanic race or Latino ethnicity. The City's Hispanic/Latino population grew at a faster rate than all other populations, increasing from 14.2% from the population in 2000.

According to the City of Weed General Plan, the population could grow 5.5% and will reach an approximated 3,131 by 2040. The existing SOI for the City covers 26.7 square miles (PMC 2011). In order to accommodate housing into 2040, roughly 191 housing units will need to be added. The U.S. Census Bureau estimated the 2017 vacant housing units at roughly 15.2%, or 192 units. Therefore, population growth will continue at a manageable rate that can be accommodated through both development and occupation of existing structures.

Table 2-1 compares the City of Weed's population to the overall population of Siskiyou County for years 1970, 1980, 1990, 2000, 2010, and 2015.

**Table 2-1
Historical Population Growth (1970-2040)**

Weed			Siskiyou County	
Year	Population	Average Annual Growth Rate	Population	Average Annual Growth Rate
1970	2,983		33,224	
1980	2,897	-2.9%	39,732	+19.56%
1990	3,050	+5.3%	43,300	+8.9%
2000	2,978	-2.4%	44,301	+2.3%
2010	2,967	-0.4%	44,900	+1.4%
2015	2,649	-10.7%	44,731	-0.37%

Source: Department of Finance E-4 Population Estimates for Cities, Counties, and the State

2.2 - Planning Documents

The following long-range planning documents have been adopted by the City: 2040 General Plan of the City; Community Inspired Resiliency Plan; Draft Alternative Transportation Plan; and the Downtown Revitalization Plan.

The City of Weed plans for future growth through the implementation of policies and standards set forth in its General Plan. The General Plan is a long-term, comprehensive framework to guide physical, social and economic development within the community’s planning area. Weeds 2040 General Plan is a long-range guide for attaining the City’s goals within its ultimate service area and accommodating its population growth to the year 2040. The City of Weed 2040 General Plan, adopted November 9, 2017, coordinates all components of the City’s physical development and sets objectives, policies and standards which guide future growth within the City’s planning area.

Senate Bill 375 contained a statutory amendment providing an option to applicable transportation agencies to change the update schedules for the Regional Transportation Plan and Housing Element (HE). A Metropolitan Planning Organization (MPO) or regional Transportation Planning Agency (RTPA) on a five-year Regional Transportation Plan (RTP) update schedule can elect to adopt its RTP every four years. After the election is made, all local governments within the region of the MPR or RTPA change from a five-year to an eight-year HE planning period beginning with the next HE update (Department of Housing and Community Development, 2014). The Housing Element also needs to be reviewed and approved by the California State Department of Housing and Community Development (HCD). The City of Weed Housing Element, while part of the 2040 General Plan, is separately bound and was last updated in 2017. The City’s General Plan provides the foundation and policy base to guide future growth within the City.

The City also plans for future growth through the preparation and implementation of area plans and Master Plans. Plans for resiliency are expressed in the Community Inspired Resiliency Plan. According to the plan, its creation occurred in response to a massive wildfire

which significantly damaged the town. The plan was adopted by the City Council to improve the City's resilience in the face of hardship. These hardships have been described in the plan as stress or shock. Planning has been created for disaster mitigation, as well as methods in which the community can strengthen at any point before or after a stress or shock (Research 2016).

The City of Weed Bicycle and Pedestrian Master Plan is another document utilized by the City. The Weed Bicycle and Pedestrian Master Plan serves to guide the development of a citywide bicycle and pedestrian transportation network that is safe, connected, accessible, and promotes mobility within local and regional contexts (Steinberger 2016). Similarly, the City of Weed Downtown Revitalization Plan is utilized to guide revitalization. Thus, the purpose of the Downtown Revitalization Plan is to provide comprehensive, market-based recommendations for business attraction and retention; as well as improvements to the streetscape, park and open space, land use and transportation in the downtown area (Downtown Revitalization Plan n.d.).

2.3 - Planning Boundaries

According to the 2040 General Plan, the City of Weed's current SOI (2016) is 27 square miles. The SOI surrounds the current City limits of Weed which are estimated at about 4.8 square miles. Interstate 5 intersects the City of Weed's SOI. The unincorporated areas of Black Butte and Carrick lie within the area of the SOI.

2.4 - Annexations

The City of Weed processes annexations for review by the Planning Commission as well as the City Council under certain circumstances (City of Weed n.d.). Weed allows for the consideration of annexations of land within the SOI. It is projected that most of the new growth in Weed will occur within the existing City limits.

There is one policy within the 2040 General Plan related to annexations:

Policy LU-3.2.1: Pursue the annexation of lands that will benefit the City.

Program LU-3.2.1.1: Develop a strategic plan to annex parcel(s) of land encompassing neighboring communities.

Land within the City of Weed's SOI boundary may be annexed into the City upon approval by the Siskiyou County LAFCO, thereby transferring land use authority for the land within the SOI from the County of Siskiyou to the City of Weed.

Weed is not expected to grow significantly through the addition of new territory to its boundaries in the coming years and, accordingly, major annexations are not anticipated. The policies of the existing land use plan aim to promote growth management, infill development, and downtown revitalization. Therefore, any new annexations that may occur would likely be of existing developed areas, which require some form of new service or prefer

enhancement of an existing service. Existing developed areas within the existing SOI are shown in Figure 2-1.

2.5 - Land Use

Weed lies within the southeastern portion of Siskiyou County and is the third largest city. Mount Shasta is directly south of the City by roughly 10 miles. Major access roads include the Interstate 5 and U.S. Route 97. Interstate 5 is a major highway system that connects California with Oregon running north and south, while U.S. Route 97 intersects Weed starting from the Volcanic Legacy Scenic Byway. The City's residential land uses predominantly hug the I-5 and Route 97.

The Weed 2040 General Plan Background Report survey noted that in 2015, Weed's land use was comprised of 18% circulation, 14% open space, 11% public facilities, 12% residential, 3% industrial and 3% commercial; However, roughly 39% of land was vacant. Prioritization of future development within the General Plan's Land Use Element lies with downtown revitalization, infill, and diversity of land uses within central locations of the City. Retail and services are the main commercial industry revenue streams. The largest employers in Weed are the College of the Siskiyous, Crystal Geyser, and Roseburg Forest Products; the latter primarily provide skilled and semi-skilled, manufacturing jobs to City and County residents (2040 General Plan 2017).

The unincorporated area within the City's Sphere of Influence includes various land uses including open space, agriculture, single-family residential, industrial and manufacturing. Residential and commercial areas are concentrated within the City and along major roadways (I-5 and Route 97).

The City's 2040 General Plan Land Use Element outlines several policies relating to land management, and development within and surrounding the City. Some of these policies, which are applicable to the MSR process, are reiterated below.

Policy LU-1.1

Promote a diverse mix of commercial development in Angel Valley, Creekside Village, Historic Downtown, North/South Weed Corridor, Bel Air, and South Weed.

Policy LU-1.2.1

Promote mixed-use development within City limits.

Policy LU-1.2.2

Allowable uses within the mixed-use category shall not include uses that adversely affect surrounding commercial or residential uses or contribute to the deterioration of existing environmental conditions in the area.

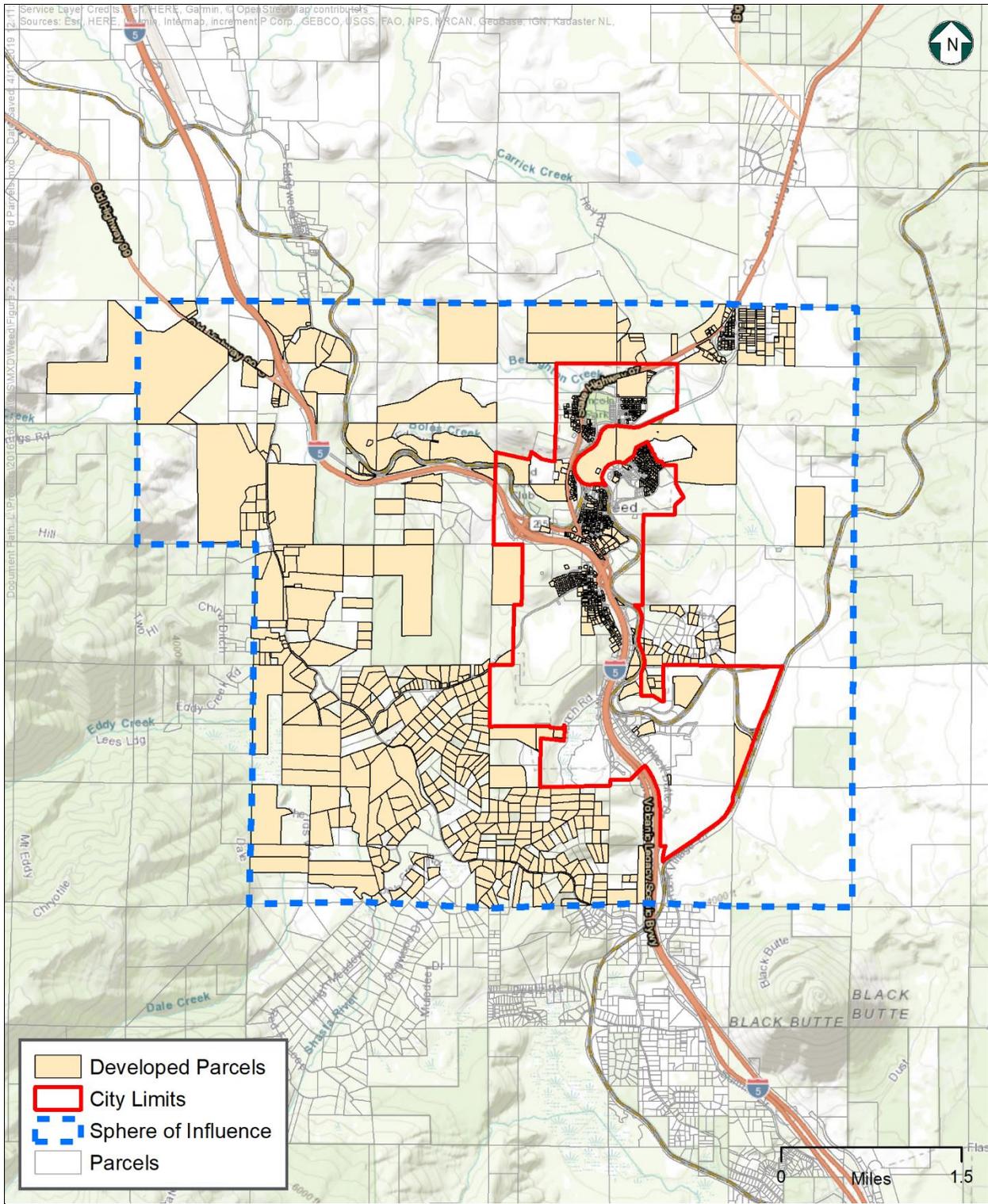


Figure 2-1
Existing Developed Areas within the Sphere of Influence



Policy LU-1.3.3

Allocate adequate land to expand public facilities that support community growth.

Policy LU-2.1.1

Prioritize infill development within key growth areas.

Policy LU-2.2.1

Promote location and distribution of land uses that facilitates access and mobility.

Policy LU-2.3.1

Adopt regulations to limit sprawl.

Policy LU-3.2.1

Pursue the annexation of lands that will benefit the City.

As prescribed by General Plan Policy, the City should promote diversity of land uses to meet the needs of the residents of Weed. Prioritization should lie with infill, preserving open space, and smart growth in order to diversify mixed use and commercial development in strategic locations of the City of Weed.

2.6 - Regional Housing Needs Allocation/Plan (RHNA/P)

California's Housing Element law (Government Code, §§ 65580 et seq.) mandates that a local jurisdiction develop and approve a Regional Housing Needs Allocation (RHNA) to accommodate a share of the region's projected housing needs as part of the process of updating local housing elements of the general plan. HCD is responsible for allocating each region's share of the statewide housing need to each of California's Council of Governments (COG), who in turn allocate a share of the region's housing needs to each of the cities and counties in the region for the planning period. In the case of Siskiyou County, which is a non-COG area, the Siskiyou County Community Development Department is responsible for allocating the RHNA to individual jurisdictions within the County, including Weed.

The 2014-2019 Regional Housing Needs Plan (RHNP) was adopted and submitted to HCD in July of 2012. The RHNP establishes the total number of housing units that the City of Weed must plan for within a five-year planning period. Based on the adopted RHNP, each city and county must update the housing element of its general plan to demonstrate how the jurisdiction will meet the expected growth in housing need over this period of time.

According to Table 2-2 from the City's Housing Element, the City of Weed will need 38 additional housing units based on the anticipated growth between 2013 and 2023. Of these 38 units, 16 of them must be designated for very low and low-income individuals. The remaining 22 must be designated for moderate to above moderate-income individuals.

**Table 2-2
Weed 2013-2023 Housing Allocation**

Total # of Projected Units Needed Based on Growth	Extremely Low Income	Very Low Income	Low Income	Moderate	Above Moderate
38	0(0%)	10 (26%)	6 (16%)	6 (16%)	16 (42%)

Source: Weed General Plan Background Report Housing Element, 2015Weed General Plan Background Report Housing Element, 2015

2.7 - Anticipated Service Needs

The potential for population growth for the City is very limited and highly dependent on the economy. The City of Weed 2040 General Plan Update directs development and growth to vacant lots within the City through goals and policies that promote infill development. As such, growth beyond the existing City limits of Weed would seem to be limited until infill development has been exhausted.

Infill developments within the City would likely have many existing services within their immediate area such as water, sewer, streets, parks, lighting and/or snowplow services. Furthermore, law enforcement and fire protection services would already be servicing the surrounding properties and would be aware that the new development is within their jurisdiction.

According to the General Plan (Table 5.2.2 – Comparison of Land Uses between 2015 and 2040), an inventory of all lands within Weed in 2015 revealed that 37% of the City’s land was vacant (approximately 1,126 acres). Circulation, open space, public facilities, and residential land uses each consisted of roughly 15% of Weed’s total land area. Industrial facilities made up 2% and commercial uses made up 3% of land within City limits. The City aims to incorporate some industrial land uses, which are not currently present, to provide local jobs to current and future residents.

2.8 - Determinations

Determination 2-1 - U.S. Census data indicates that the City had a 1990 population of 3,050, a 2000 population of 2,978, and a 2010 population of 2,967.

Determination 2-2 – The Weed General Plan anticipates 5.5% population growth to 3,131 by 2040. However, actual growth has been much less and has recently been in decline.

Determination 2-3 - The City plans for future growth through the implementation of policies and standards set forth in its General Plan. The City’s General Plan was updated on November 9, 2017 and is a long-range guide for attaining the City’s goals within its ultimate service area and accommodating its population growth to the year 2040. The City’s General Plan provides a policy base to guide future growth within the City.

Determination 2-4 - The City also plans for future growth through the preparation and implementation of Specific Plans and Master Plans. Applicable plans for the City include the Community Inspired Resiliency Plan, and the Bicycle and Pedestrian Master Plan.

Determination 2-5 - Present land use in the area includes residential, circulation, open space, public facilities, industrial, and commercial uses. Primary residential areas tend to follow the major interstate. Growth and development potential is limited and there are not expected to be any substantial changes in the planned land use as a direct result of this review.

Determination 2-6 - Present needs for public facilities and services are currently being met. Probable needs for public facilities and services are not currently anticipated to vary from present needs, as future demands are expected to remain relatively the same. Although there is expected to be growth, no significant growth or population increases are currently anticipated to affect the City's ability to provide services. The City does not have any major plans for future expansion of boundaries.

Determination 2-7 - The City's updated General Plan contains several policies that promote development of mixed land uses.

Determination 2-8 - The City will likely accommodate future residential growth through infill development areas, such as Angel Valley, Lincoln Heights, School House Hill, Bel-Air, and Historic Downtown, which are likely already served by the City or other local agencies that provide municipal services.

SECTION 3 - DISADVANTAGED UNINCORPORATED COMMUNITIES

Disadvantaged Unincorporated Communities (DUCs) are defined as inhabited territory (12 or more registered voters) that constitutes all or a portion of a community with an annual median household income that is less than 80% (or \$51,026) of the statewide annual median household income, which was \$63,783 as of 2016 (U.S. Census Bureau 2016). These communities were identified as an area of concern by Senate Bill 244 that was adopted into State law in 2011. These communities may lack essential municipal services such as water or sewer as they may have been developed prior to infrastructure being installed in proximity to them. Pursuant to State law, LAFCo is now required to identify any DUC adjacent to the City and determine if they should be included with any SOI amendment. The City did not identify any disadvantaged communities or neighborhoods as part of their 2016 General Plan Update, pursuant to current State law (Government Code 65302.10(a)).

There are areas and one specific neighborhood, Hidden Meadows Estates, within the City limits and the SOI that have a median household income below \$51,026 annually (Figure 3-1). The City is the sole provider of water, wastewater and structural fire protection (with support from various agencies) within the City limits. The County of Siskiyou and the City have mutual aid agreements for fire protection. Other service providers outside the City limits are comprised of single, privately operate facilities such as water wells and septic systems.

Based on the information available, it can be determined that, although the entire SOI meets the definition of a DUC as it pertains to income level, the City is the lone service provider for water, wastewater, and structural protection. Any neighborhood outside the City could qualify as a disadvantaged neighborhood, pending further analysis or review by the City in compliance with Housing Element law.

3.1 - Determinations

Determination 3-1 – There are areas and a specific neighborhood, Hidden Meadows Estates, which are currently within the City’s Sphere of Influence and can be considered unincorporated disadvantaged communities due to median household income being below 80% of the statewide average.

Determination 3-2 – The City shall update its General Plan Housing Element in compliance with Government Code Section 65302.10(d) to properly identify potential unincorporated island, fringe, or legacy communities inside or near its boundaries.

Determination 3-3 – The City shall conduct an analysis of water, wastewater, stormwater drainage and structural fire protection of any identified unincorporated island, fringe, or legacy communities inside or near its boundaries.

Determination 3-4 – Following proper updates of the General Plan in accordance with Housing Element law by the City, LAFCo shall revisit the presence of unincorporated disadvantaged communities and more specifically identify and prioritize these neighborhoods for service delivery by the City, if applicable.

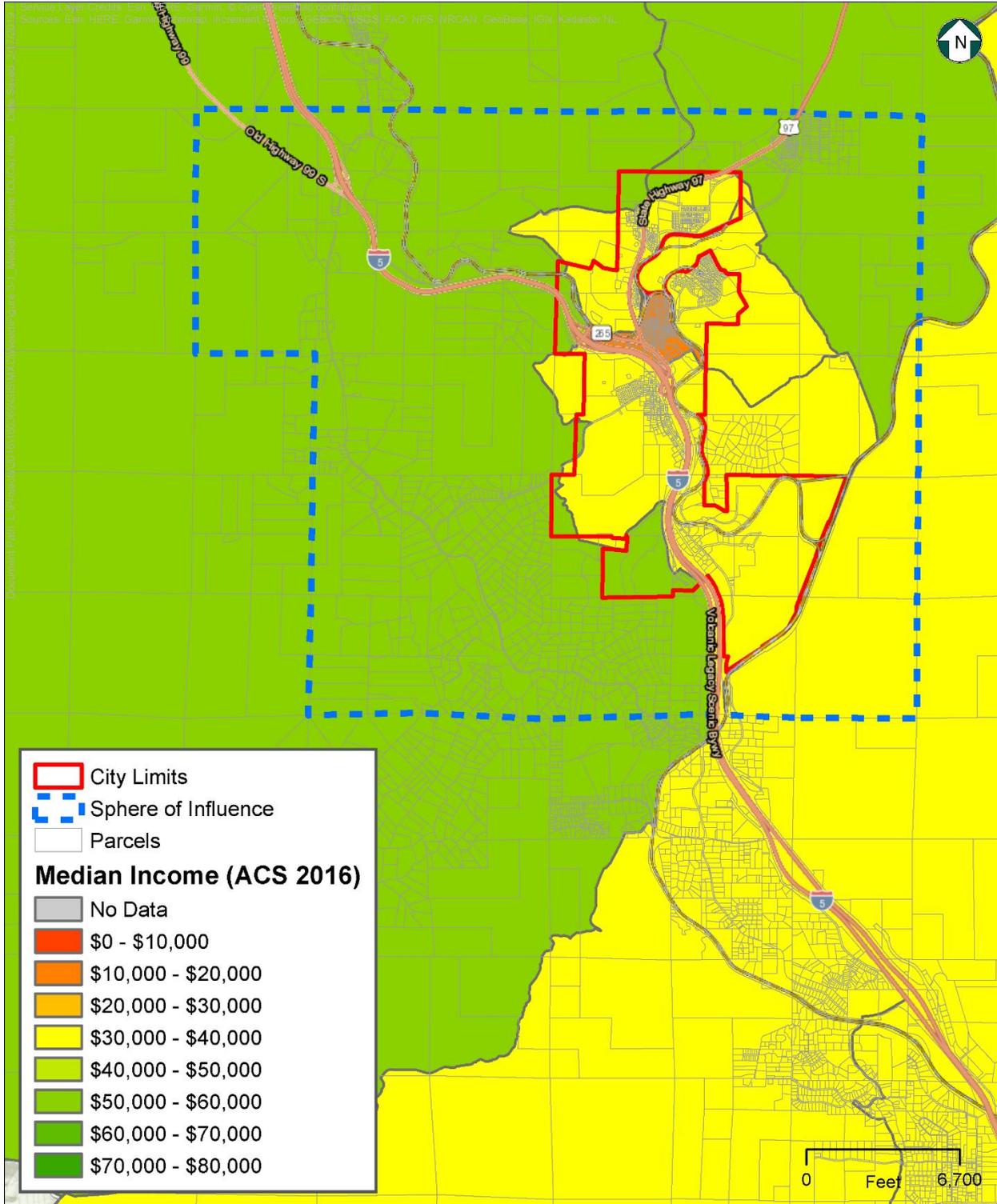


Figure 3-1
Median Household Income (2016)

Disadvantaged Unincorporated Communities

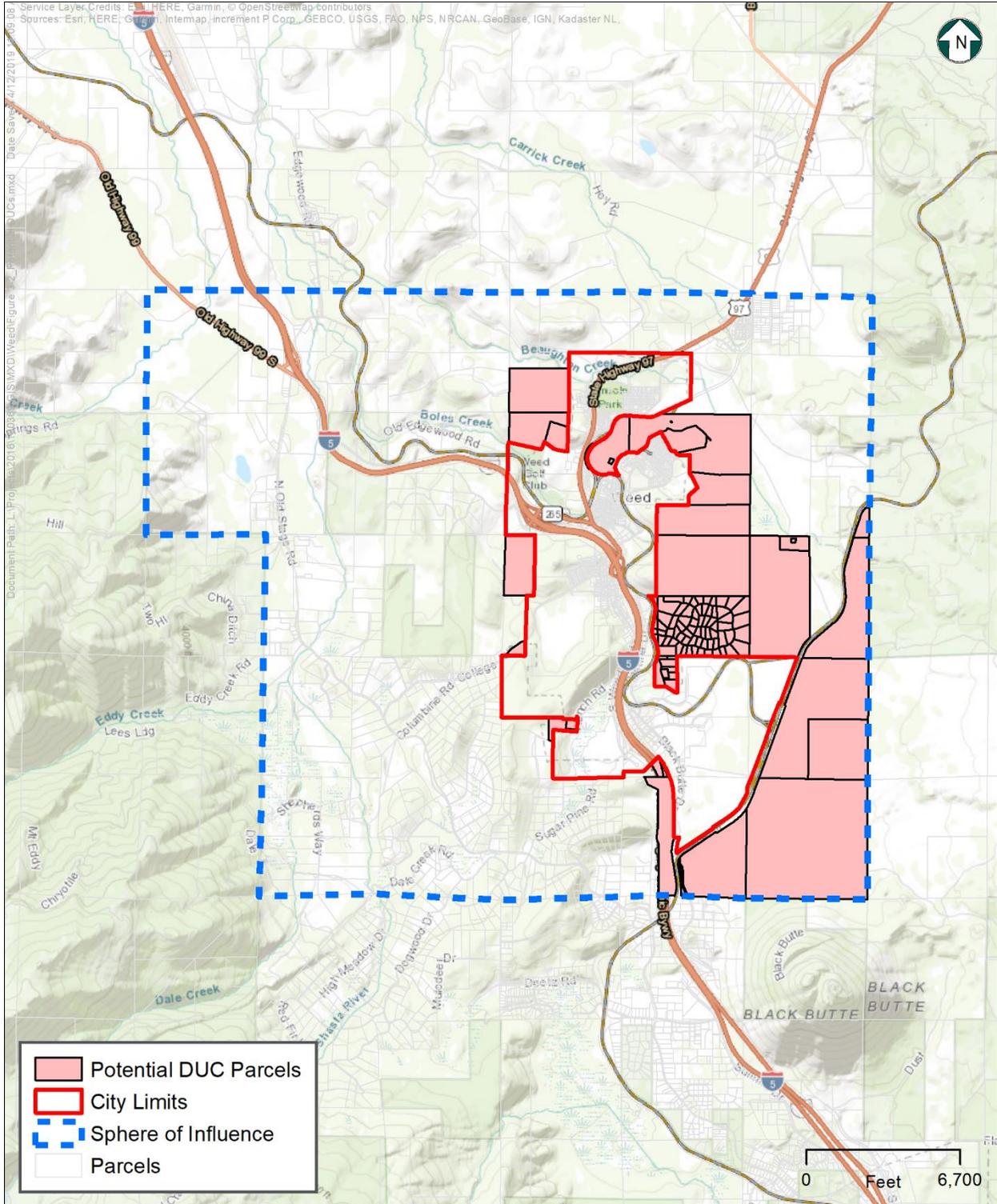


Figure 3-2
Potential Disadvantaged Communities

SECTION 4 - PRESENT AND PLANNED CAPACITY OF PUBLIC FACILITIES AND ADEQUACY OF PUBLIC SERVICES, INCLUDING INFRASTRUCTURE NEEDS OR DEFICIENCIES

The purpose of this section is to evaluate the infrastructure needs and deficiencies of the City of Weed in terms of availability of resources, capacity to deliver services, condition of facilities, planned improvements, service quality, and levels of service.

LAFCo is responsible for determining that an agency requesting an SOI amendment is reasonably capable of providing needed resources and basic infrastructure to serve areas within the City and its SOI. It is important that these findings of infrastructure and resource availability are made when revisions to the SOI and annexations occur. LAFCo accomplishes this by evaluating the resources and services to be expanded in line with increasing demands.

4.1 - Capital Improvement Plan (2017-2022)

The preparation of the City's five-year Capital Investment Plan/Program (CIP) involved several months of planning and development by key City management team members who evaluated the City's capital investment needs to accommodate the community both now and in the future. The five-year CIP reflects the City Council goals and targets for capital improvements that implement the key deficiencies or needs within the City.

The CIP is based upon the City's strategic goals of:

- Improving the Built Environment
- Economic Development
- Public Trust and Accountability
- Partnership Development
- Fiscal Sustainability

The most recent CIP is for the fiscal year (FY) of 2017-2022. The plan is segmented by department, with goals for each of the five FY. It also includes the funding source for these departments, including the General Fund, Water Fund, Sewer Fund, State Grant Transaction & Use Tax, and other. This ensures that the funds are properly allocated to the uses for which the funds were originally established and not reallocated without review by the City Council.

4.1.1 - DETERMINATIONS

Determination 4.1-1 – The City adopts a five-year Capital Improvement Program which identifies key capital projects that are needed in order to enhance services to residents.

Determination 4.1-2 – The City actively sets milestones, measurable criteria, and goals for the Capital Improvement Program in order to benchmark its progress in achieving specific levels of service for its residents.

4.2 - Water

4.2.1 - SUMMARY OF PRIOR MSR FINDINGS

The 2011 MSR for the City of Weed noted the City is supplied water by a combination of springs and well sources. The 2003 Water Master Plan Update for the City of Weed was used as a reference to determine that based on the need to update the City's existing water infrastructure, it was suggested that the City adopt and implement development impact fees. It was also suggested that the City continue to keep utility rates commiserate with the costs of operating and providing services, and implement rate increases as necessary. It was anticipated that with an appropriate increase in fees, and with the continued pursuit of grant monies, the City will acquire revenues necessary to meet the increasing demands for its public services.

The 2003 Master Water Plan update for the City of Weed identified the following recommended improvements for the municipal water system:

- Construct five new municipal wells - two with a capacity of 500 GPM and three with a capacity of 600 GPM;
- Construct three new reservoirs with a combined total capacity of 1.75 MG;
- Modify pressure reducing valve (PRV) No. 2 vault & calibrate/replace existing PRV;
- New 6" intertie mains on College Ave and Phelps Ave and two new fire hydrants;
- Ten new fire hydrants on S. Weed Boulevard and Lincoln Heights;
- Add two 2" water meters to Bel Air Park water service;
- Replace 8" mains in alleys between Walnut, Oregon, and S. Weed Boulevard;
- New 12" main from new Well No. 1;
- New 10" main between Bel Air Tank and College Avenue;
- New 8" intertie from Hillside Reservoir;
- New PRV station in Hillside Zone;
- New intertie and control valve between Downtown and Weed Boulevard Zones;
- New 8" main from new Well No. 2;
- New 8" intertie mains and four fire hydrants in Angel Valley;
- Replace 12" main from Mill Street to Broadway;
- New parallel 8" mains in Broadway and West Lincoln Avenue;
- New 6" main and new 8" main in Alameda and Kennedy and two new fire hydrants;
- New 8" main in Oak Street and three new fire hydrants;
- New 10" main from new Well No. 4;
- Telemetry for new Well No. 4 and new Well No. 5;
- New 8" main from new Well No. 5;
- New 10" main from new Well No. 5 and new North Reservoir;
- New 10" parallel main in Kellogg Drive; and
- Two new 8" mains and PRV Station No. 4 in Shastina Drive.

4.2.2 - CURRENT CONDITIONS

The City has not updated its Water Master Plan since its original adoption in 2003. The document likely needs to be updated to reflect the recently adopted policies within the General Plan Update.

The City's Public Works Department oversees the residential and commercial domestic water service enterprise within the City limits. The City also oversees the local fire protection systems of hydrants and sprinklers.

The City of Weed relies on springs and wells for water supply. Water from Beaughan Springs, Mazzei Well, and Gazelle Well are supplied by the Mount Shasta Watershed. Beaughan Springs is privately owned by Roseburg Forest Products. Beaughan Springs feed the Hillside and Lincoln Heights storage reservoirs. Mazzei Well is located in South Weed just northeast of South Weed Interstate 5 interchange. This well provides 0.91 MGD. The City also has an emergency water supply in Gazelle Well which provides 0.81 MGD. Gazelle Well is not in primary use due to the taste and odor from sulfur-reducing bacteria. There are some private wells maintained by private citizens used within the City limits. The City's water sources allow for delivery of approximately 2.97 MGD. However, all three primary sources are identified as needing specific upgrades due to their age (California Polytechnic State University 2016).

In terms of storage, the City also maintains six storage reservoirs at the time of the Municipal Services Review Report. The City's water supply totaled 1.55 million gallons of water (MG). Except for the Hillside Reservoir, the other five water storage facilities were built prior to 2004. Furthermore, four of those facilities are either in need of replacement or improvements (California Polytechnic State University 2016).

The City's water distribution system consists of more than 135,000 feet of ¾-inch to 12-inch diameter pipeline built from a variety of materials resulting in some variability in age and condition. The vast majority of the City's network is less than 30 years old and expected to last for another 40 years or more. The 2003 Master Water Plan identified that 33.5% of the water supply was unaccounted for and was determined to be due to the age of the pipe network. The network has been updated post 2003 Master Water Plan but there is no data on the decrease in unaccounted water (California Polytechnic State University 2016).

No information was readily available to evaluate or compare the improvements listed within the prior MSR and which improvements have been completed by the City.

Funding for water services has in the past come primarily from the City's Water Fund. The Water Fund is an Enterprise Fund established to account for the operations and maintenance of, and improvements to the City's water service utility through user fees (monthly fees as discussed above, and one-time connection fees). Connection fees provide funds for growth-related improvements to the system. The Water Fund currently has no debt associated with it, as the bonds associated with infrastructure were paid off by the City in the FY 15/16

Budget. Table 4-1 provides a summary of Water Operations Fund expenditures for FY 2016-2017 through FY 2018/19.

**Table 4-1
Water Operations Fund Expenditures**

Source	FY 2016/2017	FY 2017/18	FY 2018/19
General Administration	\$231,381	\$821,975	\$151,676
Personnel Services	\$199,572	\$0	\$209,685
Depreciation and Amortization	\$191,733	\$224,926	\$229,491
Contractual Services	\$161,898	\$0	\$270,824
Material & Supplies	\$62,672	\$0	\$20,490
Other Operating Expenses	\$3,318	\$48,468	\$82,912
Total	\$851,574	\$1,095,369	\$965,078

Source: cities.bythenumbers.sco.ca.gov; City of Weed Fiscal Year 18/19 Adopted Budget

Needs and Deficiencies

The City’s Water Master Plan has not been updated since 2003. In that plan, it stated that the City appears to be missing about one-third of the water which it is pumping. Therefore, the City should undergo an evaluation of its existing water system to determine where leaks and other losses are occurring in order to preserve its water resources.

Numerous programs within the recently adopted General Plan identify tasks for the City to undertake to address needs and deficiencies of their water utility.

- **Program PF 1.1.1.1**
Implement a program to assess the quality of water on a regular basis.
- **Program PF 1.1.1.2**
Produce an annual report to City Council on water supply and water quality.
- **Program PF 1.1.1.3**
Implement a Capital Improvements Plan for the phasing of updates to the water supply system when feasible, including the completion of metering of the water supply system.
- **Program PF 1.1.2.1**
Seek grant funding to establish city-owned water supply sources.
- **Program PF 1.2.1.1**
Implement a program to assess the distribution network as the City completes updates and regular maintenance.

- **Program PF 1.2.1.2**
Update the City's Water Master Plan.

- **Program PF 1.2.1.3**
Implement a Capital Improvements Plan for the phasing of updates to the water distribution system when feasible.

By implementing the already adopted programs within the next five years, the City will be able to identify current deficiencies within the water system and develop a program with solutions, such as funding options, fees for development, or a Capital Improvement Program, to address the needs of residents.

4.2.3 - DETERMINATIONS

Determination 4.2-1 – The City provides water to residents within the City with a combined maximum production of approximately 2.97 MGD, or 1,084 MGY.

Determination 4.2-2 – The City's 2003 Water Master Plan estimated water usage at approximately 248.2 MGY.

Determination 4.2-3 – The City should implement a program to assess the quality of water on a regular basis.

Determination 4.2-4 – The City should produce an annual report to City Council on water supply and water quality.

Determination 4.2-5 – The City should implement a Capital Improvements Plan for the phasing of updates to the water supply system when feasible, including the completion of metering of the water supply system as well as the for the phasing of updates to the water distribution system when feasible.

Determination 4.2-6 – The City should seek grant funding to establish City-owned water supply sources.

Determination 4.2-7 – The City should implement a program to assess the distribution network as the City completes updates and regular maintenance.

Determination 4.2-8 – The City should update the Water Master Plan to accommodate the development and growth envisioned within the recently adopted General Plan.

4.3 - Wastewater

4.3.1 - SUMMARY OF PRIOR MSR FINDINGS

The City of Weed MSR from 2011 (PMC 2011) identified that the City provides collection, treatment and disposal of wastewater within City limits. The City has two separate sewage collection and treatment systems that share a common effluent disposal facility. The northern portion of the City is served by the Weed sewer system and the southern portion of the City is served by the Shastina sewer system. Both treatment plants are located outside of and to the northwest of the City, between Interstate 5 and State Route 97 (See Figure 2, City-Owned Properties).

The City of Weed 2006 Master Sewer Plan Update for the Weed and Shastina Sewage Collection, Treatment and Disposal Facilities was completed by Pace Engineering in March 2006 and includes a summary of the existing sewer systems, future sewer demands, recommended improvements, and estimates of cost. The Master Sewer Plan identified major improvements to the sewer system to accommodate planned growth. Additionally, growth beyond the year 2016 projections included in the Master Sewer Plan will require major expansions and improvements to both treatment facilities and a supplemental or alternate location for effluent disposal.

The Master Sewer Plan categorized improvements based on which component of the sewer system they are associated with (i.e., collection system, treatment facilities or disposal facilities).

The Master Sewer Plan identified estimated costs of improvement to the wastewater system to be \$9,330,025. The identified improvements include the following:

- 8" Sewer in Black Butte Drive;
- 10" Sewers for Aspen Creek and RV Park Project;
- 6" replacement sewer in Walnut and Oregon;
- 15" parallel relief sewer, reach S7 to S8;
- 18" parallel relief sewer, reach S9 to S12;
- 18" parallel relief sewer, reach S13 to S15;
- 21" parallel relief sewer, reach S15 to Shastina WWTP;
- 12" Boles Creek Interceptor Replacement;
- Effluent Pump Station Improvements;
- 9,500 LF 12" Effluent outfall pipeline; and
- Percolation bed improvements.

4.3.2 - CURRENT CONDITIONS

The City of Weed maintains two wastewater treatment facilities and a collection system to provide sewer services to residents and businesses within the City. Users are generating about 0.45 million gallons of sewage per day (MGD) during dry periods and doubling to

**Capacity of Facilities and Adequacy of Services
Wastewater**

almost a million gallons per day during wet weather periods. The cost for this service is established by Council resolution and is intended to cover the cost of acquisition, construction, reconstruction, administration, maintenance and operation of the system, and to provide for the timely payment of principal and interest on any outstanding debt obligation. The City issued bonds for the construction of wastewater improvements in 1977. These bonds were fully repaid in fiscal year 2016/2017 (California Polytechnic State University 2016).

The sewer system is owned by the City and operated by the Weed Public Works Department, Utilities Maintenance Division. The total annual budget for system operation, maintenance, and administration is approximately \$275,000. The City’s wastewater infrastructure system consists of approximately 23 miles of 6-inch through 12-inch gravity sewer mains. The Shastina Sewage Collection System consists of approximately 43,000 linear feet of 6, 8, and 10-inch sewer mains, in addition to approximately 7,600 linear feet of 12-inch sewer. The Weed Collection System has approximately 69,000 linear feet of 6, 8, and 10-inch sewer mains. The City owns and operates the Shastina and Weed wastewater treatment plants (WWTPs). The Sewer System Management Plan was completed for the City of Weed by PACE Engineering as an update to the 2006 Sewer Master Plan.

Funding for wastewater services has in the past come primarily from the City’s Wastewater Fund. The Wastewater Fund is an Enterprise Fund established to account for the operations and maintenance of, and improvements to the City’s wastewater service utility through user fees (monthly fees as discussed above, and one-time connection fees). The City approved a rate increase that will take effect during FY 2018/19 that will generate additional financial resources to provide services (City of Weed 2017). Expenditures shown in the most recently adopted budget did not match the expenditures reported to the State Controller’s Office, as “Other Operating Expenses” were not shown in the budget but provided to the State in their annual Cities Report.

**Table 4-2
Wastewater Operations Fund Expenditures**

Source	FY 2016/2017 (reported)	FY 2017/18 (budgeted)	FY 2018/19 (budgeted)
General Administration	\$269,108	\$421,168	\$160,388
Personnel Services	\$138,996	\$0	\$169,821
Depreciation and Amortization	\$134,755	\$141,356	\$141,556
Contractual Services	\$32,911	\$0	\$13,474
Material & Supplies	\$3,285	\$0	\$3,395
Other Operating Expenses	\$311,514	\$69,610	\$147,894
Non-Operating Expenses (Bond Payment)	\$12,603	\$0	\$0
Total	\$903,172	\$632,134	\$636,528

Source: cities.bythenumbers.sco.ca.gov; City of Weed Fiscal Year 17/19 Adopted Budget

Needs and Deficiencies

The City utilizes the 2013 Sewer System Management Plan (SSMP), customer complaints, and regular maintenance activities to identify and prioritize system deficiencies. A specific analysis or confirmation of the improvement suggested were completed from the prior Master Plan was not provided by the City. However, it can be assumed that previously listed needed improvements, whether completed or not, were considered during modeling and review of the sewer system for the revised SMMP and therefore any revised list reflects the current needs of the City.

It has been determined that the City's existing collection system has capacity to meet Average Dry Weather Flow (ADWF) flows; however, the City still experiences (Sewer System Overflows) SSOs in the summertime. A review of SSO reports from 2012 and 2013 indicated root intrusion is the primary culprit.

In addition to root intrusion, the City also has relatively high peaking factors with 2.7 and 6.7 at the Shastina and Weed WWTPs, respectively. These peaking factors indicate the City has a large Inflow and Infiltration (I&I) component. Therefore, root intrusion and I&I treatment should be addressed in the CIP.

The existing system is undersized to handle historical and projected Peak Wet Weather Flow (PWWFs), therefore sewer line capacities need to be increased. These recommendations are based on model scenarios and will need further field investigation prior to implementation (Pace Engineering 2013).

2012 CONDITION

In order to increase sewer main capacities under PWWF conditions, the following sewer improvements are needed:

Boles Creek Interceptor

- Replace approximately 6,920 Ft of 10-inch with 15-inch pipe from Columbus Way to MH 732
- Install 13 new manholes along dirt road to the Weed WWTP

Beaughton Creek Interceptor

- Replace approximately 970 Ft of 8-inch pipe with 10-inch pipe from cleanout (CO)141 to CO W7A
- Replace approximately 290 Ft of 8-inch pipe with 12-inch pipe from CO W7A to MH732
- Install two new manholes at cleanout W7A and CO 141
- Replace approximately 320 Ft of 14-inch main to the Weed WWTP with 18-inch main
- Install new manhole at entrance of Weed WWTP

2022 CONDITION

Due to the age and condition of existing sewer mains, the proposed improvements for accommodating 2022 PWWFs consist of replacing undersized sewer mains with larger mains.

- Replace approximately 1,500 Ft of 12-inch pipe with 15-inch pipe from MH 322 to 334
- Install eight new manholes along dirt road to the Shastina WWTP
- Replace approximately 290 Ft of 10-inch pipe with 15-inch pipe from MH 271 to 300
- Install four new manholes in this alignment

4.3.3 - DETERMINATIONS

Determination 4.3-1 – The City of Weed’s WWTP provides sewer treatment to approximately 1,050 connections located within the City.

Determination 4.3-2 – The City should review the Sewer System Management Plan during every budget cycle in order to determine if funds are needed to revise the document based on growth, development or regulatory changes within the City.

Determination 4.3-3 – The City should inventory improvements made annually in accordance with the Sewer System Management Plan to determine the extent of remaining investment need to complete the identified, necessary upgrades.

Determination 4.3-4 – The proposed improvements to the sewer system should be listed within the Capital Improvement Program and adopted with the two-year annual budget.

Determination 4.3-5 – The City should aggressively pursue State and federal grant funding to finance State-mandated infrastructure improvements and system upgrades in order to aid with upgrades and gain compliance with State standards.

4.4 - Storm Drainage

4.4.1 - SUMMARY OF PRIOR MSR FINDINGS

The City of Weed MSR from 2011 (PMC 2011) identified that the City was providing adequate flood control and drainage services through a series of aboveground ditches and underground pipes. However, it was noted that the City had experienced flooding during times of heavy rainfall and snow melt.

The Drainage Study for the City of Weed was completed by PACE Engineering, Inc. in December 2007 and includes an overview of the existing drainage system, an evaluation of storm drain facilities, identification of drainage deficient areas, and recommended improvements. The Drainage Study primarily focuses on drainage issues associated with the Boles Creek watershed. It is within the Boles Creek drainage that the City of Weed has typically experienced localized flooding due to rainfall and snow melt.

The Boles Creek drainage passes through the City, in some cases under streets, parking lots, and buildings, in a variety of concrete boxes, concrete pipes and corrugated metal pipes. These drainage facilities are typically in good condition and range in size from three to eight feet. The City made several improvements to enhance drainage within the watershed in 2004; however, some constrictions remain. The Drainage Study recommended construction of four regional detention basins to address and help mitigate the increase in impervious surfaces associated with existing and future development in the City.

4.4.2 - CURRENT CONDITIONS

The City of Weed Public Works Department maintains a storm drain system that is separate from the sewer system. The Department provides storm drain maintenance on existing storm drains, ditches and other water courses primarily contiguous to developed property. The Department also provides facilities planning for future needs of the City as well as administer grants to supplement its activities.

The City of Weed is not at great risk for flood. The area which would be most affected in the occurrence of a flood are the parcels surrounding Boles Creek, which runs through the center of the City. Should a 100-year storm occur, much of the land immediately surrounding the creek would be inundated. Weed is at a minor risk for a 100-year flood and does not have a significant history of flood events associated with severe weather (California Polytechnic State University 2016).

The 2007 Drainage Study appears to be the most up to date assessment or action plan related to storm drainage and flood protection. The recently adopted General Plan acknowledges that significant flooding is not a local issue. However, proposed roadway expansion and particularly service commercial expansion in South Weed will likely necessitate an increase in parking and impervious surfaces that may impact the current flow of stormwater. The General Plan further states that the City's stormwater infrastructure may need to be evaluated as more severe weather events continue to impact the region. Additionally, the

City's current drainage and conveyance systems will need to be expanded to serve the increased population and proposed new development (California Polytechnic State University 2017).

Funding for storm drainage and flood control services has in the past come primarily from the City's General Fund. Since major flooding and drainage events are rare within the City, limited funding seems to be allocated for this service by the City, with a total of \$7,000 being budgeted during FY 2017/2019. Additionally, it is likely that aspects of this service, such as cleaning drain inlets, is done concurrently with other general maintenance activities such as street sweeping or general maintenance (City of Weed 2017).

Needs and Deficiencies

As previously stated, the City does not experience significant events of flooding, as much of the City is located outside the FEMA established floodplain. Therefore, it can be assumed that the City, based on its limited development and growth, would only require updates and possibly regulatory changes to any existing Drainage Study or plan. However, the City should follow its General Plan and proceed with evaluating facilities in order to accommodate the growth scenario adopted within the General Plan, at a minimum.

4.4.3 - DETERMINATIONS

Determination 4.4-1 – The City maintains a storm drainage system that helps to protect residents and businesses for flood events.

Determination 4.4-2 – The City's storm drain infrastructure needs were last evaluated in 2007.

Determination 4.4-3 – The City recently adopted a General Plan Update that identifies areas of increased population and new development.

Determination 4.4-4 – The City should undertake re-evaluating the storm drainage systems as more severe weather events continue impact the region, as recommended by the General Plan.

4.5 - Road Maintenance

4.5.1 - SUMMARY OF PRIOR MSR FINDINGS

The City of Weed MSR from 2011 (PMC 2011) concluded that the City was providing an adequate level of streets and road services and noted that the maintenance of existing roadways comprised most near-term street improvements. The Public Works Department maintains the streets and roads of Weed as needed. The Siskiyou County 2008 Regional Transportation Plan (RTP) updated by the Local Transportation Commission (LTC) to comply with the California Transportation Commission (CTC), prioritized transportation projects within Siskiyou County. The RTP identified both short-range and long-range capital improvements for the next 20 years for the City of Weed. However, projects identified in the RTP have experienced a significant funding shortfall for road improvement costs for both the State and local road systems, and therefore many of the projects identified in the RTP for the City of Weed had not been completed. Road, alternative transportation and transit improvements within the City of Weed were identified in the Regional Transportation Plan. Of the total 27 projects identified in the RTP, three had been completed, and several other projects were in progress.

4.5.2 - CURRENT CONDITIONS

The City's Public Works Department is responsible for the operation and maintenance of City streets, snow removal, and lighting. As stated previously, it appears that aspects of storm drainage maintenance are also conducted concurrently with street maintenance activities. Two major highways intersect in the City of Weed: Interstate 5 (I-5) and United States Highway 97 (US 97). The City's transportation network includes freeways, arterials, and local roads. The roadways provide major access for freight trucks and passenger vehicles to surrounding cities, local destinations, schools, places of recreation, and residential areas. (City of Weed 2017).

The City pays a per light utility fee for electricity. New lights were added in Angel Valley and likely in the Boles area, which slightly increased expenditures for lighting.

The City provides both street sweeping (twice weekly) as well as snow removal. These activities operate year-round within residential and commercial areas of town. Most of the cost for these services consist of leasing costs for a street sweeper and employee salaries.

The City funds street maintenance through the General Fund primarily but it is supplemented through other sources such as Gas Tax and other grants. More specifically, the City's adopted budget for FY 2017-2019 includes \$2.4 million in grant funding for the reconstruction of Vista Drive. So, although funding appears to have jumped significantly from prior years, the revenues for this item are from other sources and do not significantly impact operations and service delivery (City of Weed 2017).

The City has not allocated any money towards sidewalk repair, presumably because many developed areas lack sidewalks, as it is estimated that approximately 75% of town lacks facilities altogether (California Polytechnic State University 2016).

4.5.3 - DETERMINATIONS

Determination 4.5-1 – The City actively maintains the existing road systems and provides snow removal and street sweeping services within the City limits, with the exception of State Highways.

Determination 4.5-2 – The City utilizes various funding sources for the operations and maintenance of maintaining streets within the City limits. However, the City should consider adopting a Capital Improvements Program for streets in order to allow for comprehensive financial planning of resources.

Determination 4.5-3 – The City should investigate opportunities for funding to expand the sidewalk infrastructure within deficient areas.

4.6 - Law Enforcement

4.6.1 - SUMMARY OF PRIOR MSR FINDINGS

The City of Weed MSR from 2011 (PMC 2011) identified that the City was providing a wide range of services associated with law enforcement. The City of Weed Police Department is a full-service, community-oriented police force that, in addition to typical law enforcement responsibilities, offers assignments in Investigations, the Siskiyou County Inter-Agency Narcotics Task Force, and the youth-based Explorer Program. The Department has taken on additional responsibilities such as parking enforcement consistent with Title 10 of the Weed Municipal Code, and animal control consistent with Title 6 of the Weed Municipal Code. The City of Weed Police Department also offers free services to the community as funding allows, such as the "You Are Not Alone" Program, where officers contact seniors on a daily basis confirming they are secure and in good health.

At the time the MSR was written, the Weed Police Department consisted of 15 full-time and three part-time employees, 10 of which were sworn officers. In addition to paid staff, two volunteers support the Department through its Volunteers in Policing Program. With service area boundaries that are contiguous with City limits, the Police Department served a population of 3,009, resulting in a service ratio of approximately one sworn officer per 300 persons. The Police Department also maintains mutual aid agreements with the Siskiyou County Sheriff's Department and all other law enforcement agencies within the County.

From 2008 to 2010, the Weed Police Department responded to between 15,097 and 22,246 incidents per year, including law enforcement, medical, animal control and fire calls. The Department had 10 vehicles that were maintained on a regular basis.

Although there were no immediate planned improvements or staffing increases, the City's 10-year plan was to construct a new Public Safety Facility in South Weed. The planned safety facility was anticipated to house a joint police station and fire station as well as an Emergency Operations Center intended to be utilized by other agencies for their area emergencies. This new facility was intended to replace the existing police station, and all dispatch, office, and general police department operations would be relocated to the new facility. It was noted that the Police Department may maintain a secondary office at the City Hall once the new facility is operational for residents to meet with officers.

4.6.2 - CURRENT CONDITIONS

The Weed Police Department provides law enforcement services to the residents of the City. The Police Department is a full-service police department providing public safety, investigative services, parking enforcement as well as other non-law enforcement services. The Police Department responds to more than approximately 20,000 calls for service in annually (City of Weed Police Department 2012).

The City's adopted budget for FY 2017-2019 includes \$1,443,363 for police services, which is approximate a fifth of the City's total budget, and the second largest share of total general fund expenditures.

The Police Department currently operates with 21 total employees which includes nine officers, six dispatch staff, and six reserve officers. The City provides police protection on a 24 hours per day basis with a minimum staffing of one sworn officer on duty. Direct field supervisor of police officers will be provided on an as available, as needed, basis by the management and supervisory police personnel (City of Weed 2017) .

The City appears to have adopted a standard for sworn officers at one officer per 1,000 residents within the General Plan. With the current budget, the Department is currently at a ratio of 3.45 sworn officers (9 sworn officers) per 1,000 residents (2,605 residents). This ratio is lower than the ratio of 4.2 sworn officers per 1,000 residents for the Western region of the United States for cities whose population is below 10,000 residents (Federal Bureau of Investigation 2017).

Facilities and Equipment

The Weed Police Department is located at City Hall at 550 Main Street. The Department maintains vehicles but likely not other specialized equipment. Vehicles within the City patrol approximately 140,000 miles annually and need constant maintenance in order to be in adequate working order. The City discussed the addition of a new facility within the Bel-Air portion of town to better serve the community under future growth and development (California Polytechnic State University 2017). The City should continually evaluate the feasibility of constructing the facility, identify funding sources and set criteria for when the facility should be constructed.

Crime Statistics

Crime statistics for Weed were obtained from the Federal Bureau of Investigations (FBI) and are shown in Table 4-3 below.

It appears that there was a spike in criminal activity in 2015 when compared to the other three years. The City should continue monitor these statistics and determine if there is a need for an additional officer in order to curtail the continuance of increased crimes. Monitoring the statistics will also allow the City to determine if 2015 was an anomaly and therefore act accordingly with appropriate staffing and funding, if needed.

Needs and Deficiencies

The City crime rate appears to be in decline over the past few years, so service appears to be adequate. However, the City has identified in the General Plan the need to construct some of expanded or new facilities with Bel Air in order to better serve future growth.

**Table 4-3
2014-2017 Reported Crime Statistics (Category I Crimes)**

Category	2014	2015	2016	2017
Population	2,894	2,836	2,479	2,605
Violent Crime	20	31	23	23
Murder/non-negligent manslaughter	0	1	0	0
Rape	3	3	1	0
Robbery	2	4	5	0
Aggravated Assault	15	23	17	23
Property Crime	84	115	99	95
Burglary	13	23	13	23
Larceny-theft	63	83	78	62
Motor vehicle theft	8	90	8	10
Arson	0	0	0	0
Total Reported Crimes	208	373	244	236

Source: www.fbi.gov

4.6.3 - DETERMINATIONS

Determination 4.6-1 – The Police Department provides law enforcement services and coordinates with outside law enforcement within the unincorporated area.

Determination 4.6-2 – The City utilizes a variety of financing sources in order to offset the expenditures utilized by law enforcement.

Determination 4.6-3 – The City should continue mutual aid agreements with other local and regional law enforcement agencies in order to enhance response capabilities within and around the City limits.

Determination 4.6-4 – The City should monitor crime statistics in years immediately following 2017 to determine if there is a need for additional patrol personnel in order to curtail the increase in crimes.

Determination 4.6-5 – The City should begin facility planning and explore funding sources for expanded facilities within the Bel Air growth area, as recommended in the General Plan.

4.7 - Fire Protection

4.7.1 - SUMMARY OF PRIOR MSR FINDINGS

The City of Weed's Municipal Services Review Report from 2011 identified that the City Fire Department is staffed with 35 personnel: one volunteer Chief, one paid administrative Captain (who is on contract with the City from Cal Fire); four volunteer Fire Captains; three volunteer Lieutenants; 20 volunteer firefighters; six College of the Siskiyou (COS) live-in firefighters; and one part-time paid fire fighter. The operations and volunteers of the Department are managed by an Administrative Captain and the Chief. The Weed Fire Department responds to structure fires, vegetation fires, automobile incidents, medical assist calls, general aid, and 911 calls.

Fire service needs identified included one new fire station to serve the South Weed area and the growing demands of the City. The Weed Public Safety Facility, planned to be located along South Weed Boulevard, was anticipated to be paid for by development impact fees, grants, and donations. Equipment and staff would be necessary to equip this new station. It was intended that this facility be a shared facility by both the Fire and Police Departments and house an Emergency Operations Center intended to be utilized by other agencies for their area emergencies. The Fire Department would re-locate their administrative offices and primary response to the new facility, though the Department would maintain their existing fire station and equipment on Roseburg Parkway. Therefore, it would be necessary to outfit the new fire station with additional fire response equipment beyond what the City currently owned.

The MSR concluded that if the community grows as projected, the Volunteer-based Fire Department should be able to effectively serve the community. If growth occurs beyond the projections of the General Plan, steps may need to be taken to shift more to a full-time staff.

4.7.2 - CURRENT CONDITIONS

The Fire Department is currently staffed with 38 personnel: a volunteer Chief, a paid administrative Captain, four volunteer Fire Captains, three volunteer Lieutenants, 20 volunteer firefighters, eight College of the Siskiyou live-in fire fighters and one part-time paid fire fighter.

The Weed Fire Department's jurisdictional boundaries are contiguous with the City limits, though the Weed Fire Department also responds to calls outside the City through mutual aid agreements. The Weed Fire Department participates in statewide mutual and automatic aid systems and responds with one fire engine anywhere in the State as needed. The Department also has mutual aid agreements with California Department of Forestry and Fire Protection, Siskiyou County Fire Warden, Hammond Ranch Hose Company, Mt. Shasta Fire Department, and Lake Shastina Fire Department.

Facilities and Equipment

The Fire Hall, located at 128 Roseburg Parkway, was originally constructed in 1922 and is owned by Roseburg Forest Products, though equipment is owned by the City of Weed. Additionally, the City completes all maintenance needs for the building.

The station consists of approximately 6,500 square feet, including four vehicle bays and equipment storage on the first floor. A meeting/training room and administrative offices are located on the second floor. Recent upgrades have included installation of a fire sprinkler system and exhaust systems for the engine bays. General maintenance is on an ongoing basis, and the building is in fair condition. The Fire Hall needs a new foundation, new concrete floors and an automatic emergency generator. Future improvement needs include continual maintenance and eventually complete remodel of the engine bays.

The Department owns and maintains three fire engines and one fire rescue truck.

Mutual and Automatic Aid Agreements

The Fire Department participates in the statewide mutual aid system and responds one fire engine anywhere in the State as needed. The Department has made a strong commitment to automatic aid on the local level. The Department maintains the following written automatic aid agreements: California Department of Forestry and Fire Protection and Siskiyou County Fire Warden, Hammond Ranch Hose Company, Mt. Shasta Fire Department and Lake Shastina Fire Department.

The automatic aid agreement is equally beneficial to all agencies where each department responds automatically on a year-round basis to emergencies within each other's jurisdiction. This pooling of resources helps each agency combat emergencies of any size or duration. It also ensures that the closest emergency resource responds regardless of jurisdiction.

Services Provided

FIRE SUPPRESSION

Emergency response is carried out from one staffed fire station (located at 128 Roseburg Parkway), covering four square miles and protecting a population exceeding 3,000. An additional 15 square miles is included within the automatic aid contract within the County. The fire station responds to approximately 600 incidents annually. Response times average 3.67 minutes per call within the City of Weed.

EMERGENCY MEDICAL RESPONSE

The Weed Fire Department responds to a high volume of medical calls. Approximately 70% of all calls for service are medical calls. All personnel are trained to either Emergency Medical Responder or Emergency Medical Technician 1A levels as a minimum. All necessary basic

life support equipment, including heart defibrillators, are carried on vehicles. The Department fills the need for Basic Life Support and the Advanced Life Support need is fulfilled with the local ambulance company responding from Weed.

HAZARDOUS MATERIALS RESPONSE

Although the Department does not maintain a Hazardous Materials Response Team, all personnel are trained to meet mandated requirements for the Hazardous Materials Operational Level. A small group of personnel have been trained to the higher levels of Hazardous Materials Technician and Specialist. Due to lengthy railway lines and State highways traversing the City, there is an ongoing potential for a hazardous materials transportation incident.

TRAINING

Training activities are scheduled on a monthly basis. The Department strives to deliver a wide range of training, which includes State, and federally mandated topics, as well as discretionary subjects. All personnel are scheduled to participate in 12 hours of training each month scheduled on Monday and Wednesday evenings from 6:00 to 9:00 p.m. Additionally, many volunteer fire fighters expand their knowledge base by attending both fire service related and advanced degree courses from the College of the Siskiyous.

College of the Siskiyous Fire Technology Program

The City Fire Department works closely with the College of the Siskiyous (COS) Fire/Emergency Response Technology program. Officers from the Fire Department assist with instruction, vehicle maintenance, and equipment maintenance and operation for the COS program. The Department is financially compensated for their contributions to the COS Fire/Emergency Response Technology Program to assist in the overhead operating costs of the Department. The Department provides equipment and training props to the Fire Technology Program. The Department also provides opportunities for students participating in the Fire Technology Program to experience the fire service firsthand. These students, through the college work experience program, can work and live in the fire station in a fire fighter capacity.

The College of the Siskiyous offers a degree program in Fire/Emergency Response Technology for students interested in the fire service as a career. This training program is conducted at a classroom facility housed within the fire station. The students are also allowed to ride along on apparatus during their non-classroom time.

Needs and Deficiencies

The City is located within a region that is potentially affected by wildfire. The City experienced a six-fold increase in incidents due to the Boles Fire in 2014, compared to the prior three years. The General Plan has identified specific criteria that development must follow to be approved, such as being located within a five-minute response area of existing

facilities. Growth approved within the General Plan is within an appropriate response area of existing facilities and can be served by staffing. However, it is acknowledged that improvements to existing roadway system would promote better access in the case of emergencies.

4.7.3 - DETERMINATIONS

Determination 4.7-1 – The City provides fire protection with a volunteer Fire Department within the City limits using General Fund revenues.

Determination 4.7-2 – The City should continue to program repairs to existing facilities in order to meet the needs of staff to provide a level of service acceptable to residents.

Determination 4.7-3 – The City should continue mutual aid and automatic aid agreements with adjacent agencies in order to provide overlapping and supplemented service within the City limits and SOI.

Determination 4.7-4 – The City should identify key roadways to be improved in order to promote better response times for the Fire Department, as recommended by the General Plan.

SECTION 5 - FINANCIAL ABILITY TO PROVIDE SERVICES

This section analyzes the financial structure and health of the City of Weed with respect to the provision of services. Included in this analysis is the consideration of rates, service operations, and the like, as well as other factors affecting the City's financial health and stability, including factors affecting the financing of needed infrastructure improvements and services. Compliance with existing State requirements relative to financial reporting and management is also discussed.

An examination of financing includes an evaluation of the fiscal impacts of potential development, and probable mechanisms to finance needed improvements and services. Evaluating these issues is important to ensure new development does not excessively burden existing infrastructure and the ability of the City to fund existing improvements and services.

An examination of rate restructuring should identify impacts on rates and fees for services and facilities and recognize opportunities to positively impact rates without decreasing service levels. The focus is on whether there are viable options to increase the City's efficiency through rate restructuring prior to any SOI adjustment.

Annual audit reports and financial statements for the City were reviewed in accordance with the MSR Guidelines. The purpose of this review is to determine fiscal viability, suitability of current funding practices, and potential fiscal impacts resulting from new legislation.

5.1 - City Budget

The City adopts a two-year budget, which was last adopted in 2017. The adopted budget reflects the City Council's goals and targets and continues funding enough to maintain community accepted service levels. The City of Weed budget for the fiscal years of 2017-2018 & 2018-2019, as adopted on June 15, 2017, projects a potential deficit of \$540,995 and \$3,118,810. Although there appears to be a deficit, the projects associated with the potential expenditures are funded through grants predominantly and therefore are not counted within the revenues as the City has not obtained those funds and they may not be available due to other circumstances.

The General Fund is the principal fund of the City, and this fund will continue to play the dominant role in City finances. The General Fund is not projected to have any sizeable changes that will affect City operations that are financed from this fund. Some specifics from the 2017-2019 cycle are as follows:

- The sales tax is expected to increase due to the business activity at South Weed and elsewhere with a modest increase in gasoline prices and additional development. Past state borrowing of sales tax ended during the last two-year budget cycle.
- In March 2015 the voters approved a Transaction and Use Tax which we began collecting on July 1, 2015. This revenue is separately budgeted from other general fund revenues.

- The Transient Occupation Taxes have seen a significant increase in the last year due to increased advertising funded by the TBID assessment.
- The construction permits included in the licenses and fees category are expected to tail off at the conclusion of the rebuilding. These will be replaced in part by the increased construction in South Weed.
- Franchise taxes continue to increase with increased electrical rates. Cable television franchise taxes are stable.
- The revenue from other agencies also includes various one-time grants received that did not require a separate fund accounting.

According to the State Controller’s Office, the City has expended more money than it has collected in revenues. Granted, the State Controller’s Office does not show reserves available. But a continued trend would seemingly increase debt service for the City. The previous three years’ (2017-2019) revenues and expenditures are shown in Table 5-1.

**Table 5-1
City Revenues and Expenditures (2017-2019)**

Source	2017	2018	2019
Revenues	\$7,488,354	\$6,210,756	\$5,838,389
Expenditures	\$7,931,521	\$6,341,061	\$8,261,958
Total	(\$443,167)	(\$-130,305)	(\$-2,423,569)

Source: cities.bythenumbers.sco.ca.gov;

The City’s deficit should not be construed as though the City is operating inappropriately but should be monitored by the City Manager and Finance Department. As stated previously, these expenditures may be the result of grant funding which has not yet been matched or received from outside sources. Regardless, exploration into additional revenue sources may be required to try and offset some of these expenditures in order to alleviate some of the financial burden of the General Fund or enterprise funds.

Overall, the City should adopt budget policies and strategies that drive the development of a sound budgetary structure. The City should maintain benchmarks and goals in order to measure their effectiveness from year to year. A summary of their achievements is also presented to the City Council in order to allow for proper planning during the budgeting process in order to reallocate funds accordingly in order to meet missed benchmarks.

5.1.1 - RATES AND FEES

The City sets rates and fees for various services it provides. However, typical rates for water and sewer, which are usually among the rates that require significant attention due to operation and maintenance costs, may only be used to support delivering that specific service and are subject to Proposition 218, described in Section 5.1.2.

Therefore, very few of the rates and fees set by the City are subject to Proposition 218 and, instead, may be adjusted through a resolution adopted by the City Council. This allows for easier adjustment for various factors such as inflation or establishment of new services provided by City staff.

The City adopts fees at the beginning of the fiscal year and provides a comprehensive list of fees through the Master Fee Schedule that is revised accordingly. The fees include:

- Usage fees for the various recreation facilities throughout the City;
- Building permit fees for review and inspection;
- Business license fees; and
- Police service and vehicle fines.

5.1.2 - PROPOSITION 218

Proposition 218 restricts local government's ability to impose assessment and property related fees and requires elections to approve many local governmental revenue raising methods. This initiative, approved in 1996, applies to nearly 7,000 cities, counties, special districts, schools, community college districts, redevelopment agencies, and regional organizations. It ensures that all new taxes and most charges on property owners are subject to voter approval and especially to the tools of using property related fees to fund governmental services instead of property related services. Of potential concern is the long-term effect the proposition has created in a local government's ability to fill the growing divide between infrastructure needs and the provision of governmental services for the new infrastructure.

5.1.3 - OPPORTUNITIES FOR RATE/FEE RESTRUCTURING

The City's Fee Schedule is subject to periodic comprehensive revisions and updates. There is no evidence suggesting that the City would not be able to provide services to the SOI areas for fees consistent with citywide fees for such services. Further, since it appears that the City's practice is to review these fees and adopted revised fees parallel with approving the two-year budget, it can be assumed that future years will follow the same review and update procedure in order to ensure that full cost recovery is obtained for services rendered.

5.1.4 - DETERMINATIONS

Determination 5.1-1 – The City conducts an open, transparent budgeting process aimed at balancing the needs of the City with the financial resources available but should use adopted budgeting policies and benchmarks to measure fiscal health.

Determination 5.1-2 – The City attempts to utilize other forms of revenue available besides property taxes and fees, such as grants, in order to supplement its revenue stream.

Determination 5.1-3 – There is no evidence suggesting that the City would be unable to provide services to the SOI areas for fees consistent with citywide fees for services. Since the

City's common practice is to review these fees and adopted revised fees annually, it can be assumed that future years will follow the same review and update procedure in order to ensure that full cost recovery is obtained for services rendered.

Determination 5.1-4 – The City's utilization of an open budgeting process allows the City to be financially able to provide an adequate level of service to residents.

5.2 - Status of, and Opportunities for, Cost Avoidance and Shared Facilities

Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined in this section, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for efficiency. Potential sharing opportunities that could result in better delivery of services is also discussed.

An examination of cost avoidance opportunities should identify practices and opportunities that may help eliminate unnecessary or excessive costs to provide services. Such costs may be derived from a variety of factors including duplication of service efforts and facilities; inefficient budgeting practices; higher than necessary administration and operating cost ratios; inefficient use of outsourcing opportunities; and inefficient service boundaries.

An examination of opportunities for shared facilities should determine if public service costs can be reduced as a result of identification and development of opportunities for sharing facilities and resources. The benefits of sharing costs for facilities are numerous, including pooling of funds to enjoy economies of scale; reduced service duplications; diversion of administrative functions of some facilities; reduced costs; and providing better overall service.

Maximizing opportunities to share facilities allows for a level of service that may not otherwise be possible under normal funding constraints; however, facilities sharing opportunities are not without their challenges. When a municipality enters into a shared agreement, it generally relinquishes a portion of its control of the facility. Additionally, the facility may not be entirely suited to accommodate the municipality's needs.

However, the City's location makes it difficult to share facilities or services with other agencies besides Siskiyou County. The City does share facilities within City Hall for various departments. There have been discussions and direction given within the General Plan that growth may necessitate the expansion or construction of new facilities for the Police Department within the Bel Air neighborhood.

In any event, the City should continuously review its ability to maximize facilities by looking for partners to share operating and construction costs with new facilities either through the update of various planning documents or during the two-year budget cycle.

5.2.1 - DETERMINATIONS

Determination 5.2-1 – During the budget review cycle or an update of a planning document, the City should review its existing agreements with various agencies to identify the potential for cost sharing opportunities of services and/or facilities.

5.3 - Accountability for Community Service Needs, including Governmental Structure and Operation Efficiencies

This section addresses the adequacy and appropriateness of the City of Weed’s existing City boundary and Sphere of Influence, assesses the management structure and overall managerial practices of the City, and evaluates the ability of the City to meet its service demands under its existing government structure. Also included in this section is an evaluation of compliance by the City with public meeting and records laws.

An examination of government structure should consider the advantages and disadvantages of various government structures that could provide public services. In reviewing potential government structure options, consideration may be given to service delivery quality and cost, regulatory or government frameworks, financial feasibility, operational practicality, and public preference.

An examination of local accountability should evaluate the accessibility to and levels of public participation with the agency’s management and decision-making processes. The MSR Guidelines note measures such as legislative and bureaucratic accountability, public participation, and easy accessibility to public documents and information as important in ensuring public participation in the decision-making process.

5.3.1 - ORGANIZATIONAL STRUCTURE

The City of Weed operates under the Council/Manager form of government. The Chief Executive Officer is the City Manager who is appointed by the City Council and carries out City policies. All other department heads in the City serve under contract of the City Manager. The City Manager’s Office has the responsibility to ensure the needs and concerns of the community and the City organization are properly addressed.

The City Council is responsible for governing as well as establishing the overall priorities and direction for the City’s municipal government. The Council’s responsibilities include the adoption of City ordinances and policies (such as the General Plan), approval of programs, services, projects, contracts and agreements, adoption of the annual budget, and establishment of short- and long-term goals for the City. Actions of the Council, including opportunities for public involvement and public hearings, are regulated in accordance with applicable statutes and City procedures.

The City Council is elected on an at-large basis. Once elected, it is the duty of each Councilmember to represent the interests of all residents of the City. However, this structure of election allows residents to elect all Council members but may result in areas of the City

being unrepresented. The Council conducts public, noticed meetings on the second Thursday of each month at 5:30 p.m. at City Hall, located at 550 Main Street. Special meetings are posted at City Hall if needed. Meetings are also broadcast on cable channel 15 for residents (City of Weed n.d.).

The City is required to follow the open meeting law set forth in the Brown Act (California Government Code Section 54950 et seq.). The intent of this legislation is to ensure that deliberations and actions of a legislative body be conducted openly and that all persons be permitted to attend any meeting except as otherwise provided in the law. Agendas must be posted at least 72 hours in advance of a meeting, and information made available to the Council must also be available to the public.

There appear to be ample opportunities for public involvement and input at regularly scheduled meetings. The agenda is posted at numerous locations, posted on the Internet and sent to local media. It can be emailed out to those residents who request an agenda and is also posted to the City's website. Public notices (pursuant to the Government Code) are published to advertise certain types of hearings and press releases are issued to inform the public on significant city-wide issues and projects.

The City's budget process is a key mechanism used to review efficiencies in the management of City services and programs. The budget process includes a review of previous accomplishments, upcoming goals and programs, and specific funding to carry out those programs. The budget is adopted through a public hearing process by the City Council.

As a municipality, the City is structured to meet the needs and expectations of urban/suburban levels of development. As a multiple service provider with established service systems, the City would be able to efficiently provide a comprehensive range of services. With existing and planned development within the SOI, the extension of infrastructure and services into these areas would be logical and generally more efficient than if provided by other utilities. Provision of services and infrastructure by the City into the SOI should not overlap or conflict with other service providers. The inclusion of the SOI areas into the City is not anticipated to have a significant effect on the governmental structure of the City.

5.3.2 - DETERMINATIONS

Determination 5.3-1 – The City Council is elected at-large and utilizes a rotating mayor format, which serves for a term of one year. This may prevent some areas of the City from being represented on the City Council.

Determination 5.3-2 – The City conducts open meetings in compliance with the Brown Act that allows for complaints and comments regarding services and potential conflicts or inefficiencies to be identified to the City Council by residents.

Determination 5.3-3 – The City utilizes an organizational structure that obtains efficiency through department heads who oversee multiple divisions.

Determination 5.3-4 – The City makes reports, documents, Council agendas and other information available to the public that detail operations and services provided by the City at City Hall as well as on its website.

Determination 5.3-5 – The current City structure is efficient, transparent and meets expectations of its residents with the resources available.

SECTION 6 - SPHERE OF INFLUENCE REVIEW

6.1 - Sphere of Influence Overview

As part of any review, LAFCo is required to consider all the information presented in the Municipal Service Review conducted for that agency. Additionally, LAFCo must also make written statement of its determinations for that agency regarding the following:

1. The present and planned land uses in the area, including agricultural and open-space lands;
2. The present and probable need for public facilities and services in the area'
3. The present capacity of public facilities and adequacy of public services that the agency provides or is authorized to provide;
4. The existence of any social or economic communities of interest in the area if the commission determines that they are relevant to the agency; and
5. The present and probable need for those public facilities and services of any disadvantaged unincorporated communities within the existing SOI.

After a written determination has been made with respect to the aforementioned areas of review, LAFCo may adopt an SOI that is appropriate for the agency's provision of service.

This section of the report fulfills the requirements of Government Code Section 56425 and allows LAFCo to adopt an SOI that is consistent with the written determinations for the City of Weed.

6.2 - Present and Planned Land Uses

The City recently adopted a General Plan Update in November 2017. The planning area within the General Plan provided a basis for the land use analysis and future development policies. The planning area does not extend past the City limits; however, areas outside the City limits are addressed only in the case of concepts pending future evaluations of appropriate land uses for annexations. Land outside the City limits is also addressed as it pertains to access and connectivity of goods and services to City residents. Unincorporated areas surrounding Weed include Edgewood, Carrick, and Black Butte.

The current SOI would appear to be adequate to meet present and future service needs of residents. The SOI covers adjacent, existing communities which may need services in the future if their service provider is no longer able to operate. The City would be able to possibly step in as successor agency in the future. As stated in the General Plan, annexations within the SOI will require evaluation but this process is typical for any proposal for reorganization.

6.3 - Present and Probable Need for Public Facilities and Services

The City provides a wide range of services to its residents while being supplemented by other agencies within its City limits. The City coordinates with neighboring agencies to best

provide services in a comprehensive manner. Additionally, the City has outlined its growth and development within the recently adopted General Plan.

The only probable need for public facilities would be for existing communities within the SOI that are already served by some public agency currently. The City would be able to possibly step in as successor agency in the future if these agencies fail to meet their service obligations.

6.3.1 - DISADVANTAGED UNINCORPORATED COMMUNITIES

The City provides water, wastewater service and structural fire protection within the SOI but only within the City. There are areas within the SOI that are below the 80% statewide income level. The City would be the logical service provider for some of these existing neighborhoods, more specifically Hidden Meadows Estates. Therefore, the City would need to prepare to extend these services to this neighborhood as part of any reorganization within the area. However, the Hidden Meadows Estates neighborhood is already within the SOI and therefore no amendment would need to be made.

6.4 - Present Capacity of Public Facilities and Adequacy of Public Services

The City currently provides a level of service which is satisfactory to meet the needs of residents. The City reviews its service levels and should set benchmarks that allow for easy review on an annual basis to determine if additional resources must be allocated. Updating master plans on a five-year basis would allow for better tracking and evaluation of service levels and needs. Furthermore, inclusion of the CIP within the two-year adopted budget would further show the enhancements and improvements completed to further enhance infrastructure systems operated by the City.

6.5 - Existence of Any Social or Economic Communities of Interest

As stated in Section 3, there are currently communities of social or economic interest within or adjacent to the existing SOI, identified as DUCs. However, by keeping this neighborhood within the SOI, it would allow the City to be a viable service provider under the provisions of Government Code §56133 and subject to the policies of Siskiyou LAFCo, in the event than an existing service provider is longer able to do so.

6.6 - Weed Sphere of Influence Recommendations

As shown in the MSR and throughout the determinations of this document, the City of Weed is currently providing services at an adequate level to its citizens. The City is accountable to its customers through the City Council, which are elected at-large. However, given the revenue structure of the City, it amicably pieces together multiple sources of revenue such as Gas Tax and grant opportunities to provide a wide range of services within the City limits. However, the City needs to monitor its revenues compared to expenditures, as reporting to the State of California appears to show a deficit over the past three fiscal years.

The growth of the City is managed through the recently adopted General Plan. As a result, modest growth has been planned and identified within the City but policies for development will allow for services and infrastructure planning to catch up with the needs of future residents.

In conclusion, based on the analysis provided within this report, the existing SOI for the City of Weed is adequate to service the existing residents as well as possible future needs of communities within it.

Recommendation 6-1 – It is recommended that the City of Weed’s Sphere of Influence remain unchanged.

Recommendation 6-2 – With the recent adoption of a new General Plan to guide growth policies, the City’s existing SOI is acceptable to accommodate present and future growth needs for residents.

Recommendation 6-3 - With the recent adoption of a new General Plan to guide growth policies, the capacity of public facilities is required to be reviewed during new development proposals by the City to accommodate the present and future needs of residents in a responsible manner.

Recommendation 6-4 – The City may be considered a logical service provider for adjacent, existing communities if one of the current service providers is no longer solvent or able to provide services. At that time, a feasibility study should be commissioned to identify potential options for successor agencies to provide services to these communities.

SECTION 7 - REFERENCES

2017. *2040 General Plan*. Weed, CA: City of Weed.
- AGT. 2016. "City of Mt. Shasta Financial Statements Fiscal Year Ended June 30, 2016." Financial Audit, Mt. Shasta.
- California Polytechnic State University. 2017. *City of Weed 2040 General Plan*. General Plan, Weed: City of Weed.
- California Polytechnic State University. 2016. *Weed General Plan Background Report*. Weed: City of Weed.
- City of Mt. Shasta. 2018. "City Manager's Report for December 2017." *City of Mt. Shasta*. Accessed March 2, 2018. <https://mtshastaca.gov/category/monthly/>.
2017. *City of Mt. Shasta, California*. Accessed September 2017. <https://mtshastaca.gov>.
- City of Weed. 2017. *Fiscal Year 2017/2019 Adopted Budget*. Weed: City of Weed.
- n.d. *Meet Our Mayor and Council*. Accessed April 3, 2019. https://www.ci.weed.ca.us/index.asp?SEC=97B83618-FA99-4E3C-B2ED-427B747B6DE5&Type=B_DIR.
- n.d. *Planning & Zoning*. <https://www.ci.weed.ca.us/>.
- City of Weed Police Department. 2012. *Patrol Division*. Accessed 2019. https://www.ci.weed.ca.us/index.asp?SEC=D6FEDB50-2BFC-4DE5-8E3D-EDB2F3AE2BB0&Type=B_BASIC.
- n.d. *Downtown Revitalization Plan*. Weed: City of Weed.
2011. *Draft Municipal Services Review Report for the City of Weed, CA*. Weed: City of Weed.
- Federal Bureau of Investigation. 2017. *Table 70 - Full Time Law Enforcement Officers*. Washington, D.C.: Department of Justice. <https://ucr.fbi.gov/crime-in-the-u.s/2016/crime-in-the-u.s.-2016/tables/table-24>.
- Pace Engineering. 2013. *2013 Sewer System Management Plan*. Weed: City of Weed.
- PACE Engineering. 2011. "City of Mt. Shasta 2010 Master Water Plan." Water Master Plan, .
- PACE Engineering. 2017. "City of Mt. Shasta Wastewater Utility Rate Study."
- PACE Engineering. 2017. "City of Mt. Shasta Water Utility Rate Study."
- PACE Engineering. 2011. "Draft 2011 Report of Waste Discharge for the City of Mt. Shasta Wastewater Treatment Plan." Draft.

- Pacific Municipal Consultants. 2011. *Draft Municipal Services Review for the City of Weed*. Yreka: Siskiyou LAFCo.
- PMC. 2007. "City of Mt. Shasta General Plan." Mt. Shasta.
- PMC. 2011. *Municipal Services Review Report for the City of Weed*. Siskiyou County LAFCO.
- Research, Thomas Brandeberry Great Northern Services Strata. 2016. *City of Weed Community Inspired Resilience Plan*. Weed: City of Weed.
- Steinberger, Sara. 2016. *Bicycle and Pedestrian Master Plan*. Weed: City of Weed.
- U.S. Census Bureau. 2016. "Table DP03: Selected Economic Characteristics, 2012-2016 American Community Survey 5-Year Estimates."