

CHAPTER  
8

# COMMUNITY SERVICES AND FACILITIES

## A. OVERVIEW

This Element of the General Plan addresses the provision of community services and public facilities. Although the Community Services Element is not explicitly required by State law, the topics addressed here are an integral part of the City's overall planning strategy and a basic consideration in setting growth and development policy. Policies supporting quality schools and libraries, excellent police and fire services, and well maintained infrastructure are essential to achieve broader development objectives and support the kind of growth envisioned by the General Plan.

The size of San Leandro's population is projected to be relatively stable during the next 15 years. Nonetheless, continued investment in public facilities and services is required to sustain existing services and respond to changing needs in the community. The City has witnessed dramatic demographic change during the last decade. San Leandro has many more young children, more frail elderly, more non-English speaking residents, and more ethnic diversity than it did a decade ago. As times change, community services must change too, ensuring that all residents are effectively served.

The City is only one of the entities providing public services to San Leandro residents and businesses. San Leandro is also served by two school districts, a County Fire Department, two sanitary districts, a regional water agency, a County Flood Control agency, and a myriad of social service agencies, including public agencies, non-profit corporations,

and private businesses. The City also has an active faith community, and a variety of fraternal and civic organizations. Coordinating these agencies and organizations is an important part of community building in San Leandro. The General Plan aims to build partnerships between the City, other agencies, and the private and non-profit sectors to reach the greatest number of persons possible.

This chapter divides community services into four major categories: public safety (law enforcement and fire), education and information services (schools and libraries), social services (child care, youth, seniors, and cultural arts), and infrastructure (water, sanitary sewer, and drainage). The first part of the chapter profiles each service category and presents the major planning issues; the second part presents goals, policies, and actions.

*Please consult Chapter 5 for a discussion of park and recreational services.*

## **B. PUBLIC SAFETY**

### **Law Enforcement**

Law enforcement in San Leandro is provided by the City's Police Department. The Department's headquarters are located at 901 East 14th Street in the Civic Center complex. The Department also maintains a satellite unit at the City Connection store in Bayfair Mall. San Leandro is divided into seven "beats" for patrol functions. Each beat is patrolled by at least one officer on a 24-hour basis.

In 2001, personnel included 96 authorized (or sworn) officers, equating to a ratio of about 1.2 sworn officers per 1,000 residents. This is lower than the national average of 1.8 but is close to the average ratio for cities in Alameda County. The Department also has 43 civilian staff, slightly more than it did a decade ago.

San Leandro has experienced a steady decrease in serious crime since the mid-1990s, with a 32 percent drop in reported incidents between 1995 and 2000. Despite this decrease, the number of calls for service has been increasing by about three to five percent a year. In 2000, the Department received 84,000 calls, or about one call for each resident in the City.

The high priority assigned to public safety in the community will require continued investment in police services in the coming years. Regular

upgrading of equipment will be needed to incorporate new technology and improve response speed. Additional facilities may be needed for storage of evidence and seized vehicles. Perhaps most importantly, additional investment in human resources will be needed so that the Department can effectively build bridges to the community and continue its long-standing tradition of community policing. Partnerships between the Police Department, neighborhood groups, businesses, and schools are a critical part of maintaining a safe community.

San Leandro will continue to assist residents in organizing neighborhood watch and local crime prevention programs. The City will regularly apply for grants to fund D.A.R.E. (Drug Abuse Resistance Education) and other programs offering outreach and assistance to local youth. Through participation in community events and liaison to local homeowners associations and civic groups, the Police Department will continue to work toward building a sense of safety and security in the City. Public information and media relations are an important part of this effort, both to advise the community of the resources at hand and to address public concerns about crime. Many of the non-core services provided by the Department, such as the bicycle patrol program, the school crossing guard program, crime prevention training, and animal control are also an important part of this effort. These programs all contribute to the Department's role as an integral part of the San Leandro community and create a stronger alliance between the Police Department and the public at large.





## Fire Protection

The City of San Leandro Fire Department was consolidated with the Alameda County Fire Department in July 1995. The County Department maintains offices at City Hall and staffs five fire stations in San Leandro. The Department is responsible for fire suppression and prevention, emergency medical response, hazardous materials and disaster response, rescue, and community education and training. It has mutual response agreements with the Oakland Fire Department for coverage of Bay-O-Vista and the South Oakland Hills, and mutual aid agreements with other departments in the County for major emergencies. Response time to calls is typically under five minutes and there are few fire fighting constraints. This enables the City to maintain a favorable Insurance Service Office (ISO) rating.

As a nearly built out City, San Leandro's principal fire protection objective is to maintain and enhance the high level of service now provided to residents and businesses. This will require replacement of aging fire-fighting equipment, improvements to (and in some cases, replacement of) fire stations, and upgrades to the water supply and hydrant system in cooperation with the East Bay Municipal Utility District. The Fire Department has developed a

schedule for the retirement of specific pieces of equipment and regularly funds new vehicle acquisitions. Although there are no major water service constraints in the City, the Department's goal is to ensure that water service is adequate for fire fighting purposes wherever land is developed or redeveloped.

Two of the City's fire stations are in the process of being replaced. One is under construction on Catalina Street near Farallon Drive. The other is planned in the vicinity of Williams Street and Merced Street. The Department may consider new stations in the future as funds allow.

Like the City's Police Department, Alameda County Fire recognizes the importance of building a close working relationship with the community. Fire Department personnel and equipment are a regular presence at community events and other public forums. The Department maintains active public education, CPR training, paramedic services, weed abatement, and emergency training programs, providing day-to-day contact with the public. The Department also works closely with City staff to review building permits and development applications, to ensure that adequate provisions are made for fire protection and emergency access before new projects are approved.

## C. EDUCATION AND INFORMATION SERVICES

### Schools

San Leandro is served by two school districts. The San Leandro Unified School District serves about three-quarters of the City's students, and the San Lorenzo Unified School District serves the remaining one-quarter. The boundaries of the two districts and locations of schools in San Leandro are shown in Figure 8-1. Most of the San Lorenzo Unified School District is beyond San Leandro's boundaries, as that District also includes the unincorporated communities of San Lorenzo, Ashland, Cherryland, and parts of the City of Hayward.

#### San Leandro Unified School District (San Leandro USD)

The San Leandro USD operates eight elementary schools, two middle schools, a comprehensive high school, and a continuation high school in San Leandro. The District also provides educational services to San Leandro residents through an independent study program for Grades 9-12 and a variety of adult education programs.

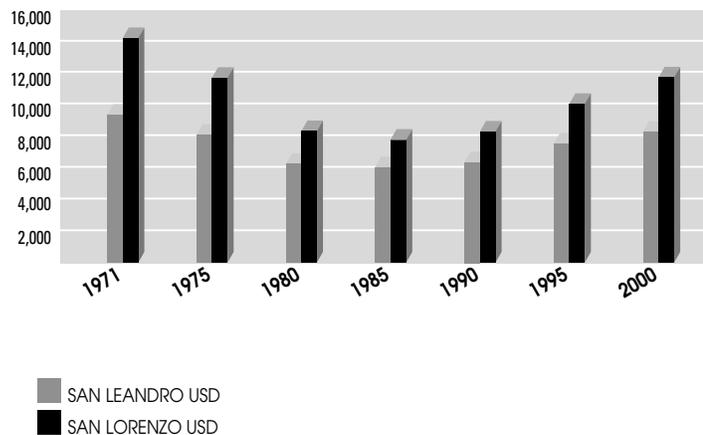
Enrollment at San Leandro USD schools declined steeply during the 1970s but began rising again in the mid-1980s. This trend mirrored nationwide trends and was the result of a number of factors, including a larger number of persons of child-bearing age, an increasing birth rate, housing construction, and demographic changes within the community. Compounded by the closure (and sale) of several schools during the 1970s and 1980s and class size reduction programs approved by the State in 1997, most of the District's campuses are now at or above capacity. Enrollment in 2000-2001 is about 8,400 students, up 22 percent from 1994 and 45 percent from 1984.

The District is undergoing a major facilities modernization and expansion program, made possible by a voter-approved \$53.8 million bond measure. Recently completed projects include seismic retrofitting of the Muir and Bancroft School gymnasiums and a new academic wing at Roosevelt School.

Work on a new wing at San Leandro High School, the largest single project funded by the bond, is underway. Although the bond initiative provided a significant revenue source for modernization, another \$133 million would be required to meet all needs identified by the District. Some of this shortfall may be covered by the state, although local

matching funds are required in most instances. Projects are generally prioritized based on health and safety issues, time constraints, growth issues, programmatic issues, and cash flow issues.

CHART 8-1 San Leandro and San Lorenzo USD Historic Enrollment



After declining in the 1970s and early 1980s, school enrollment in San Leandro has been rising steadily for the last 15 years.

Source: San Leandro USD, Lapkoff and Gobalet Demographic Research, 2001. (Enrollment for San Lorenzo USD includes unincorporated San Lorenzo, Ashland, and Cherryland. The portion of the San Lorenzo USD within San Leandro has grown more slowly than other parts of the District during the last 10 years.)



**LEGEND**

- E** Elementary School
- M** Middle/Jr High School
- H** High School
- Library** (Blue Circle)
- Fire Station** (Red Triangle)
- Police Station** (Green Star)
- School District Boundary** (Dashed Orange Line)

\* Arroyo High School is outside of the San Leandro City limits but serves San Leandro students from the Manor-Bonaire neighborhoods.

**COMMUNITY FACILITIES**

FIGURE 8-1



The most recent enrollment forecasts for the San Leandro Unified School District show continued student growth, but at a slower pace than was experienced during the late 1990s. Mid-range forecasts anticipate about an 8 percent increase over the next four years. Actual enrollment will depend on a number of factors, including the pace of housing construction in the City. The Cherrywood development alone is expected to produce about 200 new students. Future development is likely to yield fewer students per unit, as a greater percentage of the City's development shifts to mixed use and higher density housing.

### **San Lorenzo Unified School District (San Lorenzo USD)**

The San Lorenzo USD serves K-5 students at Corvallis and Dayton Elementary Schools and Grades 6-8 students at Washington Manor Middle School. Dayton School was closed for many years and only recently reopened. Washington Manor had been an elementary school but was converted to a middle school after grade reconfiguration in 1998/99. The District also leases the former Lewelling Elementary School to the Chinese Christian School, providing services to K-12 students. The District does not operate a high school within the San Leandro City limits; most 9-12 students attend Arroyo High School in San Lorenzo.

Overall enrollment in the San Lorenzo USD rose during the 1990s, but at a slower rate than that experienced by the San Leandro USD. All three of the District's San Leandro campuses are close to capacity. Although the General Plan anticipates no residential growth for the portion of the San Lorenzo USD within San Leandro, the schools could still be impacted by growth in San Lorenzo and Ashland, as well as demographic changes in the Manor neighborhood.

### **Shared Issues and Concerns**

Public education is a top priority in San Leandro. Although the School Districts are independently governed agencies, collaborative efforts between the City and the Districts are important to ensure that a quality educational system is sustained. Participation of residents and the business community is needed to fully realize the General Plan Vision of a "commitment to excellence in education."

The most immediate concern, resonating throughout General Plan workshops and advisory committee meetings, is that of overcrowding at San Leandro Unified School District campuses. There are no easy answers, and possible solutions are made more



complicated by the lack of potential school sites, limited funding, and State restrictions on development impact fees. Portable classrooms have been effective as a short-term solution but are not sustainable in the long-run. While parents are exploring new options, such as charter schools, the School Board continues to look for new funding sources and other ways to alleviate overcrowding.

The quality of education offered to San Leandro students is another issue of great importance. Policies and actions in this General Plan emphasize the potential contributions that local residents and businesses can make to education, from mentoring and employment programs to sponsorship of capital improvement and rehabilitation projects. Many of the City's business development programs, such as fiber optic cabling and the attraction of technology companies, hold potential benefits for the City's schools. The flip side of this issue is that a first class school system supports the City's economic development goals and can help attract business investment and quality jobs to the City.

Physical plant issues also require ongoing communication between the City and the schools. Issues such as traffic and parking around school campuses, crossing guards and student safety, and the use of school fields for City recreation programs, require a close working relationship between City and School District staff. A Committee of City Council and School Board members exists to address these and other issues of mutual concern.

*Please consult the Open Space, Conservation, and Parks Element (Chapter 5) for a discussion of school recreational facilities and joint use agreements*

## **Library and Information Services**

San Leandro encourages the free exchange of ideas and information through its library system. The City has a long tradition of treating its libraries as neighborhood and community gathering places. The Main Library is the site of frequent open houses, fairs, and community events. Its programs provide opportunities for life-long learning and skill development among all residents.

San Leandro's 70,000 square foot Main Library is located at 300 Estudillo Avenue. The facility reopened in December 2000 following a multi-million dollar seismic upgrade and modernization.





The upgraded library meets the floor area standards established by the American Library Association and will enable the City to continue to provide quality library services and community program space for many years to come. The facility contains a large multi-media section, is wired for fiber optics, and includes numerous on-line terminals.

Three branch libraries are located at 1307 Manor Boulevard (Manor Branch), 13699 Aurora Drive (Mulford-Marina Branch), and 14799 East 14th Street (South Branch). These facilities all receive heavy use and are important community resources. All three libraries would benefit from additional floor space and technology upgrades. The Manor and South Branches would benefit from additional parking. The City recently purchased a medical office building adjacent to the Manor Library and may

relocate the library to this building. The existing library building would be demolished for parking or renovated for another municipal use. Although there are no plans to rebuild the Mulford-Marina and South Branch libraries at this time, opportunities for funding and modernization should continue to be pursued.

## D. SOCIAL SERVICES

Social services coordinated by the City of San Leandro include child care, youth and family programs, and senior services. The City offers a number of programs which provide benefits directly to these groups. However, most of the services are provided by non-profit organizations such as Girls Inc., the Boys and Girls Club, and the Davis Street Community Center. The City provides assistance through disbursement of Community Development Block Grant funds, and also provides policy and program guidance through its Human Resources Commission and Recreation and Human Services Department.

### Child Care

San Leandro has a number of programs which assist parents with child care and after school care responsibilities. These include Library programs, a “Kids Club” program run in cooperation with the School District, “Kiddie Kollege” and “Tiny Tots” programs, and programs run through the City’s Recreation Department. There are also 151 licensed

child care facilities in the City, including 36 center-based operations and 115 in-home operations. These facilities have a combined capacity of about 3,130 children.

In-home child care businesses are regulated by the State, in part to ensure that local zoning regulations do not preclude their development. In San Leandro, as in other cities throughout the state, facilities providing care for 8 children or less are allowed by right in residential areas.<sup>1</sup> In-home facilities providing care for up to 14 children may be subject to conditional use permits requirements, but the approval considerations may relate to density, traffic control, parking, and noise control only.

The City recognizes child care not only as an essential social service, but as an important part of the local economy. The Alameda County LINCC (Local Investment in Child Care) project estimated that child care was a \$12.5 million industry in San Leandro, employing 360 persons in licensed establishments and creating nearly 270 other jobs in affiliated industries. Child care also enables greater participation in the workforce by young parents, and creates opportunities for career development and income advancement among young San

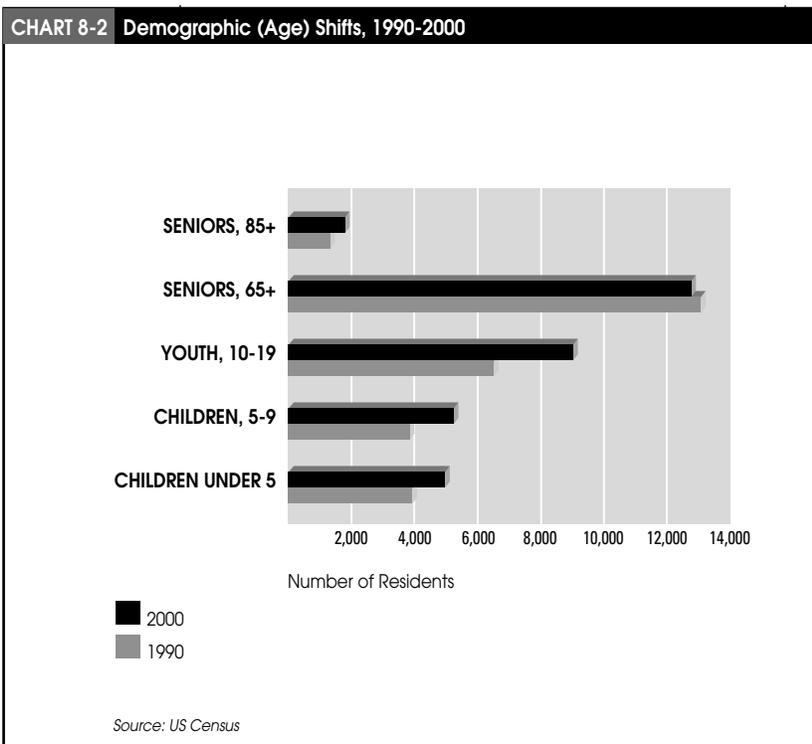
Leandro families. Affordable, reliable child care is particularly important for single parent and lower income households.

Despite the growing number of child care providers in the City, there is still a gap between the supply of licensed facilities and the number of children needing care. Closing this gap—or at least narrowing it—is a key objective of the General Plan. There are a number of obstacles to overcome, including the difficulty recruiting and retaining child care personnel given the low wages typically paid by the industry. The average wage for child care workers in Alameda County in 1999 was \$8.45 an hour.



<sup>1</sup> At least two of the eight, or two of the 14, must be school age children.

The City's policies establish a commitment to creating new opportunities for quality, licensed child care facilities in the City. The participation of the private sector in addressing this need is emphasized. Incentives to include on-site child care facilities in major employment centers (such as floor area bonuses) should be developed, and private investment in child care services is encouraged. The need for child care should be considered when major residential projects are approved. Zoning and land use regulations should create an environment that is favorable to new facilities. Ultimately, investment in child care can reduce public sector expenditures for other social services by fully employing the local labor force.



As the bar chart indicates, the number of children, youth, and elderly persons in San Leandro has increased significantly during the last 10 years. The need for services targeted to these groups is expected to remain strong in the coming years.

## Youth

The 2000 census reported that over 9,000 San Leandro residents, or 11 percent of the City's population, is between the ages of 10 and 19. This is a 41 percent increase in just ten years, a remarkable growth rate which has had profound impacts on schools and the demand for youth services.

In November 1998, the City formally endorsed a Youth Development Master Plan sponsored by the San Leandro Collaborative for Youth, Children, and Families. The Plan included a series of action steps based on a comprehensive assessment of youth needs. These actions seek to create a safe and positive environment for local youth, provide an increased array of after-school activities, achieve better communication to youth through public information and outreach to the City's diverse community, and provide job opportunities and social services to youth. The Collaborative found that there were unmet needs for youth services and facilities, as well as a high level of community support for expanding youth activities in San Leandro.

During the coming years, the City will seek to create opportunities for pre-teens, teens, and young adults through publicly-sponsored programs and private enterprises which meet the needs of youth in the community. Greater job opportunities and job-training opportunities for young adults should be supported. Youth input in local government is also encouraged, particularly in the shaping of programs and services targeted to teenagers. The City has established a Youth Advisory Commission (YAC) to provide policy direction and liaison to young people throughout San Leandro.

## Seniors

San Leandro once had the highest median age of any city in Alameda County. Although the 2000 Census shows the senior population actually declined between 1990 and 2000, the City still has over 12,000 residents over 65. The “85-and-over” age cohort was among the fastest growing in the City during the 1990s, increasing 53 percent during the decade. Moreover, the first wave of “baby boomers” will reach retirement age within 10 years. Higher growth rates in the senior population are expected as this occurs, driving greater demand for social services.

The City’s Recreation and Human Services Department addresses the needs of the senior population by coordinating a number of programs and providing advocacy and technical assistance to senior service providers in the community. In the future, some of these functions will be passed on to a Seniors Commission, created by the City Council in 2001 to address the needs of seniors in the community.

Many of the City’s recreational programs are specifically oriented toward seniors. Although the City does not have a designated “senior center,” the meeting facilities at the library are frequently the site of senior programs and activities. The City also provides funding and technical assistance to a number of non-profit agencies who offer direct

assistance and services to seniors. The City coordinates senior transportation services and certifies resident eligibility to participate in the County-run dial-a-ride program. The possibility of a designated facility for seniors may be further explored in the future.

San Leandro can take other steps to meet the needs of seniors in the community. One step is to encourage private businesses and services that serve seniors, such as assisted living facilities, senior housing, and skilled nursing and medical care facilities. Another step is to encourage the active involvement of seniors in community life, including public affairs, senior activities and classes, and multi-generational activities involving youth and families. The City can also provide technical and financial assistance to non-profits and social service agencies that are dedicated to meeting the needs of its senior residents, particularly those with limited income and mobility.

## Cultural Arts

There are a number of cultural art services and programs provided in San Leandro. The City provides funding and technical support to the San Leandro Arts Council, which in turn sponsors community theater and other performing and visual arts programs. Performing arts are also provided by the California Conservatory Theater, a non-profit theater organization that leases space at City Hall. Many of the City’s recreation programs are specifically oriented toward the cultural arts, including crafts, sculpture, ceramics, photography, dance, and painting.

The City recently conducted a needs assessment to explore possible new directions for community arts and theater programs. The Arts Council is particularly interested in developing a gallery space to display the work of local artists.



## Responding to Diversity

One of the goals of the GPAC's Community Services Committee was to reach out to as broad a spectrum of the San Leandro community as possible. The digital age has provided the City with the power to inform more residents than ever before about City government and community programs. The internet has created a new frontier for communication. Cable TV and video make real-time broadcasts of public meetings and hearings possible, opening the door to increased community participation in public affairs. At the same time, the City's growing ethnic and linguistic diversity make it more challenging to reach all residents. In 1990, a quarter of the City's population spoke a language other than English at home. Although 2000 census data is not yet available, that figure has certainly increased in the past decade.

Language and cultural barriers make it essential to adapt the City's communication strategies and programs appropriately. In addition to providing information on City programs and services in a variety of languages, it is also important to work with the agencies and organizations that serve different groups in the community, including local religious institutions. Some groups in the City have historically had low participation rates in community affairs and City programs. Greater outreach to these groups is only part of the equation. New social services may be needed. New recreational and educational programs which reflect the multi-cultural makeup of the City may be needed.



## Other Special Needs Populations

The City of San Leandro provides Community Development Block Grant (CDBG) funding to non-profits offering social services to special needs groups and the community at large. Each year, the City allocates a portion of its general fund, as well as other available state and federal program funds, for this purpose. The City also is home to a number of organizations that are specifically oriented to persons with disabilities, working both as advocates and as service providers to San Leandro residents. Coordination among the many agencies and organizations serving special needs populations is critical to stretch limited financial resources as far as possible.

## **E. INFRASTRUCTURE**

### **Water**

Water service to San Leandro is provided by the East Bay Municipal Utility District (EBMUD), a publicly-owned utility. San Leandro comprises about 6 percent of EBMUD's customer base and uses about 5 percent of its water. About 95 percent of the EBMUD water supply originates from the melting snowpack of the Sierra Nevada, with the remaining five percent coming from reservoirs in the East Bay Hills. There are also about 800 private wells in San Leandro, many of which were originally used for agriculture. Most of these wells are dormant, and those that are still active are used for landscape irrigation and industry.

EBMUD distributes its water through a system of pipelines, storage reservoirs, and pumping plants. The utility operates and maintains all storage, pumping, and distribution facilities within its service area and is responsible for all facilities up to the location of the water meter. In 1999, San Leandro's metered water demand was 12.0 million gallons per day.

Although there are no major water service constraints in the City, regular maintenance and upgrading of the water delivery system is essential to provide adequate fire fighting capacity and ensure reliable service delivery. The water system remains vulnerable to disruption in an earthquake. EBMUD's pipelines cross active earthquake faults at 200 locations within the service area. The utility is in the midst of a major seismic improvement program, including upgrades to reservoirs, anchoring of equipment, improvements to water treatment and pumping plants, and retrofitting of pipelines at fault line crossings.

The City of San Leandro and EBMUD have undertaken a number of programs to conserve water and reduce the need for developing new supplies. These programs are addressed in the Open Space, Parks, and Conservation chapter of the General Plan (see P. 228).

### **Wastewater**

San Leandro is served by two different sanitary sewer systems. About two-thirds of the City, including most of northern and central San Leandro, is served by a City-owned and operated system. The remainder of the City, including Washington Manor and most of southern San Leandro, is served by the Oro Loma Sanitary District. The Oro Loma District also includes a large portion of unincorporated Alameda County encompassing Ashland, Cherryland, and San Lorenzo. Most of San Leandro's commercial and industrial land uses are served by the City of San Leandro system.

#### **City of San Leandro System**

The City of San Leandro constructed its initial wastewater treatment plant at the west end of Davis Street in 1939. The plant has been upgraded substantially over the last 60 years in response to changes in demand and more stringent state and federal water quality standards. Today, the plant has a dry weather capacity of about 7.9 million gallons per day and treats about 5.2 million gallons per day. Flows sometimes exceed capacity during major winter storms, in part due to the infiltration of stormwater into the 130 miles of pipes that comprise the collection system. The City is presently undertaking an extensive program to reduce wet weather infiltration problems by replacing deficient links in the collection system.

Once at the plant, wastewater is treated and dechlorinated. Most of the effluent is discharged to San Francisco Bay through an outfall pipe shared by other communities in Alameda County. Some of the effluent is directed to a recycled water system owned by EBMUD and is used to irrigate golf courses in Oakland and Alameda. Sludge from the treatment plant is used as an agricultural soil conditioner. The treatment system is enhanced by an aggressive industrial waste pre-treatment program serving industrial customers.

The City is in the process of undertaking significant capital improvements to the wastewater system, including the replacement of undersized pipes beneath the I-880 Freeway. Future improvements could include the expansion of the recycled water system to serve the City's Monarch Bay Golf Course. Administrative changes, including the possible



transfer of wastewater services to EBMUD or another agency, also have been discussed as a means of achieving greater economies of scale and adding wet-weather capacity to the treatment system.

### **Oro Loma Sanitary District**

The Oro Loma Sanitary District was formed in 1911 and today provides wastewater collection and treatment services, garbage collection, and recycling services for the 44,000 customers within its 13 square mile service area. Approximately 20 percent of the District's customers are located within the City of San Leandro. Oro Loma treats approximately 15 million gallons of sewage per day, including flow from the Castro Valley Sanitary District. The District's treatment plant is located at the end of Grant Avenue in San Lorenzo, just south of the San Leandro City limits.

As at the San Leandro plant, wastewater is treated to a secondary level through an activated sludge process. Treated effluent is disposed to the deep waters of San Francisco Bay through the collectively owned East Bay Dischargers Authority pipeline. An average of 230,000 gallons a day of treated effluent is reused for irrigation on the Skywest Golf Course in Hayward. The District has a Renewal & Replacement and Capital spending program which covers ongoing repair and replacement of system components. Revenues for this program are generated through sewer connection fees and user fees.

*Please consult the Open Space, Parks, and Conservation Element for additional discussion of recycled water.*

## Drainage

The City of San Leandro Department of Public Works owns and maintains 175 miles of storm drainage conduits. The City's storm drain system feeds into a larger system owned and operated by the Alameda County Flood Control and Water Conservation District (ACFCWCD). This system includes the lower reaches of San Leandro and San Lorenzo Creeks, as well as a number of channels extending into San Leandro neighborhoods west of I-880. The District's drainage facilities include levees, pump stations, erosion control devices, and culverts.

The drainage improvements undertaken by the ACFCWCD were designed to reduce the threat of overbank flooding from streams in San Leandro. The County maintains these facilities to prevent unplanned and unauthorized obstructions of the channels. Their activities include fence repair, vegetation removal, preventive maintenance of pump stations, silt removal from channels, inspection of pipes, spill prevention and clean-up, and investigation of inquiries and clean water concerns.

City of San Leandro storm drains are maintained by the Department of Public Works. Catch basins and conduits are cleaned annually. The San Leandro Department of Transportation and Engineering reviews major development proposals to assess drainage impacts and determine mitigation measures. Where appropriate, the City may require stormwater detention ponds or improvements to the City storm drain system. Additional measures help ensure that runoff from development sites does not degrade local creeks. These measures are related to the Alameda County Clean Water Program and are discussed in the Environmental Hazards Element of the General Plan.



## F. GOALS, POLICIES, AND ACTIONS

### Goal: Police and Fire

45

Provide and maintain high-quality police, fire, and emergency services.

#### POLICIES AND ACTIONS

#### IMPLEMENTATION STRATEGIES

45.01

##### LEVELS OF SERVICE

Maintain high-quality police and fire protection services through the most efficient and effective possible means. The following minimum level of service standards for police and fire response time (exclusive of dispatch time) shall be maintained:

- **Police Services:** 5-minute response time for 90 percent of all Priority One calls.
- **Fire Services:** 5-minute response time for 90 percent of all medical calls; 10-minute response time for 90 percent of all fire calls.

##### **Action 45.01-A: New Fire Station**

*Develop a new fire station on the site recently acquired by the City on Catalina Street. Continue to pursue the development of a second new station in the vicinity of Williams Street and Merced Street, with the objective of replacing existing substandard stations and ensuring that adequate levels of service can be provided to all parts of the City.*

##### **Action 45.01-B: Water Service Improvements**

*Work with EBMUD to improve water service to those areas of the City which currently do not meet standard fire flow requirements. This could include replacement of aging water mains and other improvements that increase the volume and pressure of water that can be provided.*

##### **Action 45.01-C: Weed Abatement Programs**

*Continue to implement weed abatement and vegetation management programs which reduce the risk of fire, including clearance of overgrowth along the railroads.*

- Annual Budget
- Capital Improvement Program
- Development Review
- Grant Funding
- Intergovernmental Coordination

45.02

##### COMMUNITY POLICING

Support a community-based approach to police and fire services. This approach should emphasize a high level of communication and interaction between officers, local residents, neighborhood groups, schools, and businesses.

- City Operating Procedures
- Public Education and Outreach

**Action 45.02-A: Bicycle Patrol Officers**

*Continue to maintain a strong visible presence of bicycle patrol officers, particularly in the Downtown area.*

**45.03**

**POSITIVE PUBLIC IMAGE**

Promote a positive image of the local Police and Fire Departments through public information and outreach, effective media relations, and active participation of the Police and Fire departments in community events.

- Public Education and Outreach

**Action 45.03-A: Public Information Program**

*Provide public information, education, and outreach to the community to address negative and incorrect perceptions about safety, particularly in shopping areas. Encourage the participation of the business community in the financing and implementation of such efforts.*

**45.04**

**SAFE ENVIRONMENT FOR YOUTH**

Support the proactive involvement of the Police Department in creating a safe and healthy environment for youth in San Leandro. Partnerships between the Police Department, School Districts, and private schools should be maintained through such programs as D.A.R.E., and the assignment of student resource officers to the High and Middle Schools. Active participation by students and their parents in these programs will be strongly encouraged.

- Public Education and Outreach
- Intergovernmental Coordination
- Public/Private Partnerships

**45.05**

**REVIEW OF DEVELOPMENT PLANS**

Require Police and Fire Department review of proposed development plans to ensure that sufficient provisions for emergency access and response are made, fire code requirements are satisfied, and adequate levels of service can be provided.

- Development Review

**45.06**

**DEFENSIBLE SPACE**

Encourage new projects to incorporate lighting, landscaping, addressing, and other design features that reduce the potential for crime and facilitate rapid response to emergency calls.

- Design Guidelines
- Development Review

<b>45.07</b>	<p><b>MUTUAL AID</b>                  Maintain mutual aid agreements for police and fire service with other jurisdictions to ensure that the capacity exists to adequately respond to local emergencies.</p>	<ul style="list-style-type: none"> <li>● Intergovernmental Coordination</li> </ul>
<b>45.08</b>	<p><b>STAFFING DIVERISTY</b>                  Strive to maintain Police and Fire Department staffing which ensures high quality service while reflecting the gender and ethnic diversity of the community.</p>	<ul style="list-style-type: none"> <li>● City Operating Procedures</li> </ul>
<b>45.09</b>	<p><b>PARAMEDIC SERVICES</b>                  Continue to maintain a high level of paramedic services within the local Fire Department.</p>	<ul style="list-style-type: none"> <li>● Annual Budget</li> </ul>
<b>45.10</b>	<p><b>NEIGHBORHOOD WATCH</b>                  Promote a neighborhood-based approach to crime prevention and emergency preparedness, including the formation of neighborhood watch groups and neighborhood emergency response teams.</p> <p><b><i>Action 45.10-A: Neighborhood Watch Promotional Campaign</i></b>  <i>Encourage new residents to become involved in neighborhood watch programs, possibly through public information provided to new homeowners by local realtors.</i></p>	<ul style="list-style-type: none"> <li>● Public Education and Outreach</li> </ul>

## Goal:

46

## Schools

Encourage and support high-quality educational facilities and services in San Leandro.

### POLICIES AND ACTIONS

### IMPLEMENTATION STRATEGIES

46.01

#### **PARTNERSHIPS**

Promote coordination and partnerships between the City, the School Districts, and the business community which emphasize the importance of education to the social and economic vitality of the City.

##### **Action 46.01-A: Future Bond Measures:**

*Investigate the feasibility of a citywide bond measure and/or other possible financing measures to fund joint use (City/School District) projects. Ensure that the specific improvements and timing associated with any bond measure are coordinated between the impacted agencies. Prior to any bond measure, collectively plan and survey the community to determine the level of support and willingness to pay for the proposed improvements.*

- Council/School Districts Committee
- Intergovernmental Coordination
- Public/Private Partnerships

46.02

#### **MITIGATION OF DEVELOPMENT IMPACTS**

When new residential development is approved, require mitigation of school impacts to the full extent permitted by law. Work collaboratively with the San Leandro and San Lorenzo Unified School Districts to ensure that appropriate fees are collected and other allowable mitigation measures are taken.

##### **Action 46.02-A: New Facility Planning**

*Support efforts by both school districts to develop new facilities and/or expand existing facilities in response to increases in enrollment. Provide the necessary assistance in project planning and permitting for future projects, particularly if a new school site is proposed. The City and the School Districts will work together to conduct joint planning activities to meet anticipated needs.*

- Development Review
- Impact/In-Lieu Fees

46.03

#### **SCHOOL TRAFFIC AND PARKING ISSUES**

Encourage joint efforts between the City and School Districts to address circulation, traffic, and parking issues in the vicinity of school campuses, and to ensure the safety of students traveling to and from school.

##### **Action 46.03-A: AC Transit Coordination**

*Work with AC Transit to promote transit service improvements between residential areas and local high and middle schools, and to provide suitable transit facilities such as bus shelters near school campuses.*

- Intergovernmental Coordination

**46.04**

**TECHNOLOGY ADVANCES**

Support the on-going application and use of new information technology by the School Districts. To the extent feasible, assist the Districts in obtaining the infrastructure needed to support such technology.

- Annual Budget
- Intergovernmental Coordination

**46.05**

**PRIVATE SCHOOLS**

Encourage the involvement of private schools and other learning institutions in City discussions relating to education and school facilities.

- Public-Private Partnerships

**46.06**

**CITY-SCHOOL COORDINATION**

Promote coordination between City-sponsored programs and similar programs sponsored by the School Districts.

- City Operating Procedures
- Intergovernmental Coordination

**Action 46.06-A: Shared Maintenance Facilities**

*Explore the potential for the City and the San Leandro Unified School District to share maintenance facilities and service yards as a way to free up land for additional school or recreational facilities.*

**46.07**

**ACADEMIC STANDARDS**

Encourage both school districts to implement programs which ensure that students meet and exceed state and national academic achievement standards.

- Intergovernmental Coordination

*(Please consult Goal 24 and related policies and actions in Chapter 5 for a discussion of the joint use of school campuses for recreation.)*



# Goal: **47** Library and Information Services

Develop communication systems and practices which maximize access to information by residents and businesses.

## POLICIES AND ACTIONS

## IMPLEMENTATION STRATEGIES

**47.01**

### **LIBRARY EXPANSION AND UPGRADES**

Support the expansion and upgrading of public library facilities and services to keep pace with changes in information technology and community needs.

#### **Action 47.01-A: Branch Library Modernization**

*Pursue replacement or modernization of San Leandro's branch libraries with new or expanded facilities.*

#### **Action 47.01-B: Equipment Acquisition**

*On an ongoing basis, secure funding for computers and other upgrades to ensure that the City's libraries remain competitive and benefit from new technology.*

- Annual Budget
- Capital Improvement Program

**47.02**

### **ADEQUATE FUNDING**

Ensure that library funding remains adequate to sustain existing service levels, and where possible, increased service levels. Maintain American Library Association standards throughout the City's library system.

- Annual Budget



<b>47.03</b>	<p><b>LIBRARIES AS NEIGHBORHOOD CENTERS</b></p> <p>Promote programs and events that affirm the role of the City’s libraries as community and neighborhood gathering places and that reflect the City’s diverse population.</p>	<ul style="list-style-type: none"> <li>● City Operating Procedures</li> </ul>
<b>47.04</b>	<p><b>RESOURCES FOR SELF-IMPROVEMENT</b></p> <p>Ensure that San Leandro’s libraries and other community institutions provide a setting for the open exchange of ideas and information and provide an opportunity for residents of all backgrounds to improve their skills and knowledge.</p>	<ul style="list-style-type: none"> <li>● City Operating Procedures</li> </ul>
<b>47.05</b>	<p><b>TELECOMMUNICATIONS</b></p> <p>Collaborate with telecommunication service providers to foster access to emerging information and communication technology.</p>	<ul style="list-style-type: none"> <li>● Public-Private Partnerships</li> </ul>
<b>47.06</b>	<p><b>INFORMATION TECHNOLOGY</b></p> <p>Encourage the use of the Internet, cable TV, and other existing and emerging forms of information technology as a way to widely disburse information about City and community services, events, and resources. Develop the infrastructure and facilities needed to place San Leandro at the leading edge of the “digital revolution.”</p> <p><b>Action 47.06-A: Information Technology Funding</b>  <i>On an ongoing basis, secure funding to expand the provision of state-of-the-art information technology to schools, libraries, businesses, and residences in San Leandro. Ensure that City staffing levels are adequate to take advantage of emerging information technology.</i></p> <p><b>Action 47.06-B: Internet and Website Expansion</b>  <i>Expand the use of the internet, including the City of San Leandro website, as a means of conveying information about City services, events, and resources, to the general public. Publicize and advertise the City’s website so that San Leandro residents are aware of its presence and usefulness as a community information source.</i></p> <p><b>Action 47.06-C: Computer Training Programs for Residents</b>  <i>Support continuing education and computer training programs to increase computer literacy and skill levels among San Leandro residents.</i></p>	<ul style="list-style-type: none"> <li>● Annual Budget</li> <li>● Capital Improvement Program</li> <li>● City Operating Procedures</li> <li>● Public Education and Outreach</li> </ul>

**POLICIES AND ACTIONS** *(Library and Information Services continued)*

**IMPLEMENTATION STRATEGIES**

<b>47.07</b>	<b>ACCESS TO INFORMATION</b> Ensure access to information among those persons without computers, and those persons using other languages.	<ul style="list-style-type: none"><li>● City Operating Procedures</li></ul>
<b>47.08</b>	<b>LANGUAGE/MEDIA DIVERSITY</b> Provide information on City facilities and activities, including sports, events, resources, and programs, in a variety of mediums and languages.	<ul style="list-style-type: none"><li>● City Operating Procedures</li></ul>
<b>47.09</b>	<b>NEIGHBORHOOD-BASED COMMUNICATION</b> Support and encourage the development of neighborhood newsletters, websites, and other forms of electronic and print media to inform residents of current issues and facilitate resident feedback to City officials and staff.  <b>Action 47.09-A: Informational Brochures</b> <i>Prepare and update brochures, pamphlets and other printed materials that summarize City processes and procedures on a wide variety of topics, such as planning and building requirements, tree care, and emergency preparedness.</i>	<ul style="list-style-type: none"><li>● City Operating Procedures</li><li>● Public Education and Outreach</li></ul>

**Goal:** **Child Care**  
**48** **Improve and increase provisions for child care in San Leandro.**

**POLICIES AND ACTIONS**

**IMPLEMENTATION STRATEGIES**

<b>48.01</b>	<b>INCREASED AVAILABILITY OF SERVICES</b> Increase the availability of affordable and accessible child care and after school activities, with an emphasis on center-based child care for infants and toddlers and additional activities at school sites.  <b>Action 48.01-A: Child Care Master Plan</b> <i>Develop a Child Care Master Plan to guide the delivery of child care services.</i>	<ul style="list-style-type: none"><li>● Annual Budget</li><li>● Follow-Up Plans/Studies</li><li>● Public/Private Partnerships</li></ul>
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**Action 48.01-B: Ordinance Review**

*Review City ordinances and regulations following General Plan adoption (and as needed in the future) to determine how potential obstacles to child care facility development can be reduced and to identify possible incentives for providing on-site child care facilities within new developments. Child care advocates should be fully engaged in this process.*

**48.02**

**DEVELOPMENT IMPACTS**

Ensure that child care needs are considered when new development is approved. Pursue appropriate measures to address the impacts of development on the need for child care facilities and services, including incentives to construct new facilities.

- Development Review
- Impact/In-Lieu Fees

**Action 48.02-A: Child Care Ordinance**

*Adopt an ordinance which would create incentives for on-site child care facilities or require on-site child care facilities for developments exceeding specified size thresholds.*

**48.03**

**COORDINATION WITH SERVICE PROVIDERS**

Work with social service agencies, non-profits, the school districts, and businesses to pursue creative and effective solutions to address child care needs in the community. Support collaborative efforts with these agencies to make child care more affordable and geographically available to working parents and low income families.

- Intergovernmental Coordination
- Public-Private Partnerships
- Human Resources Commission



**Action 48.03-A: Expansion of School-Based Child Care**

*Work with the School Districts and private schools to expand existing on-site child care programs.*

**48.04**

**PUBLIC INFORMATION**

Improve awareness of child care resources among San Leandro residents and employers.

- Public Education and Outreach

**Action 48.04-A: Public Information Programs**

*Implement public information programs for child care, such as referral services, websites, and child care service directories.*

**48.05**

**FAMILY SERVICES**

Develop services and facilities that meet the needs of “stay-at-home” parents and their children, as well as other families in the community.

- Annual Budget
- City Operating Procedures

**48.06**

**BENEFITS OF CHILD CARE**

Educate the community about the benefits of the child care industry and support a living wage for child care employees in the community.

- Public Education and Outreach



# Goal: Youth Services

49

Provide San Leandro’s youth and young adults with the cultural, recreational, and educational opportunities necessary to reach their full potential as students and as members of a safe, diverse community.

POLICIES AND ACTIONS	IMPLEMENTATION STRATEGIES
<p><b>49.01 COLLABORATIVE EFFORTS</b> Encourage collaboration among the City, school districts, private schools, and non-profit and for-profit agencies for the benefit of youth in the community.</p> <p><b>Action 49.01-A: Implementation of Youth Development Master Plan</b> <i>Implement the recommendations of the Youth Development Master Plan, prepared by the San Leandro Collaborative for Children, Youth, and their Families. Continue the Collaborative’s ongoing activities to address the needs of children, youth and families.</i></p>	<ul style="list-style-type: none"> <li>● Intergovernmental Coordination</li> <li>● Public/Private Partnerships</li> </ul>
<p><b>49.02 YOUTH ADVISORY COMMISSION</b> Create opportunities for youth participation in local government affairs. Maintain a Youth Advisory Commission to provide outreach to youth and receive input from youth on a wide range of issues.</p> <p><b>Action 49.02-A: YAC Membership Balance</b> <i>Strive to achieve a membership balance on City-sponsored youth organizations which mirrors the diverse social, economic, and cultural backgrounds of San Leandro’s youth and young adults.</i></p>	<ul style="list-style-type: none"> <li>● City Operating Procedures</li> <li>● Public Education and Outreach</li> </ul>
<p><b>49.03 INCLUSIVE APPROACH</b> Promote an inclusive approach to youth services, soliciting participation by individuals as well as the diverse range of organizations serving youth and young adults in the community.</p>	<ul style="list-style-type: none"> <li>● City Operating Procedures</li> </ul>
<p><b>49.04 YOUTH INVOLVEMENT IN PROGRAMMING</b> Provide an active role for youth in the development and administration of City programs and facilities oriented toward teens and young adults.</p> <p><b>Action 49.04-A: Empower the Youth Collaborative</b> <i>Expand and empower the San Leandro Youth Collaborative so that it functions as a City Commission comprised of local youth, school district representatives, non-profit organizations, and members of the business community to address a wide range of issues relating to youth.</i></p>	<ul style="list-style-type: none"> <li>● Youth Advisory Commission</li> </ul>

<b>49.05</b>	<p><b>YOUTH-ORIENTED BUSINESSES/FACILITIES</b></p> <p>Encourage additional local businesses, services, public facilities, and entertainment places that are oriented toward San Leandro youth and that are consistent with the objective of providing a safe, positive environment for youth.</p> <p><b>Action 49.05-A: Youth Center Development</b> <i>Develop one or more community youth centers in San Leandro, either as independent facilities or as dedicated spaces within larger facilities (including businesses and churches). Involve San Leandro youth in the planning and operation of such facilities to the maximum extent feasible.</i></p>	<ul style="list-style-type: none"> <li>● Capital Improvement Program</li> <li>● Public/Private Partnerships</li> </ul>
<b>49.06</b>	<p><b>COORDINATION WITH SCHOOLS</b></p> <p>Coordinate with the school districts to provide additional before-school and after-school activities, and secure funding to develop the facilities necessary to house these activities.</p>	<ul style="list-style-type: none"> <li>● Intergovernmental Coordination</li> </ul>
<b>49.07</b>	<p><b>MEETING DIVERSE YOUTH NEEDS</b></p> <p>Ensure that community recreation programs respond to the diverse range of youth interests and cultural backgrounds in San Leandro. Programs should provide opportunities in the arts as well as athletics and should provide a positive, supportive environment for persons of all backgrounds.</p> <p><b>Action 49.07-A: Youth Wall of Fame</b> <i>Develop recognition opportunities, such as a youth “wall of fame,” which acknowledge and celebrate the artistic, scholastic, and athletic achievements of San Leandro’s youth.</i></p>	<ul style="list-style-type: none"> <li>● Program Development</li> </ul>
<b>49.08</b>	<p><b>MENTORING</b></p> <p>Encourage mentoring relationships between youth and adults. Partnerships between local businesses and youth organizations should be encouraged, with an emphasis on career exploration, job training, internships, education, and civic leadership.</p> <p><b>Action 49.08-A: Youth Employment Program</b> <i>Work with the Chamber of Commerce to maintain a local youth employment program, including mentoring and job-training opportunities, youth business recruitment, and a designated youth employment center if feasible.</i></p>	<ul style="list-style-type: none"> <li>● Public/Private Partnerships</li> </ul>

**49.09**

**AWARENESS OF PROGRAMS**

Increase awareness of youth programs and activities among San Leandro youth. Provide outreach to private schools as well as public schools.

- Public Education and Outreach

**Action 49.09-A: Publicity Programs**

*Publicize youth activities and events through a variety of means, including publication of community guides and newspapers, creation of a website and printed directory, and distribution of information through the schools. Periodically evaluate the effectiveness of these communication tools and update them as needed.*

**49.10**

**INTERGENERATIONAL ACTIVITIES**

Encourage intergenerational events and other activities which help youth and adults to respect and value each other as equal and unique individuals.

- Program Development



## Goal: Senior Services

50

Provide a safe and healthy environment for San Leandro's senior population, with comprehensive and coordinated services that effectively respond to senior needs.

### POLICIES AND ACTIONS

### IMPLEMENTATION STRATEGIES

50.01

#### LEADERSHIP AND COMMITMENT

Provide on-going civic leadership and commitment on behalf of San Leandro's senior citizens. Access to senior services should be improved through planning, advocacy, and the use of City resources to address identified needs.

##### ***Action 50.01-A: Development of a Senior Center***

*Develop one or more dedicated multi-purpose senior centers in the City where seniors from throughout the City can receive a variety of services.*

- Annual Budget
- Capital Improvement Program
- City Operating Procedures

50.02

#### BROAD RANGE OF SERVICES

Encourage the delivery of services and programs oriented toward seniors, with priority on low-income and frail elderly residents. Senior programs should address health care, education, transportation, housing, nutrition, recreation, and social needs, and should respond to the varying levels of independence and need for assistance among the senior population.

##### ***Action 50.02-A: Public Information***

*Develop resource guides and outreach materials on senior services, and an effective system for service delivery.*

- Annual Budget
- City Operating Procedures
- Public Education and Outreach
- Program Development

50.03

#### MULTI-GENERATIONAL ACTIVITIES

Promote multi-generational activities to ensure that seniors remain an integral part of community life.

##### ***Action 50.03-A: Multi-Generational Programs***

*Work with the school districts and community groups to initiate a range of innovative programs which provide San Leandro seniors with an opportunity to impart their skills and wisdom to local youth. Such programs could include guest lectures, tutoring, mentoring and apprenticeships, reading, story telling, arts and crafts projects, and live performances, among others.*

- Intergovernmental Coordination
- Program Development

**50.04**

**FUNDING**

Assist public, non-profit, and private sector entities in securing additional funding for programs serving the City's senior population.

***Action 50.04-A: Senior Advocacy***

*Support and promote the efforts of non-profit groups and foundations to advocate on behalf of the City's senior population and improve services for seniors in the community.*

- City Operating Procedures
- Grant Funding

**50.05**

**COORDINATION**

Coordinate the efforts of non-profits and other service providers to maximize benefits to seniors. Special emphasis should be placed on closing the gaps that currently exist in senior services, including legal assistance, case management, employment, homebound services, and housing.

- City Operating Procedures
- Intergovernmental Coordination

**50.06**

**SENIOR CARE FACILITIES**

Support the development of high-quality, affordable assisted living, nursing, and other health care facilities in the City, as well as other businesses serving the senior population. Senior care advocates should be fully involved in efforts to provide and attract such services.

- Public/Private Partnerships
- Zoning Code

## Goal: Responding to Diversity

51

Provide community services and facilities that are inclusive and meet the changing needs of all residents, including families, children, youth, seniors, people with disabilities, and various cultural or ethnic groups.

### POLICIES AND ACTIONS

### IMPLEMENTATION STRATEGIES

51.01

#### LIFE LONG LEARNING

Encourage and support educational and training opportunities that help San Leandro residents obtain or improve needed skills and enrich their lives.

- City Operating Procedures
- Program Development

51.02

#### SPECIAL EVENTS

Support civic, cultural, and ethnic festivals or activities that increase community identity and expand the social and cultural life of citizens.

- Annual Budget
- Program Development

51.03

#### FAMILIES

Support City and community programs that meet the needs of families and encourage their active participation in the community.

- Program Development

51.04

#### SPECIAL NEEDS GROUPS

Support the development of facilities, businesses, and community services for persons with special needs, including housing, health care, and high-quality, affordable assisted living facilities for respite and long-term care patients. Planning for such services should be inclusive and community-based.

- City Operating Procedures
- Program Development

#### ***Action 51.04-A: Participation by Special Needs Advocates***

*Ensure that advocates for special needs groups (including seniors and persons with disabilities) participate in the planning and design of the facilities and implementation of the programs that benefit these groups.*

#### ***Action 51.04-B: Assisted Living for Children with Special Needs***

*Work with community service agencies, non-profits, and the private sector to develop a high-quality assisted living facility geared towards children with medical, physical, and developmental needs.*

**51.05**

**UNDERREPRESENTED GROUPS**

Strive to more fully involve all San Leandro residents in community life. Develop education and communication strategies targeted toward groups who are underrepresented in their participation in City programs and civic affairs.

- City Operating Procedures
- Public Education and Outreach

***Action 51.05-A: Faith Community Outreach***

*Work with local non-profits and the faith community to maximize outreach to individuals or groups who may be unaware of City programs and services.*

***Action 51.05-B: Demographic Reports***

*Collect and evaluate information about the changing demographic composition of San Leandro's residents (including seniors, youth, children, persons with special needs, etc.) to improve the effectiveness of City programs and outreach efforts. The City should set a target of assessing this information at least once every three years and should use the findings to make program changes and grant application changes as needed.*

**51.06**

**VOLUNTEERS**

Support and encourage the active involvement of local residents as volunteers in the delivery of community services.

- City Operating Procedures

***Action 51.06-A: Volunteer Coordination***

*Establish an effective program to organize and coordinate volunteer services and identify additional opportunities for volunteer assistance throughout the community.*

## Goal: Infrastructure

52

Ensure that local water, sewer, storm drainage, and solid waste facilities are well maintained; improvements meet existing and future needs; and land use decisions are contingent on the adequacy and maintenance of such facilities.

### POLICIES AND ACTIONS

### IMPLEMENTATION STRATEGIES

52.01

#### DEVELOPMENT IMPACTS

Permit new development only when infrastructure and utilities can be provided to that development without diminishing the quality of service provided to the rest of the City.

- Capital Improvement Program
- Development Review

52.02

#### FAIR SHARE COSTS

Require future development to pay its fair share of the cost of improving the water, sewer, drainage, and other infrastructure systems needed to serve that development. Use fees and other appropriate forms of mitigation to cover the costs of upgrading public infrastructure.

- Development Review
- Impact/In-Lieu Fees

#### ***Action 52.02-A: Infrastructure Impact Fee and Rate Updates***

*Regularly update fees and rates for sewer, solid waste, and other public services to ensure that revenues are sufficient to cover operating and maintenance costs.*

52.03

#### COORDINATION

Coordinate local infrastructure planning with EBMUD, the Oro Loma Sanitary District, Alameda County, and other service providers to ensure that infrastructure remains adequate to serve existing and planned development.

- Intergovernmental Coordination

52.04

#### WASTEWATER COLLECTION AND TREATMENT

Maintain efficient, environmentally sound, and cost-effective wastewater collection and treatment services in San Leandro.

- Capital Improvement Program

#### ***Action 52.04-A: Infiltration/Inflow Capital Improvements***

*Continue improvements to the City's wastewater collection system to correct infiltration and inflow problems. Ensure that high operating efficiency is retained in both the wastewater collection and treatment systems.*

**52.05****CAPACITY**

Maintain adequate capacity at the San Leandro wastewater treatment plant to accommodate projected levels of growth within the service area and encourage the Oro Loma Sanitary District to do the same. Support efforts to maintain and/or improve the high quality of treated effluent at both plants and increase the feasibility and cost-effectiveness of using recycled wastewater for non-potable purposes.

- Capital Improvement Program
- Intergovernmental Coordination

**52.06****DRAINAGE**

Require drainage improvements for new development which ensure that stormwater runoff is adequately handled both on-site and off-site and which implement state and federal clean water requirements.

- Clean Water Program
- Development Review

**52.07****MAINTENANCE**

Ensure that sufficient funding is provided for the ongoing maintenance of City-owned facilities, including streets, street lights, traffic signals, landscaping, street trees, storm drains, public buildings and other infrastructure.

- Annual Budget

*(Please consult Policy 27.02 for a discussion of recycled water use.)*