SANITATION DISTRICTS OF LOS ANGELES COUNTY









# **Annual Report**

converting

WASTE
into
RESOURCES

In **2018**, we turned wastewater and trash into:

33

BILLION GALLONS OF RECYCLED WATER

81

MEGAWATTS OF ELECTRICITY

310,000

TONS OF RECYCLED COMMODITIES

180,000

TONS OF COMPOST

# MISSION

To protect public health and the environment through innovative and cost-effective wastewater and solid waste management and, in doing so, convert waste into resources such as recycled water, energy, and recycled materials.

CORE VALUES

#### INTEGRITY

We are committed to ethical standards and accountability in our work

#### **LEADERSHIP**

We are committed to the advancement of excellence in wastewater and solid waste management

#### **SERVICE**

We are committed to reliable, responsive, and courteous service



## A MESSAGE FROM OUR CHIEF ENGINEER **Our Mission In Action**

elcome to our first annual report where you'll find an overview of our agency, including recent accomplishments and upcoming challenges.

#### New ways to serve our communities

In 2018, we continued to look for ways to use our expertise and facilities to serve our communities. Two examples include a new food waste recycling program and expanded involvement in stormwater management—both efforts that help our member cities comply with State and Federal requirements. More about these efforts can be found on pages 9 and 18.

#### **Pursuing more water recycling**

Our water recycling program has supplemented water supplies for over 50 years. On pages 11 and 17, you can read about efforts to increase recycling, including a potential project that could become the largest recycling project in the country.

#### Addressing aging infrastructure

In 2018, we sought bids for the Clearwater Project, which involves construction of a new 7-mile tunnel to protect local waterways by addressing aging infrastructure. The project will provide needed reliability to a critical part of the sewer system that serves over 5 million people.

#### **Finances**

Overall, our agency finances are healthy, and charges for wastewater service are among the lowest in the country. However, each of our 24 Districts has its own financial situation and some districts face greater financial challenges than others.

A major challenge, how to address rising pension costs, has led to protracted labor negotiations with some of our staff. Another financial challenge involves finding ways to cost-effectively recycle solid waste after policy changes by China upended the recycling market.

#### **Our Commitment**

As we have done for nearly 100 years, we remain committed to serving our communities and protecting public health and the environment in cost-effective and innovative ways.

Grace R. Hyde

Mace R. Hyde

Chief Engineer & General Manager



# Boards of Directors (as of printing, March 26, 2019\*)

Alhambra DIST. 2, 16 Adele Andrade-Stadler; Ross Maza Arcadia DIST. 15, 22 Sho Tay; Roger Chandler **Artesia** DIST, 2, 18, 19 Tony Lima; Miguel Canales Joseph R. Rocha; Edward J. Alvarez Azusa DIST. 22 Baldwin Park DIST. 15, 22 Manuel Lozano; Monica Garcia Bell DIST. 1. 2 Fidencio Joel Gallardo; Ali Saleh **Bell Gardens** DIST. 2 Alejandra Cortez; Lisseth Flores Bellflower DIST. 2, 3, 18 Sonny R. Santa Ines; Juan Garza Iulian Gold: Robert Wunderlich **Beverly Hills DIST. 4** Bradbury DIST. 15, 22 Richard G. Barakat Carson DIST. 8 Albert Robles; Elito Santarina **Cerritos** DIST. 2, 3, 18, 19 Mark Pulido: *Grace Hu* **Claremont DIST. 21** Corey Calaycay; Larry Schroeder City of Commerce DIST. 2 Hugo Argumedo; Ivan Altamirano Aja Brown; Janna Zurita Compton DIST. 1, 2, 8 Covina DIST. 22 Walter Allen III **Cudahy** DIST. 1 Jose R. Gonzalez; Chris Garcia Culver City DIST. 5 Thomas Aujero Small: Daniel Lee **Diamond Bar DIST. 21** Carol Herrera; Nancy Lyons Downey DIST. 2, 18 Richard Rodriguez; *Blanca Pacheco* Duarte DIST. 15, 22 Tzeitel Paras-Caracci; Margaret Finlay El Monte DIST. 15 Andre Quintero; Victoria Martinez El Segundo DIST. 5, SBC Drew Boyles; Chris Pimentel Gardena DIST. 5 Tasha Cerda; Dan Medina **Glendora** DIST. 22 Mendell Thompson; *Judy M. Nelson* Hawaiian Gardens DIST. 19 Myra Maravilla; Jesse Alvarado **Hawthorne** DIST. 5 Alex Vargas; Olivia J. Valentine **Hermosa Beach SBC** Stacey Armato; Mary Campbell **Huntington Park DIST. 1** Jhonny Pineda; Karina Macias City of Industry DIST. 15, 18, 21 Mark D. Radecki; Cory Moss **Inglewood** DIST. 5 James T. Butts Irwindale DIST. 15, 22 Albert F. Ambriz; Mark A. Breceda La Cañada Flintridge DIST. 28. 34 Michael A. Davitt Jonathan C. Curtis; Teresa Walker Greg C. Brown; Leonard Pieroni La Habra Heights DIST. 18 Brian Bergman; Carey Klingfus La Mirada DIST. 18 Lawrence Mowles; Steve De Ruse La Puente DIST. 15, 21 Valerie Muñoz; Dan Holloway **Torrance DIST. 5, SBC** La Verne DIST. 21, 22 Don A. Kendrick; Charlie A. Rosales **Vernon** DIST. 1. 2. 23 Lakewood DIST, 3, 19 Steve Croft; *Todd Rogers* DIST. 1 DIST. 2 Lancaster DIST. 14 R. Rex Parris; Marvin Crist **DIST. 23** Lawndale DIST. 5 Robert Pullen-Miles; Pat Kearney Lomita DIST. 5 Henry Sanchez; James Gazeley Walnut DIST. 21, 22 **Long Beach** DIST. 1, 2, 3, 8, 19 Robert Garcia; *Dee Andrews* West Covina DIST. 15, 21, 22 Los Angeles City DIST. 1, 2, 3, 4, 5, 8, 9, 16 West Hollywood DIST. 4 John J. Duran; Lindsey P. Horvath Herb Wesson, Jr.; Joe Buscaino

Los Angeles County (unincorporated)

Janice Hahn; Hilda Solis DIST. 14, 15, 16, 18, 20, 21, 22, SCV Janice Hahn DIST. 27, 36 Kathryn Barger, Janice Hahn, Sheila Kuehl Mark Ridley-Thomas, Hilda Solis Janice Hahn; Mark Ridley-Thomas DIST. 5 DIST. 9, 17 (2nd DIR) Kathryn Barger, Hilda Solis

Lynwood DIST. 1 Jose Luis Solache Steve Napolitano Nancy Hersman Manhattan Beach DIST. 5, SBC Maywood DIST. 1 Eddie de la Riva; Ramon Medina Monrovia DIST. 15, 22 Tom Adams; Becky A. Shevlin Montebello DIST. 2, 15 vacant; Jack Hadjinian Monterey Park DIST. 2, 15 Peter Chan; Hans Liang Norwalk DIST. 2, 18 Jennifer Perez; Luigi Vernola Palmdale DIST. 14 Steven Hofbauer; Austin Bishop DIST. 20 (2nd DIR) Richard J. Loa, Austin Bishop Palos Verdes Estates DIST. 5, SBC Betty Lin Peterson Paramount DIST. 1, 2 Diane J. Martinez; Daryl Hofmeyer **Pasadena** DIST. 15, 16, 17 Terry Tornek Pico Rivera DIST. 2, 18 Brent Tercero; Gustavo Camacho Pomona DIST, 21 Tim Sandoval: Ginna Escobar Rancho Palos Verdes DIST. 5, SBC Jerry V. Duhovic Susan Brooks Redondo Beach DIST. 5, SBC Bill Brand Christian Horvath Rolling Hills DIST. 5 Patrick Wilson Rolling Hills Estates DIST. 5, SBC Judith Mitchell . Velveth Schmitz Rosemead DIST, 15 Steven Ly; Margaret Clark San Dimas DIST. 21, 22 Curtis W. Morris; Denis Bertone San Gabriel DIST. 2, 15 John Harrington; Juli Costanzo San Marino DIST. 15, 16 Steven Huang Gretchen Shepherd Romey Santa Clarita SCV Marsha McLean; Cameron Smyth SCV (2nd DIR) Laurene Weste; Cameron Smyth Santa Fe Springs DIST. 18 Juanita A. Trujillo William K. Rounds Sierra Madre DIST. 15 Denise Delmar Signal Hill DIST. 3, 29 Tina Hansen DIST. 29 Robert D. Copeland; Larry Forester Edward H.J. Wilson; Lori Y. Woods South El Monte DIST. 15 Gloria Olmos; Richard Angel South Gate DIST. 1, 2 Maria Belen Bernal; Maria Davila **South Pasadena** DIST. 16 Richard Schneider: Robert S. Joe **Temple City** DIST. 15 William Man; Cynthia Sternquist

\*Directors and alternates are subject to change throughout the year. **Alternate Directors in** *italics* 

**Whittier** DIST. 2, 15, 18



Patrick J. Furey; Geoff Rizzo

Luz A. Martinez; Leticia Lopez

Nancy Tragarz; Eric Ching

Lloyd Johnson; Tony Wu

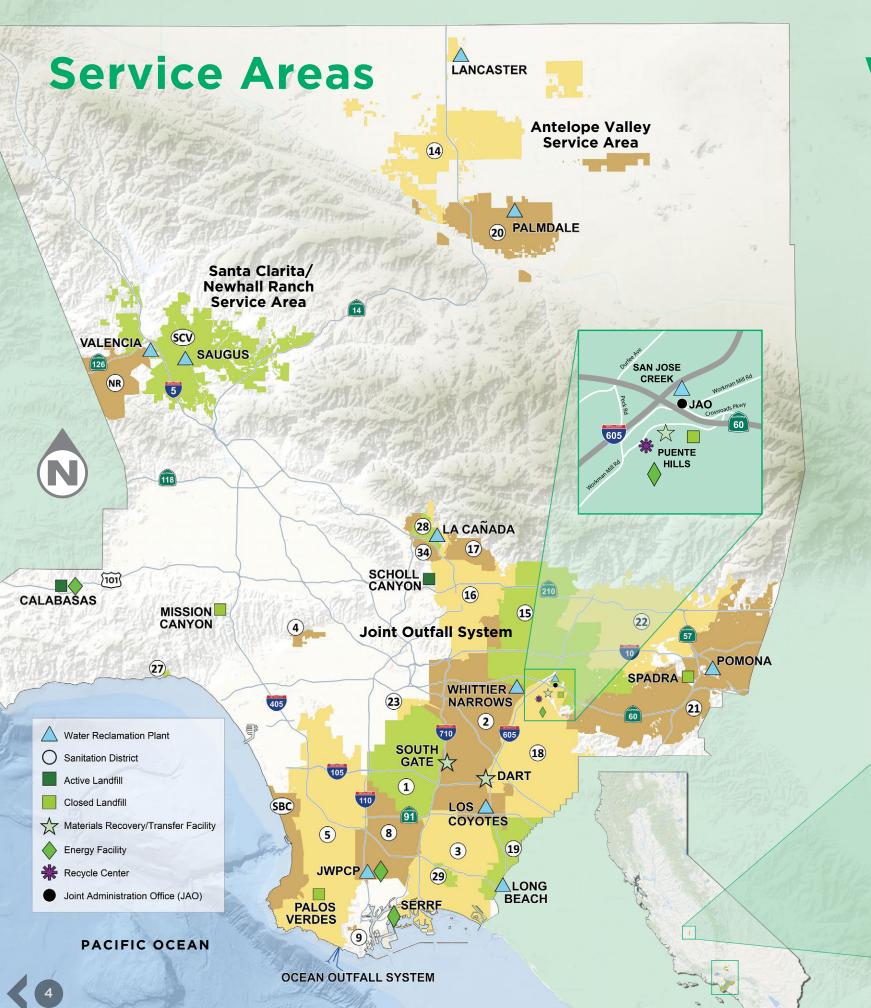
Joe Vinatieri; Cathy Warner

William J. Davis; Melissa Ybarra

Yvette Woodruff-Perez;

William I Davis

Melissa Ybarra



## Who We Are

The Sanitation Districts consist of 24 independent special districts serving about 5.6 million people in Los Angeles County. The service area in the map to the left covers approximately 850 square miles and encompasses 78 cities and unincorporated areas in the county.

The Sanitation Districts were created in 1923 to construct, operate, and maintain facilities that collect, treat, and dispose of domestic and industrial wastewater. The Sanitation Districts operate and maintain the larger, regional wastewater collection systems, while cities and

SERVING
5.6 million
people
850 square
miles
78 cities

Kettleman

City

unincorporated areas within each District are responsible for their smaller local collection systems. In the 1950s, the Sanitation Districts were given responsibility for solid waste management (excluding trash pickup).

To maximize efficiency and reduce costs, the 24 Districts work cooperatively with one administrative

staff headquartered near the City of Whittier. Each District has a Board of Directors consisting of the mayor of each city served, and the Chair of the County Board of Supervisors for unincorporated territory. Each District pays its proportionate share of administrative costs.

Overall wastewater and solid waste management budgets for 2018-19 are \$678 million and \$175 million, respectively. Both systems provide essential public services at some of the most competitive service rates in the country.

Tulare

Compost

Lake

1,657

AVERAGE YEARS OF SERVICE AT RETIREMENT

26

AVERAGE AGE

2018 NEW HIRES 114

2018 RETIREMENTS

66

LICENSED ENGINEERS 186

EMPLOYEES WITH ADVANCED DEGREE **266** 

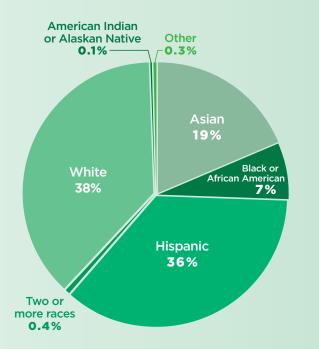
EMPLOYEES WITH SPECIAL CERTIFICATIONS

209

STAFFING BY GENDER
MEN MEN

21%

79%



## What We Do

## WASTEWATER

We collect, treat and recycle the wastewater (sewage) from 5.6 million people in Los Angeles County. Our wastewater system currently treats about 400 million gallons per day, enough to fill the Rose Bowl nearly five times a day. This system includes 11 wastewater treatment plants, 48 pump stations, over 1,400 miles of sewer, and two state-of-theart composting facilities for managing the solids removed during treatment.



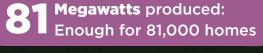
## **SOLID WASTE**

Our solid waste management system accommodates about one quarter of the county's solid waste. We manage the waste hauled to us with a system that includes two active landfills, three materials recovery/transfer facilities, and a recycle center. We also have infrastructure for a waste-by-rail system to handle the county's waste in the future when local disposal options are exhausted.



## **GREEN ENERGY**

The Sanitation Districts are one of the country's leading producers of green energy. Some of the electricity is used in powering Sanitation Districts' operations; the rest is exported to the local grid, which reduces the power that utilities must produce and thereby reduces greenhouse gas emissions.





# **Our Organization**

**CHIEF ENGINEER & GENERAL MANAGER** 

Grace R. Hyde

**ASSISTANT CHIEF ENGINEER & ASSISTANT GENERAL MANAGER** 

Robert C. Ferrante

#### **DEPARTMENTS & SECTIONS**

ENGINEERING	FACILITIES PLANNING	FINANCIAL MANAGEMENT	HUMAN RESOURCES	SOLID WASTE MANAGEMENT	TECHNICAL SERVICES	WASTEWATER MANAGEMENT
Electrical & Instrumentation Design Field Engineering Sewer Design Structural,	Facilities & Property Management Information Services Information Technology	Accounting Budget & Finance Purchasing	Employee Benefits Employment Services Payroll	Energy Recovery Fleet Management Solid Waste Operations & Engineering	Air Quality  Environmental Health & Safety  Laboratories  Reuse & Compliance	Industrial Waste  Joint Water Pollution Control Plant  Wastewater Collection Systems
Geotechnical, & Architectural Design Wastewater & Solid Waste Design	Wastewater Planning				Wastewater Research Water Quality	Water Reclamation Plants

#### **ENGINEERING**

Design and construction oversight of Sanitation Districts' facilities

#### **FACILITIES PLANNING**

Long range planning, environmental review, environmental permitting, property management, information technology, public relations, security, facilities management, and document management

#### FINANCIAL MANAGEMENT

Budgeting, accounting, purchasing, revenue collection, and insurance

#### **HUMAN RESOURCES**

Hiring employees, payroll, benefits, and compliance with State and Federal employment laws

#### SOLID WASTE MANAGEMENT

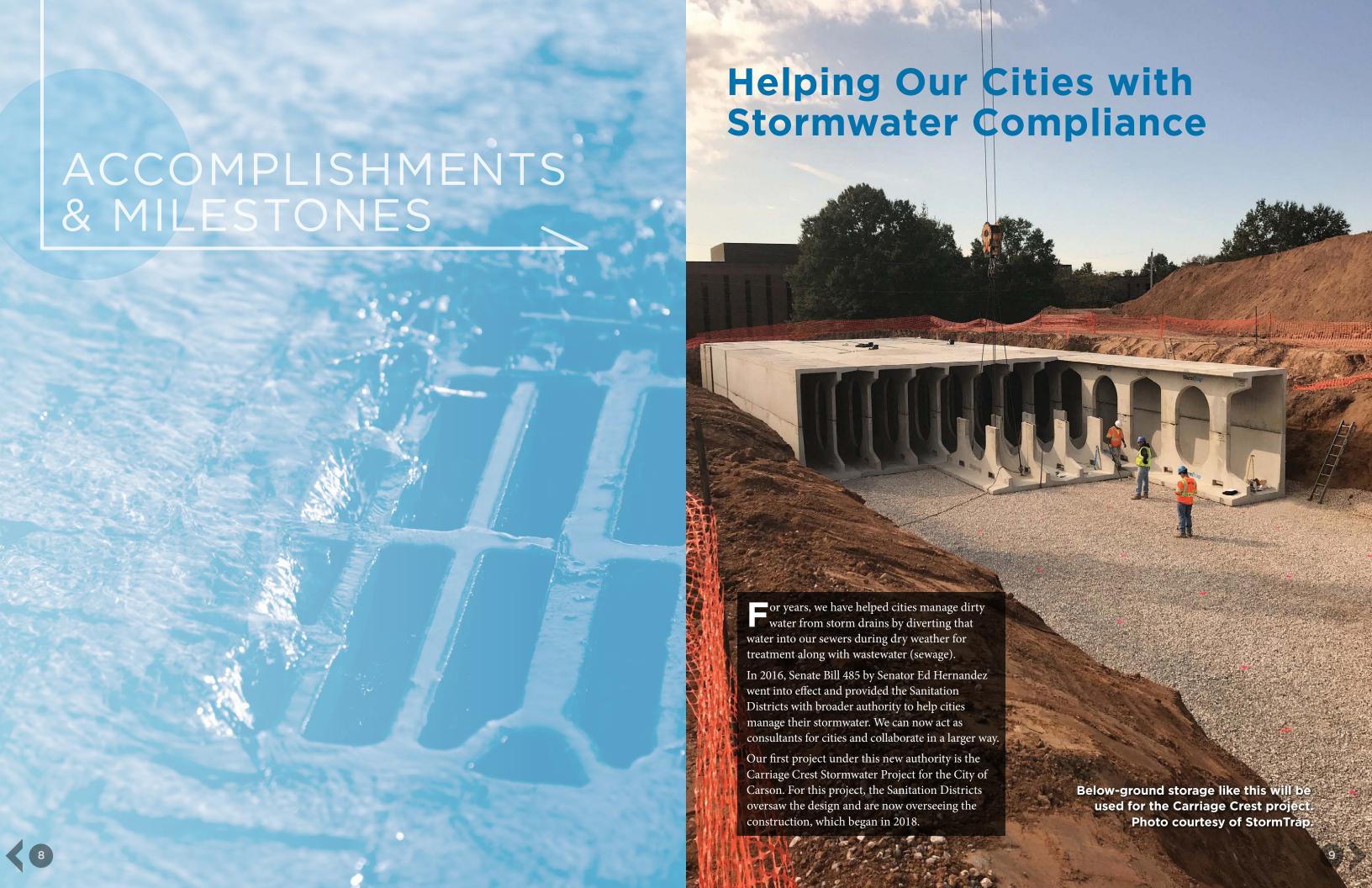
Operation and maintenance of the solid waste management facilities and energy recovery facilities

#### **TECHNICAL SERVICES**

Water recycling, biosolids management, water and air permit compliance, research, laboratory processes, regulatory advocacy, and legislative advocacy

#### **WASTEWATER MANAGEMENT**

Operation and maintenance of wastewater management facilities and regulating industrial discharges to the Sanitation Districts' sewer system



# **Setting the Standard**

he Commerce Refuse-to-Energy Facility (CREF) was a facility that converted trash into energy. In June 2018, CREF received its last load of trash after more than 31 years of successful operation. The facility closed because it was no longer cost-effective due to a drop in wholesale electricity prices.

CREF provided an innovative disposal alternative that saved valuable landfill space, reduced millions of truck miles on local freeways, and reduced use of fossil fuel (at its peak, CREF produced enough electricity for 10,000 homes).

CREF also raised the bar for air pollution control technologies, which resulted in cleaner waste-to-energy facilities across the country.



# Working Towards a Monumental Recycled Water Program

The Metropolitan Water District of Southern California and the Sanitation Districts have partnered on a potential Regional Recycled Water Program that could become the largest water recycling project in the country.

At full scale, the project could produce up to 150 million gallons of purified water each day, enough to serve more than 335,000 homes. This water would be used to replenish groundwater basins and provide greater water supply reliability for the Southland.

As an early step, MWD is constructing a 0.5 million gallons per day demonstration-scale water purification facility located at the Sanitation Districts' Joint Water Pollution Control Plant (JWPCP). The demonstration facility will purify the JWPCP's treated water and generate information needed for design and permitting of the potential full-scale advanced water purification facility.

San Gabriel spreading grounds used for groundwater replenishment









# **Connecting With Our Community**

Community engagement has long been a key to achieving the Sanitation Districts' mission. These efforts allow us to tell you about what we do and the challenges we face. Community engagement also provides us an opportunity to listen to you so that we can better serve you.

STUDENTS PARTICIPATING IN SEWER SCIENCE

5,000

MONTHLY TOURS OF BIXBY MARSHLAND

PRESENTATIONS AT **COMMUNITY MEETINGS** 

**COMMUNITY MEETINGS HOSTED** 

ACTIVE ENGAGEMENT THROUGH SOCIAL MEDIA

PARTICIPATED IN

**COMMUNITY EVENTS** 

**TOURS OF** OUR FACILITIES

50









## RESEARCH **ACHIEVEMENT**

Innovative Dual Award

California Water **Environment Association** Los Angeles Basin Section

Evaluation of the Primary Filtration Process at the Lancaster Water **Reclamation Plant** 

### **PLATINUM AWARD**

National Association of Clean Water Agencies Seven consecutive years of 100% compliance

## **CERTIFICATE OF ACHIEVEMENT**

**Excellence in Financial Reporting** 

Government Finance Officers Association

Comprehensive Annual Financial Report, FY 2017

#### **HONOR AWARD**

**Environmental Communications** 

American Academy of Environmental **Engineers and Scientists** 

Converting Waste Into Resources

# The Financial Landscape

Fiscal Year 2017-18

solid WASTE 24%
\$161 Million

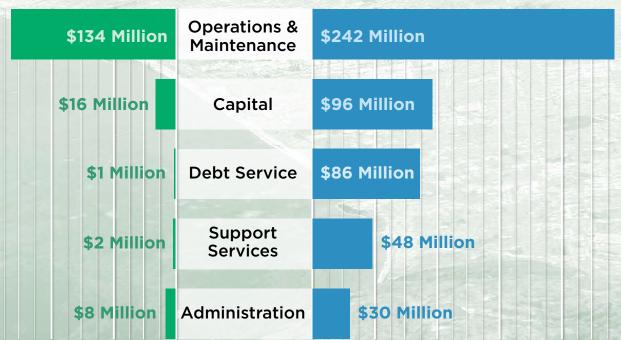
WHERE THE MONEY GOES

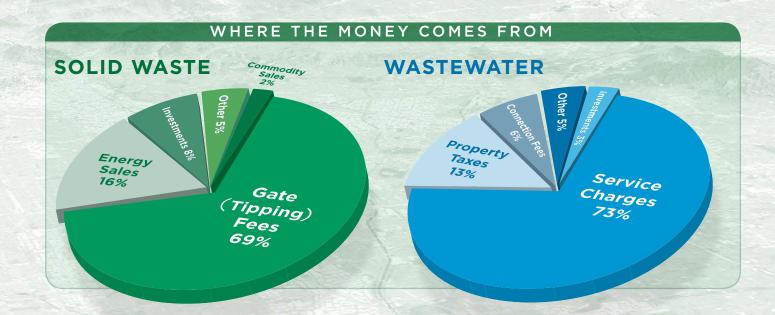
WASTEWATER 76%

\$502 Million

### **SOLID WASTE**

## WASTEWATER











Converting Waste Into Resources



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