UNION SANITARY DISTRICT

BOARD MEETING AGENDA
Monday, September 8, 2014
Regular Meeting - 7:00 P.M.

Directors
Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers
Richard B. Currie
General Manager/ District Engineer

David M. O'Hara
Attorney

1. Call to Order.

2. Pledge of Allegiance.

3. Roll Call.

Motion 4. Approval of the Minutes of the Regular Meeting of August 25, 2014.

5. Written Communications.

6. Oral Communications.

*The public may provide oral comments at regular and special Board meetings; however, whenever possible, written statements are preferred **(to be received at the Union Sanitary District office at least one working day prior to the meeting**). This portion of the agenda is where a member of the public may address and ask questions of the Board relating to any matter within the Board's jurisdiction that is not on the agenda. If the subject relates to an agenda item, the speaker should address the Board at the time the item is considered. Oral comments are limited to three minutes per individuals, with a maximum of 30 minutes per subject. Speaker's cards will be available in the Boardroom and are to be completed prior to discussion.*

Information 7. Information Items:
   a. Check Register.
   b. Annual Report to Union City, Fiscal Year 2014 *(to be reviewed by the Legal/Community Affairs Committee).*
   c. CASA Conference and Legislative Report *(to be reviewed by the Legislative Committee).*
   d. Crisis Communication Plan *(to be reviewed by the Legal/Community Affairs Committee).*

Information 8. Committee Meeting Reports. *(No Board action is taken at Committee meetings):*

a. Legal/Community Affairs Committee – scheduled for Wednesday, 9/3/14 at 4:30 p.m.
b. Budget & Finance Committee–scheduled for Thursday, 9/4/14 at 11:30 am
    - Approve General Manager's Expense Statement
    - Board Workshop Logistics
c. Legislative Committee – scheduled for Friday, 9/5/14, 10:00 a.m.

Information 9. General Manager's Report. *(Information on recent issues of interest to the Board).*

Information 10. Other Business:

a. Comments and questions. *Directors can share information relating to District business and are welcome to request information from staff.*
b. Scheduling matters for future consideration.

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11. Adjournment - The Board will adjourn to a Special Board Planning Meeting in the Boardroom on Monday, September 15, 2014 at 6:30 p.m.

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12. Adjournment - The Board will adjourn to the next Regular Meeting in the Boardroom on Monday, September 22, 2014 at 7:00 p.m.

The Public may provide oral comments at regular and special Board meetings; however, whenever possible, written statements are preferred (to be received at the Union Sanitary District at least one working day prior to the meeting).

If the subject relates to an agenda item, the speaker should address the Board at the time the item is considered. If the subject is within the Board's jurisdiction but not on the agenda, the speaker will be heard at the time "Oral Communications" is calendared. Oral comments are limited to three minutes per individual, with a maximum of 30 minutes per subject. Speaker's cards will be available in the Boardroom and are to be completed prior to discussion of the agenda item.

The facilities at the District Offices are wheelchair accessible. Any attendee requiring special accommodations at the meeting should contact the General Manager's office at (510) 477-7503 at least 24 hours in advance of the meeting.

THE PUBLIC IS INVITED TO ATTEND

NOTICE OF
COMMITTEE MEETING

All meetings will be held in
the General Manager's Office

UNION SANITARY DISTRICT

BOARD MEETING OF SEPTEMBER 8, 2014

Committee Membership:

Budget and Finance	Directors Anjali Lathi and Tom Handley (Alt. – Pat Kite)
Construction Committee	Directors Pat Kite and Jennifer Toy (Alt. – Manny Fernandez)
Legal/Community Affairs	Directors Pat Kite and Tom Handley (Alt. –Anjali Lathi)
Legislative Committee	Directors Manny Fernandez and Jennifer Toy (Alt–Tom Handley)
Personnel Committee	Directors Manny Fernandez and Anjali Lathi (Alt. – Jennifer Toy)
Audit Committee	Directors Manny Fernandez and Tom Handley (Alt. Jennifer Toy)

Legal/Community Affairs Committee, Wednesday, September 3, 2014, 5:15 p.m.

7b. Annual Report to Union City, Fiscal Year 2014.

7d. Crisis Communication Plan.

Budget & Finance Committee, Thursday, September 4, 2014 at 11:30 a.m.

- Approve General Manager's Expense Statement
- Board Workshop Logistics

Legislative Committee, Friday, September 5, 2014 at 10:00 a.m.

7c. CASA Conference and Legislative Report.

Committee meetings may include teleconference participation by one or more Directors.
(Gov. Code Section 11123)
Committee Meetings are open to the public. Only written comments will be considered. No action will be taken.

MINUTES OF THE MEETING OF THE
BOARD OF DIRECTORS OF
UNION SANITARY DISTRICT
August 25, 2014

CALL TO ORDER

President Fernandez called the meeting to order at 7:00 p.m.

PLEDGE OF ALLEGIANCE

ROLL CALL

PRESENT: Manny Fernandez, President
Tom Handley, Secretary
Pat Kite, Director
Anjali Lathi, Director

ABSENT: Jennifer Toy, Vice President

STAFF: Richard Currie, General Manager
Paul Eldredge, Newly Hired General Manager
Richard Cortes, Business Services Manager
Sami Ghossain, Technical Services Manager
Andy Morrison, Collection Services Manager
Dave Livingston, Treatment & Disposal Services Manager
Robert Simonich, Fabrication, Maintenance & Construction Manager
Maria Scott, Principal Financial Analyst
Judi Berzon, Human Resources Administrator
Kathy Destafney, Business Services Coach
Tim Grillo, Treatment & Disposal Services Coach
Laurie Brenner, Organizational Performance Program Manager
Donna Wies, Quality Coordinator
Richard Scobee, Sr. GIS DBA
Roz Fuller, Purchasing Agent
Jamie Rojo, Accounting Technician Specialist
Michelle Powell, Communications Coordinator
David O'Hara, Legal Counsel
Carol Rice, Assistant to the GM/Board Secretary

VISITOR: Alice Johnson, League of Women Voters

APPROVAL OF THE MINUTES OF AUGUST 11, 2014.

On a motion made by Director Kite and seconded by Director Lathi, the minutes of the Board of Directors' Meeting of August 11, 2014 were unanimously approved.

QUARTERLY BALANCED SCORECARD PERIOD ENDING JUNE, 2014.

a. Districtwide Balanced Scorecard Measures: Laurie Brenner, Organizational Performance Program Manager, reported the following: the District did not meet all targets on the Operational Excellence Scorecard for FY14. There were 12 complaints indicating adverse impacts on customers (the target was 10 or less). Five were related to one customer's odor complaints. There were no critical asset failures, and all financial targets were met. Neither training milestones nor number of competency assessment targets were met in FY14, and the number of capital improvement project milestones met fell short at 9, against a target of 11. Under the Safety Objective Measures, the target of zero lost-time accidents was not met due to one minor accident; the Workers Compensation Experience Modifier (X-Mod) increased to 1.16 and did not meet the target of <1.0; and there were four instances of equipment or vehicle damage.

b. Business Services Balanced Scorecard: Rich Cortes introduced representatives from each of the four teams (OST, FIST, MMT, IT) in the Business Services Workgroup and invited the Board to view the charts that represented key measures from each team.

At 7:20 p.m., President Fernandez called for a break so the Board could view the Business Services Balanced Scorecard charts. The meeting resumed at 7:40 p.m.

c. General Manager's Monthly Operations and Investment Report: Rich Currie reported the following: there were no odor complaints, accidents, or injuries in July. It was a busy month for recruitments - offers were made to the new Process Engineer and Assistant to the General Manager/Board Secretary.

Maria Scott presented the financial report. She noted that July is normally a light month in terms of activity, due to all the accruals booked in June. Capacity fees were received from Dick's Sporting Goods in Pacific Commons and Lennar Homes, which are 12 single family homes near I-680 and Washington Avenue. Under expenses, the first payment was made for the Boyce SRF loan, the Treatment & Disposal Workgroup purchased a biosolids grinder which is used in the plant processes, a replacement color printer was purchased for the CIP team, and LAIF is at .244, up from .228 last month. There were two investment maturities and no new purchases. The District surpassed the $4M mark with the PERS Retiree Medical Trust and had four quarters of positive earnings in FY14.

WRITTEN COMMUNICATIONS.

The Board received a flyer announcing a Maintenance Superintendents Association (MSA) Vendor Equipment & Tradeshow to be held at Union Sanitary District on October 16, 2014.

ORAL COMMUNICATIONS.

Alice Johnson, League of Women Voters for Fremont, Newark, and Union City attended the meeting and addressed the Board. She welcomed Paul Eldredge as the new General Manager and informed the Board that the League is hosting a meeting at the Fremont Main Library on November 17th at 6:30 p.m. The topic is "Water In – Water Out." The main speakers are staff from Union Sanitary District and the Alameda County Water District.

AMEND PURCHASING POLICY NO. 2755.

The Budget & Finance Committee reviewed this item. Rich Cortes stated the Purchasing Policy is being updated to incorporate changes in the Purchasing Mission, add/update definitions, set explicit levels for competition, and include previously approved sole source agreements. The proposed changes were reviewed by the Executive Team and the Purchasing Agent.

In response to Director Handley's question regarding a 4/5th vote by the Board in a declared emergency, Rich Cortes stated that in an emergency, the General Manager can initiate spending. He noted this is reflected in the Policy.

On a motion made by Director Handley and seconded by Director Lathi, the Board unanimously approved amending Purchasing Policy No. 2755 (Director Toy was absent).

APPROVE THE NEW POSITION OF ASSET MANAGER.

The Personnel Committee reviewed this item. Sami Ghossain reported that during the budget preparation in 2013, the GM recommended the Board consider adding six positions to address workload backlog and overtime issues. Three of the positions (Construction Inspector, Painter, and Mechanic) have been approved.

The Asset Manager position would be responsible for developing, implementing and managing an Asset Management Program at USD. It is the management of the physical components of a wastewater system and can include: pipes, valves, tanks, pumps, wet wells, treatment facilities, and any other component that makes up our system. The assets that make up a wastewater system generally have fixed lifecycle costs that lose value over time as the system ages and deteriorate and the costs of operation and maintenance increase. Proper asset management will allow USD to plan

responsibly and make more informed decisions about proactively managing aging assets on a continual basis to ensure the long-term sustainability of our entire system.

In response to a question from Director Handley, Rich Currie stated the position would likely be on the CIP Team but their assignment would be in the FMC Workgroup. Director Handley inquired about other responsibilities in the event the position does not have full time duties and Rich Currie indicated the employee would be a senior engineer and could work on projects in coordination with CIP. Director Lathi expressed concern about the need for a full time Asset Manager and requested the position be reviewed annually.

On a motion made by Director Kite and seconded by Lathi, the Board unanimously approved the new position of Asset Manager, and requested staff review the position annually (Director Toy was absent).

RESOLUTION NO. 2738, ACCEPTING THE CONSTRUCTION OF THE NEWARK BACKYARD SANITARY SEWER RELOCATION PROJECT, PHASE I FROM RANGER PIPELINES, INC., AND AUTHORIZING THE ATTORNEY FOR THE DISTRICT TO RECORD A NOTICE OF COMPLETION.

The Construction Committee reviewed this item. Sami Ghossain stated that on April 28, 2014 the Board awarded a construction contract to Ranger Pipelines, Inc. (Ranger) for the construction of the Newark Backyard Sanitary Sewer Relocation Project, Phase I in the amount of $386,500. The purpose of the Project was to improve the existing gravity sewer system in a residential neighborhood in Newark and included the relocation of 33 sewer laterals from the backyards of homes on Dairy Avenue, Leone Street and Cherry Street.

The Notice to Proceed was issued on May 19, 2014 and scheduled to be completed on July 30, 2014; however, Ranger substantially completed the project on July 10, 2014. The Project included three Change Orders in the amount of $1,811.21. Ranger has completed all work and the District has assumed beneficial use of the Project.

It was moved by Director Kite, seconded by Director Lathi, and unanimously approved to adopt Resolution No.2738, accepting the construction of the Newark Backyard Sanitary Sewer Relocation Project, Phase I from Ranger Pipelines, Inc., and authorizing the Attorney for the District to Record a Notice of Completion.

AUTHORIZING THE GENERAL MANAGER TO EXECUTE AN AGREEMENT AND TASK ORDER NO. 1 WITH WEST YOST ASSOCIATES FOR PROVIDING DESIGN SERVICES FOR THE ALVARADO-NILES ROAD SANITARY SEWER REHABILITATION PROJECT.

The Construction Committee reviewed this item. Sami Ghossain stated that the Alvarado Basin Masterplan update, completed in December 2008, identified portions of the Alvarado-Niles Road trunk sewer as having high critical ratings due to Hydrogen

Sulfide corrosion. Staff has reviewed television inspections and confirmed there is extensive corrosion in the trunk sewer that requires immediate rehabilitation. The Project will rehabilitate approximately 9,200 linear feet of the existing 27-inch trunk sewer which runs from under the Alvarado-Niles Road Bridge (above the BART and Union Pacific Railroad tracks) in Fremont to the vicinity of the Alvarado-Niles Road and Western Avenue intersection in Union City.

The estimated construction cost is between $2.5 million and $3.0 million. The negotiated cost proposal is $248,371. Design of the Project is scheduled for completion in spring 2015, with construction to follow in summer 2015.

It was moved by Director Handley, seconded by Director Fernandez, and unanimously approved to authorize the General Manager to execute an Agreement and Task Order No. 1 with West Yost Associates for providing Design Services for the Alvarado-Niles Road Sanitary Sewer Rehabilitation Project (Director Toy was absent).

INFORMATION ITEMS:

Check Register. All questions were answered to the Board's satisfaction.

Report on the EBDA Commission Meeting of August 14, 2014. Director Handley reported the following:

- Information was presented on the replacement of the sodium bisulfite metering pumps at the Marina Dechlorination station. New style pumps will allow significant savings in the use of bilsulfite allowing for a short payback period and less bilsulfite discharge to the Bay.
- The Ad Hoc Committee on Joint Powers Agreement held their first meeting.
- There was a report on the Oro Loma Sanitary District testing of ammonia removal using Anamox technology.

Certificate of Achievement for Excellence in Financial Reporting. The Budget & Finance Committee reviewed this item. The Government Finance Officers Association (GFOA) is a professional association of state/provincial and local finance officers in North America. GFOA awarded the Certificate of Achievement for Excellence in Financial Reporting to USD for the Comprehensive Annual Financial Report (CAFR) for FY2013. This award is the highest form of recognition in the area of government accounting and financial reporting.

Rich Cortes acknowledged Maria Scott for her initiative and contribution for developing a CAFR report that has been recognized at the national level for the 11th year in a row. She has also served as a GFOA CAFR reviewer this past year for applications in other states. The Board offered their congratulations to Maria.

NACWA Platinum Award for Calendar Year 2013. The Budget & Finance Committee reviewed this item. Dave Livingston stated the NACWA award recognizes member agency facilities for outstanding compliance with their National Pollutant Discharge

Elimination System (NPDES) permit limits. The Platinum Award recognizes facilities that have achieved 100% compliance for five consecutive calendar years.

Union Sanitary District has been recognized through the Peak Performance Award Program for the past 21 years. The Peak Performance Award reflects USD's commitment to excellence in environmental protection. Dave stated it is through the combined efforts of all District employees, particularly Operations, Maintenance, Laboratory and Environmental Compliance staff that the achievement is possible. The Board extended their congratulations.

Annual Reporting of Expense Reimbursements Over $100. The Budget & Finance Committee reviewed this item. Kathy Destafney stated that Section 53065.5 of the California Government Code requires the District to disclose annually any reimbursement paid by the District for the preceding fiscal year of at least $100 for each individual charge for services or products received. The Government Code Section also states this document must be made available for public inspection. The Board had no questions and accepted the report.

PG&E Net Metering Annual True Up. The Budget & Finance Committee reviewed this item. Tim Grillo reported that in August 2011, the District's PG&E service for the Wastewater Treatment Plant was converted to a Net Energy Metering (NEM) tariff in conjunction with the interconnection of the solar photovoltaic carport project. PG&E issues monthly bills for NEM accounts for energy demand and other service charges. However, the cost of generation and energy-related non-generation charges are billed at the end of a 12-month period in order to allow for seasonal variations in energy production. The large bill at the end of the 12-month period is known as the "true up" bill. The total FY14 cost for electricity at the Treatment Plant was $1,919,754.02.

Status of Priority 1 CIP Projects at the end of the Fourth Quarter of FY14. The Construction Committee reviewed this item. Sami Ghossain stated that in June 2013, the Board approved the Capital Improvement Program budget for FY14 in the amount of $17.5 million for the design and construction of 24 projects. The Executive Team reviews the status of the Priority 1 CIP projects at the end of each quarter. For FY14, 11 projects are ranked as Priority 1 and the remaining 13 are ranked as Priority 2 projects. Sami provided an update of Priority 1 projects.

Fourth Quarterly Report on Capital Improvement Program for FY14. The Construction Committee reviewed this item. Sami Ghossain stated that in June 2013, the Board approved the Capital Improvement Program (CIP) budget for FY14 in the amount of $17.5 million for the design and construction of 24 projects. The total CIP expenditures through June 30, 2014 were above the projections for the fourth quarter by approximately $1,364,000. The main projects that incurred more than the projected expenditures include the Cogeneration Project, Veasy Street Sewer Improvements, Equalization Storage at Alvarado, Aeration Lift Pumps Project, and the Newark Flat Tops Area Backyard Sewer Relocation – Phase 1.

Hayward Marsh Rehabilitation Options Study Project – Status Report. The Legal/Community Affairs Committee reviewed this item. Tim Grillo stated that since March 1988, the Hayward Marsh (Marsh) has provided the District with 20 MGD of wet weather flow capacity. Over the last 26 years, sedimentation from the bay has slowly accumulated in the channels and conveyances of the Marsh adjacent to the bay. In June 2013, a blockage of the inlet to pond 3B occurred and the flow to that basin stopped. The District has agreed to conduct a planning level study to determine the actions needed to rehabilitate the Marsh and a limited number of options to alternately provide wet weather flow storage capacity.

The current NPDES permit for the Marsh expires in October 2016. A Request for proposals for the Marsh Study Project was issued in the fall of 2013 and awarded to RMC Water and Environment in December 2013. Surveying the Marsh was completed in February 2014, a Project Kick-off meeting was held on March 7, 2014 and the team agreed to focus on six alternatives. A draft Technical Memorandum (TM) for the full restoration of the Marsh was received on April 20, 2014 at a cost of $8,000,000 to $10,000,000.

RMC has submitted applications on the District's behalf for grant funding for the Project under the Bay Area Integrated Regional Water Management Program.

GENERAL MANAGER'S REPORT:
Rich Currie reported the following:

- The Carpenters Union is picketing USD as a result of a project GSE is working on at the District. Director Handley requested pictures of the picketing.
- There were two injuries this month - one employee tripped and fell, had a minor hand break, and is now on limited duty. Another employee had a shoulder strain and is on limited duty.
- Two businesses near the corner of Warm Springs and Mission Boulevard have experienced sewer problems. Upon inspection, it appears that two laterals were not connected on a project done years ago. Staff worked with McGuire and Hester to get emergency scheduling for repair work which should happen this week.
- We received an appeal on a capacity fee for an expansion of a kitchen facility at the Saddle Rack, which is a dance club.
- The GM will have a report on the CASA Conference at the next Board meeting.
- Pipe lining work started on the Upper Hetch Hetchy Project.

OTHER BUSINESS:

Director Lathi reported on her attendance at the recent CASA Conference. She stated that Black & Veatch gave a presentation on the State of the Water Industry. One of the top five issues for public utilities is capital improvements and justifying rate increases to the public. Water infrastructure is underfunded everywhere. Twenty-three percent (23%) of the utilities will need double-digit rate increases for the next ten years to fully

cover infrastructure costs. Thirty-three percent (33%) are considering public-private partnerships.

ADJOURNMENT:

The Board adjourned the meeting at 8:42 p.m. to the next Regular Meeting in the Boardroom on Monday, September 8, 2014 at 7:00 p.m.

SUBMITTED:

_____
CAROL RICE
SECRETARY TO THE BOARD

ATTEST:

_____
TOM HANDLEY
SECRETARY

APPROVED:

_____
MANNY FERNANDEZ
PRESIDENT

Adopted this 8th day of September, 2014

UNION SANITARY DISTRICT
CHECK REGISTER
08/16/2014-08/29/2014

Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155040	8/21/2014	170120140807	PACIFIC GAS AND ELECTRIC	SERV TO 07/22/14 PLANT	$1,462,842.11	$1,464,945.93
	8/21/2014	140120140807		SERV TO 08/04/14 IRVINGTON PS	$24.89	
	8/21/2014	013720140808		SERV TO 08/07/14 BOYCE RD PS	$2,078.93	
155053	8/21/2014	20140625.1	SWRCB - STATE WATER RESOURCES	SRF LOAN #C064771110 - IRVINGTON PROJECT	$908,164.05	$908,164.05
155091	8/28/2014	3633	DW NICHOLSON CORP	COGENERATION PROJECT	$295,092.87	$295,092.87
155125	8/28/2014	13166	SAK CONSTRUCTION LLC	UPPER HETCH HETCHY SS REHABILITATION	$268,112.63	$268,112.63
155048	8/21/2014	62701	RANGER PIPELINES INC	NEWARK FLAT TOPS AREA SEWER RELOCATION	$226,404.00	$226,404.00
155041	8/21/2014	10961	PACIFIC INFRASTRUCTURE CORP	BOYCE ROAD LIFT STATION	$108,829.00	$108,829.00
155086	8/28/2014	201300817	COVELLO GROUP INC	COGENERATION PROJECT	$55,284.00	$75,980.50
	8/28/2014	20130353		THICKENER CONROL BUILDING IMPROVEMENTS PHASE II	$20,696.50	
155102	8/28/2014	25534	HARRIS & ASSOCIATES	NEWARK BACKYARD SANITARY SEWER - PHASE 1	$11,370.00	$30,110.00
	8/28/2014	25533		NEWARK BACKYARD SANITARY SEWER - PHASE 1	$18,740.00	
155089	8/28/2014	XJFP357J4	DELL MARKETING LP C/O DELL USA	4 DESKTOPS WITHOUT MONITORS	$6,767.20	$17,576.03
	8/28/2014	XJFP53C18		6 DESKTOPS WITH MONITORS	$10,808.83	
155061	8/21/2014	538150	VINCENT ELECTRIC MOTOR CO	REPAIR GENERATOR	$15,905.08	$15,905.08

UNION SANITARY DISTRICT
CHECK REGISTER
08/16/2014-08/29/2014

Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155106	8/28/2014	9017404191	KEMIRA WATER SOLUTIONS, INC.	8.05 DRY TONS FERROUS CHLORIDE	$5,264.70	$15,355.92
	8/28/2014	9017403382		8.18 DRY TONS FERROUS CHLORIDE	$5,349.72	
	8/28/2014	9017404719		7.25 DRY TONS FERROUS CHLORIDE	$4,741.50	
155073	8/28/2014	800424.1	ANDERSON PACIFIC ENG CONST INC	PLANT FACILITIES IMPROVEMENTS	$13,811.58	$13,811.58
155023	8/21/2014	901792249	EVOQUA WATER TECHNOLOGIES	2,348 GALS HYDROGEN PEROXIDE	$10,901.29	$11,041.19
	8/21/2014	901800760		DI WATER SYSTEM	$139.90	
155038	8/21/2014	20140818	R TODD NEILSON	DEPOSIT REFUND - PTS # 5652	$9,560.00	$9,560.00
155022	8/21/2014	XJFMP65M5	DELL MARKETING LP C/O DELL USA	6 MONITOR SOUNDBAR	$160.77	$7,568.05
	8/21/2014	XJFMP66T4		1 IT WORKSTATION MONITOR SOUNDBAR	$28.77	
	8/21/2014	XJFM2PM27		1 NEW GM LAPTOP	$3,067.36	
	8/21/2014	XJFNNR9M2		1 IT WORKSTATION	$4,311.15	
155131	8/28/2014	634377	UNIVAR USA INC	5,012 GALS SODIUM HYPOCHLORITE	$2,316.55	$6,954.72
	8/28/2014	635243		5,012 GALS SODIUM HYPOCHLORITE	$2,316.55	
	8/28/2014	634874		5,023 GALS SODIUM HYPOCHLORITE	$2,321.62	
155055	8/21/2014	632069	UNIVAR USA INC	4,950 GALS SODIUM HYPOCHLORITE	$2,287.89	$6,918.21
	8/21/2014	632901		5,008 GALS SODIUM HYPOCHLORITE	$2,314.70	
	8/21/2014	632100		5,010 GALS SODIUM HYPOCHLORITE	$2,315.62	
155039	8/21/2014	97720140804	DAVID M O'HARA ATTY AT LAW	CIP LEGAL - JULY 2014	$1,491.00	$6,804.00
	8/21/2014	86420140804		GENERAL LEGAL - JULY 14	$5,313.00	

UNION SANITARY DISTRICT
CHECK REGISTER
08/16/2014-08/29/2014

Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155042	8/21/2014	10961E	PACIFIC INFRASTRUCTURE CORP	BOYCE ROAD LIFT STATION	$5,728.00	$5,728.00
155034	8/21/2014	9017402165	KEMIRA WATER SOLUTIONS, INC.	7.92 DRY TONS FERROUS CHLORIDE	$5,179.68	$5,179.68
155066	8/28/2014	100430	ACCUVANT INC	1 EMAIL FILTER REPLACEMENT	$4,452.30	$4,452.30
155068	8/28/2014	714083	AIRSIS, INC.	PTS INTERFACE PROGRAMMING SERVICES	$4,437.50	$4,437.50
155095	8/28/2014	2014109	FARALLON GEOGRAPHICS INC	PLANT GIS IMPROVEMENTS	$4,425.00	$4,425.00
155088	8/28/2014	249084	CURTIS & TOMPKINS LTD	6 LAB SAMPLE ANALYSIS	$565.00	$4,417.00
	8/28/2014	249027		8 LAB SAMPLE ANALYSIS	$124.00	
	8/28/2014	249073		20 LAB SAMPLE ANALYSIS	$1,120.00	
	8/28/2014	249072		27 LAB SAMPLE ANALYSIS	$2,240.00	
	8/28/2014	249074		8 LAB SAMPLE ANALYSIS	$124.00	
	8/28/2014	249007		3 LAB SAMPLE ANALYSIS	$90.00	
	8/28/2014	249003		10 LAB SAMPLE ANALYSIS	$154.00	
155054	8/21/2014	130676	TOTAL WASTE SYSTEMS INC	JULY 2014 GRIT DISPOSAL	$4,174.68	$4,174.68
155020	8/21/2014	248878	CURTIS & TOMPKINS LTD	11 LAB SAMPLE ANALYSIS	$920.00	$3,847.00
	8/21/2014	248873		10 LAB SAMPLE ANALYSIS	$154.00	
	8/21/2014	248911		11 LAB SAMPLE ANALYSIS	$169.00	
	8/21/2014	248944		23 LAB SAMPLE ANALYSIS	$1,510.00	
	8/21/2014	248910		8 LAB SAMPLE ANALYSIS	$124.00	
	8/21/2014	248785		11 LAB SAMPLE ANALYSIS	$970.00	

UNION SANITARY DISTRICT
CHECK REGISTER
08/16/2014-08/29/2014

Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155069	8/28/2014	132286	ALFA LAVAL ASHBROOK SIMON-HART	1 GBT SPRAY SHOWER	$3,778.93	$3,778.93
155133	8/28/2014	3230	VON EUW TRUCKING	24.24 TONS 3/4 CLASS 2 AB & 24.11 TONS CLASS II AB	$1,244.17	$3,594.17
	8/28/2014	3273		4 HRS CONCRETE DUMP & 20 HRS END DUMP	$2,350.00	
155059	8/21/2014	30663	VALLEY WINDOW CLEANING	WINDOW CLEANING SERVICES	$3,490.00	$3,490.00
155065	8/28/2014	27307	ABACUS PRODUCTS INC	3,000 TOTE BAGS FOR P2 OUTREACH	$3,416.40	$3,416.40
155047	8/21/2014	140730	PROSAFE	32 HRS INSPECTIONS & 2 HRS SPCC	$3,400.00	$3,400.00
155071	8/28/2014	6959	AMA MEDINA CONSTRUCTION	REFUND # 17424	$3,300.00	$3,300.00
155025	8/21/2014	7361	GENMOR PLUMBING	REFUND # 17404	$2,500.00	$2,500.00
155111	8/28/2014	1900	MATHESON ENVIRONMENTAL SERVICE	ENVIRONMENTAL SERVICES - RECYCLING	$2,385.08	$2,385.08
155128	8/28/2014	5567590553	SIEMENS INDUSTRY INC	2 SENSOR LIQ LVL SONIC PROBES	$2,294.53	$2,294.53
155117	8/28/2014	XCTZ004	PACHECO BROTHERS GARDENING INC	LANDSCAPE MAINTENANCE SERVICES AUG 2014	$1,365.00	$2,280.00
	8/28/2014	XCTZ005		WEED ABATEMENT WORK AUG 2014	$915.00	
155031	8/21/2014	3H5909	HARRINGTON INDUSTRIAL PLASTICS	3 EA PULSATION DAMPENERS	$1,989.34	$2,205.26
	8/21/2014	3H5774		ASTD PIPE & HOSE	$104.74	
	8/21/2014	3H5849		6 EA GASKETS	$111.18	
155058	8/21/2014	27236	VALLEY OIL COMPANY	2 DRS MOBIL PEGASUS 805 & 50 TUBES CHEVRON MULTIFAK #2	$1,999.66	$1,999.66

Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155036	8/21/2014	97937559	MCMASTER SUPPLY INC	4 PACKS BLANK ENGRAVING & STAMPING PLATES	$50.80	$1,948.33
	8/21/2014	98150868		ASTD PARTS & MATERIALS	$33.96	
	8/21/2014	98173752		2 EA T-HANDLE PUSH-BUTTON QUICK-RELEASE PINS	$53.81	
	8/21/2014	98078821		2 PACKS SCREWS	$24.20	
	8/21/2014	98287311		20 PACKS BLANK ENGRAVING & STAMPING PLATES	$177.44	
	8/21/2014	95400599		10 EA FLARED TUB FITTINGS, STRAIGHT	$31.98	
	8/21/2014	98397115		10 PACKS BLANK ENGRAVING AND STAMPING PLATE	$91.64	
	8/21/2014	95242449		AST ADAPTERS, HOSE & FITTINGS	$79.39	
	8/21/2014	97877126		ASTD SCREWS, NUTS, AND WASHERS	$74.04	
	8/21/2014	97960092		ASTD PARTS & MATERIALS	$85.24	
	8/21/2014	98054707		1 EA SWITCH	$38.82	
	8/21/2014	98387784		ASTD HAND TOOLS	$206.65	
	8/21/2014	95372611		3 EA CHROME-PLATED BRASS BALL VALVES	$28.41	
	8/21/2014	98073861		2 PACKS ENGRAVING PLATE	$30.69	
	8/21/2014	97709402		2 EA GAUGES	$54.67	
	8/21/2014	98402204		ASTD PARTS & MATERIALS	$489.64	
	8/21/2014	98447790		ASTD PARTS & MATERIALS	$297.56	
	8/21/2014	98115972		1 EA WEDGE-LOCK CLEVIS END FITTING	$99.39	

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155050	8/21/2014	2456562002	S & S SUPPLIES & SOLUTIONS	20 SAFETY GLASSES & 6 TOWELS SCRUBS IN A BUCKET	$117.25	$1,755.23
	8/21/2014	2456562001		ASTD SAFETY SUPPLIES - GLOVES	$1,595.80	
	8/21/2014	2456562003		1 WATER COOLER 5 GALLON PLASTIC RUGGED DUTY	$42.18	
155127	8/28/2014	20140821	RICHARD SCOBEE	EXP REIMB: ESRI USER CONFERENCE	$1,625.84	$1,625.84
155104	8/28/2014	732	IRON MOUNTAIN	OFF-SITE STORAGE AND SERVICE - JULY 2014	$1,018.37	$1,547.56
	8/28/2014	200361664		DATA/MEDIA OFF-SITE STORAGE - JULY 2014	$225.12	
	8/28/2014	513		OFF-SITE STORAGE AND SERVICE - JULY 2014	$304.07	
155074	8/28/2014	9004165769	ASTD	REG: DESIGNING LEARNING CERTIFICATE - S, BOWMAN	$1,495.00	$1,495.00
155107	8/28/2014	140816	KL BRAJENOVICH CONSULTING	PHYS STDS - TECH TRAINING PROGRAM MGR	$1,394.81	$1,394.81
155049	8/21/2014	48715	ROTORK CONTROLS INC	REPAIR & CALIBRATE ACTUATOR AT HM1	$1,350.00	$1,350.00
155100	8/28/2014	9494758692	GRAINGER INC	5 GAL FLOORING/GROUTING CONCRETE REPAIR	$194.14	$1,222.23
	8/28/2014	9492510970		ASTD PARTS & MATERIALS	$796.59	
	8/28/2014	9495657844		ASTD SWIVEL PLATES, PLATE CASTERS, AND AIR HAMMER KIT	$885.54	
	8/28/2014	9500293734		CREDIT FOR CASTERS INV 9495657844	$-654.04	
155116	8/28/2014	40972807	OFFICE TEAM	TEMP LABOR-BLANCHETTE, V., WKEND 08/01/14	$1,216.15	$1,216.15
155075	8/28/2014	231007205	AT&T	SERV: 08/10/14 - 09/09/14	$1,178.56	$1,178.56

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155070	8/28/2014	5101644	ALL INDUSTRIAL ELECTRIC SUPPLY	2 ATLAS WLSG27LED	$462.64	$1,130.47
	8/28/2014	5101868		4 LEVL9635 WMI	$273.95	
	8/28/2014	5102029		1 C-H HEATER PACK	$65.70	
	8/28/2014	5101867		4 LEV L9637	$328.18	
155062	8/21/2014	8058476158	VWR INTERNATIONAL LLC	ASTD LAB SUPPLIES	$913.47	$1,064.86
	8/21/2014	8058476159		2 ANTIFOAM B SILICONE EMUL 500ML	$151.39	
155057	8/21/2014	1395	UTILITY INSIGHT INC	15 LUMBERJACK 200 SERIES CUTTING CHAIN	$1,000.98	$1,000.98
155135	8/28/2014	7394	TONG WANG	REFUND #17421	$1,000.00	$1,000.00
155067	8/28/2014	9030150654	AIRGAS NCN	ASTD PARTS & MATERIALS	$166.72	$985.70
	8/28/2014	9920345098		CYLINDAR RENTAL	$818.98	
155130	8/28/2014	585640880	TELEPACIFIC COMMUNICATIONS	WIRELESS INTERNET BACKUP - AUGUST	$974.43	$974.43
155018	8/21/2014	20140728	COMMUNICATION & CONTROL INC	UTILITY FEE/ANTENNA RENTAL	$903.51	$903.51
155103	8/28/2014	5478049	HOSE & FITTINGS ETC	1 EA 43 SER - FEM JIC SWV	$49.15	$892.50
	8/28/2014	5478370		ASTD FITTINGS	$597.49	
	8/28/2014	5477904		1 EA F451TC-06-06-20-20-20-58	$245.86	
155017	8/21/2014	6088	BURLINGAME ENGINEERS INC	2 PRESSURE RELIEF VALVES	$864.91	$864.91
155129	8/28/2014	4868173081414	SIERRA SPRING WATER COMPANY	WATER SERVICE 07/18/14 - 08/14/14	$624.12	$863.12
	8/28/2014	8122768081414		BOTTLESS COOLERS RENTAL	$239.00	
155078	8/28/2014	138974	BABBITT BEARING CO INC	1 CERAMIC COATING FOR MOYNO SLEEVE	$852.85	$852.85

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155035	8/21/2014	2252305	LAB SUPPORT	TEMP LABOR-WINSOR, B., WKEND 07/27/14	$828.00	$828.00
155108	8/28/2014	2254383	LAB SUPPORT	TEMP LABOR-WINSOR, B., WKEND 08/03/14	$828.00	$828.00
155120	8/28/2014	8200000007617	RED WING SHOE STORE	SAFETY SHOES - FMC, CS & TPO	$813.81	$813.81
155114	8/28/2014	99325886	MCMASTER SUPPLY INC	ASTD PARTS & MATERIALS	$117.14	$782.31
	8/28/2014	99409396		ASTD PARTS & MATERIALS	$50.73	
	8/28/2014	99409435		5 EA MULTIPURPOSE GAUGES	$57.94	
	8/28/2014	98791513		ASTD PARTS & MATERIALS	$116.73	
	8/28/2014	99131769		1 EA RATCHET CRIMPER	$176.97	
	8/28/2014	99005566		CREDIT FOR SOCKET HOLDERS INV 98447790	$-238.08	
	8/28/2014	99102039		36 PAIRS WORK GLOVES	$241.23	
	8/28/2014	99330125		ASTD PARTS & MATERIALS	$259.65	
155109	8/28/2014	20140827	ANJALI LATHI	EXP REIMB: CASA CONF MONTEREY - HOTEL/MILEAGE/MEALS/TIPS	$774.70	$774.70
155046	8/21/2014	233329	PRESTIGE LENS LAB	SAFETY GLASSES - MARTIN, K	$210.38	$729.23
	8/21/2014	233333		SAFETY GLASSES - NICOLETTI	$247.43	
	8/21/2014	233059		SAFETY GLASSES - GRABOWSKI	$271.42	
155123	8/28/2014	1120460	ROCHESTER MIDLAND CORPORATION	HOT WATER LOOP SERVICE	$685.90	$685.90
155015	8/21/2014	87896581207252014	AT&T	SERV: 06/18/14 - 07/17/14	$678.84	$678.84
155096	8/28/2014	9477	FREMONT EXPRESS COURIER SVC	COURIER SERVICES: JUL 2014	$660.00	$660.00
155083	8/28/2014	32915	CLAREMONT BEHAVIORAL SERVICES	SEP 2014 EAP PREMIUM	$621.00	$621.00

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155021	8/21/2014	20140725.25	DALE HARDWARE INC	07/14 - ASTD PARTS & MATERIALS	$607.64	$607.64
155115	8/28/2014	140839	METROMOBILE COMMUNICATIONS INC	RADIO SERVICE AGREEMENT - AUG 2014	$582.75	$582.75
155076	8/28/2014	5618394	AT&T	SERV: 07/01/14 - 07/31/14	$566.31	$566.31
155043	8/21/2014	20140815	PETTY CASH	PETTY CASH REPLENISHMENT	$563.98	$563.98
155028	8/21/2014	677761	GRANITE CONSTRUCTION COMPANY	6.18 TONS 1/2"MHMA64-10R15	$510.78	$510.78
155026	8/21/2014	7481	GO GO ROOTER	REFUND # 17405	$500.00	$500.00
155033	8/21/2014	7461	HOWARD JOE	REFUND # 17403	$500.00	$500.00
155045	8/21/2014	7323	PLESKACH PLUMBING	REFUND # 17406	$500.00	$500.00
155092	8/28/2014	7496	E Z PLUMBING	REFUND # 17429	$500.00	$500.00
155105	8/28/2014	7005	DAVID JUNG	REFUND # 17428	$500.00	$500.00
155110	8/28/2014	10319	LOOKINGPOINT INC	MONTHLY PREMIER SUPPORT - AUG 2014	$500.00	$500.00
155136	8/28/2014	10488	WESTERN MACHINE & FAB INC	1 MANHOLE LINER	$454.43	$454.43
155063	8/21/2014	32128	WECO INDUSTRIES LLC	ASTD PARTS & MATERIALS	$453.08	$453.08
155029	8/21/2014	8949628	HACH COMPANY	4 PACKS AMMONIA TEST KITS	$213.54	$449.55
	8/21/2014	8946105		50 PACKS ANITAMOX TESTING KITS	$236.01	
155082	8/28/2014	45959	CITYLEAF INC	PLANT MAINTENANCE - AUG 2014	$429.65	$429.65
155119	8/28/2014	623864	RED VALVE COMPANY INC	1 TIDEFLEX SERIES 35 FLANGED CHECK VALVE	$406.21	$406.21
155101	8/28/2014	3H6079	HARRINGTON INDUSTRIAL PLASTICS	2 EA O-RING KITS	$177.14	$405.27
	8/28/2014	3H6023		ASTD PARTS & MATERIALS	$228.13	

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Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155140	8/28/2014	75307911	XEROX CORPORATION	MTHLY MAINTENANCE BASED ON USE	$7.29	$402.96
	8/28/2014	75307914		MTHLY MAINTENANCE BASED ON USE	$101.93	
	8/28/2014	75307910		MTHLY MAINTENANCE BASED ON USE	$281.65	
	8/28/2014	75307912		MTHLY MAINTENANCE BASED ON USE	$12.09	
155072	8/28/2014	1723297	ANALYSTS INC	15 LAB SAMPLE ANALYSIS	$386.70	$386.70
155084	8/28/2014	8576	COLUMBIA WEATHER SYSTEMS INC	WEATHER STATION SOFTWARE	$384.40	$384.40
155019	8/21/2014	2112544	CUMMINS PACIFIC LLC	SERVICE CALL: FILTER CLEANING	$375.00	$375.00
155087	8/28/2014	2112648	CUMMINS PACIFIC LLC	SERVICE CALL: FILTER CLEANING	$375.00	$375.00
155113	8/28/2014	95705	MCINERNEY & DILLON, P.C.	LEGAL SERVICES	$140.00	$350.00
	8/28/2014	95706		LEGAL SERVICES - PRIMARY DIGESTER #5 REHABILITATION	$210.00	
155077	8/28/2014	222193	AUTO BODY TOOLMART	ASTD PARTS & MATERIALS	$347.61	$347.61
155037	8/21/2014	24828076	MOTION INDUSTRIES INC	2 EA V-BELTS	$20.58	$344.14
	8/21/2014	24827955		1 EA AUTO DRAIN VALVE FOR AIR COMPRESSOR	$323.56	
155094	8/28/2014	901807836	EVOQUA WATER TECHNOLOGIES	DI WATER SYSTEM	$330.00	$330.00
155027	8/21/2014	9490946655	GRAINGER INC	ASTD PARTS & MATERIALS	$108.91	$328.58
	8/21/2014	9487623440		ASTD TOOLS	$66.35	
	8/21/2014	9488609653		1 EA OSCILLATING SPRINKER & GARDEN HOSE ADAPTER	$43.67	
	8/21/2014	9487131634		1 EA BATTERY	$91.23	
	8/21/2014	9490677946		2 EA CONNECTORS WIRE/CABLE	$18.42	

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Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155016	8/21/2014	10310850	BLAISDELL'S	1 TONER	$155.48	$326.43
	8/21/2014	10338670		ASTD OFFICE SUPPLIES	$60.64	
	8/21/2014	10340600		ASTD OFFICE SUPPLIES	$110.31	
155098	8/28/2014	224444	CITY OF FREMONT	UPPER HETCH HECTCHY SS REHABILITATION	$324.20	$324.20
155014	8/21/2014	7002992730	APPLIED INDUSTRIAL TECHNOLOGIE	6 FALK 0934511	$323.18	$323.18
155051	8/21/2014	20461	SERVICEWRKX	SERVICE REQUEST: CHECK OPERATIONS	$300.00	$300.00
155139	8/28/2014	1204521206	WRA ENVIRONMENTAL CONSULTANTS	FORCE MAIN CONSTRUCTION	$285.00	$285.00
155118	8/28/2014	97807	PREFERRED ALLIANCE INC	JULY 2014 SERVICE FEE	$265.20	$265.20
155032	8/21/2014	366018	IRONMAN PARTS AND SERVICE	DIAGNOSE AND REPAIR TRUCK T3292	$250.00	$250.00
155011	8/21/2014	1500240303	ALAMEDA COUNTY OFFICE OF EDU	FY2015 - 2015 LIVE SCAN FINGERPRINTING FEE	$240.00	$240.00
155126	8/28/2014	85340220140820	SAN FRANCISCO WATER DEPT	SERVICE 07/19/14 TO 08/19/14	$208.38	$208.38
155121	8/28/2014	1690000008772	RED WING SHOE STORE	SAFETY SHOES - CARDENAS	$208.00	$208.00
155064	8/21/2014	20140818	WEF-WATER ENVIRONMENT FEDERATI	WEF MEMBERSHIP A LULLO	$202.00	$202.00
155081	8/28/2014	391166	CHEMETRICS INC	5 NITRITE VACU-VIALS KIT. CHEMETRICS CAT	$180.28	$180.28
155044	8/21/2014	20140815	RIC PIPKIN	EXP REIMB: NIGHTSHIFT MEAL FOR SHUTDOWNS & ANITA MOX SUPPORT	$145.12	$145.12
155052	8/21/2014	20140820	JENNIFER SIO-KWOK	EXP REIMB: LUNCH MANAGEMENT MEETING	$130.41	$130.41
155124	8/28/2014	26102	SAFETYLINE INC	ORANGE ANSI TOWING JACKET - DATTAWALKER	$120.01	$120.01
155079	8/28/2014	10346290	BLAISDELL'S	5 SHEARS 8"	$93.02	$93.02
155056	8/21/2014	9853304	UPS - UNITED PARCEL SERVICE	SHIPPING CHARGES W/E 07/26/14	$89.52	$89.52

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Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155132	8/28/2014	9853314	UPS - UNITED PARCEL SERVICE	SHIPPING CHARGES W/E 08/02/14	$89.52	$89.52
155085	8/28/2014	20140822	RICHARD CORTES	EXP REIMB: CONDOLENCE DONATION T. JACOB	$80.00	$80.00
155097	8/28/2014	142614	FREMONT RUBBER STAMP CO INC	SELF INKING STAMP: GM DOUBLE SIGNATURE	$77.83	$77.83
155137	8/28/2014	20140826	DONNA WIES	EXP REIMB: 7 STEP TRAINING REFRESHMENTS	$71.10	$71.10
155134	8/28/2014	8058493714	VWR INTERNATIONAL LLC	1 BUFFER PH 6.86 1GAL	$29.24	$70.72
	8/28/2014	8058527251		1 MERCURIC NITRATE 0.0141N 1L	$23.26	
	8/28/2014	8058493715		1 SULFATE STANDARD 16OZ	$18.22	
155030	8/21/2014	254294	HANIGAN COMPANY INC	1 LOT BUSINESS CARDS - DATTAWALKER	$29.70	$69.53
	8/21/2014	254293		1 LOT BUSINESS CARDS - P. ELDREDGE	$39.83	
155013	8/21/2014	5101434	ALL INDUSTRIAL ELECTRIC SUPPLY	FREIGHT FOR RECIRC PUMP 7 MOTOR UPGRADE PARTS	$68.63	$68.63
155090	8/28/2014	615320140818.1	DISH NETWORK	SEP 2014 - SERVICE FEE	$60.86	$60.86
155093	8/28/2014	90058301151	ENTERPRISE GOV 43-1514861	RENTAL: J. RODRIGUES, LAX	$53.54	$53.54
155138	8/28/2014	24057	WILEY PRICE & RADULOVICH LLP	LABOR & EMPLOYMENT LAW FEES	$49.00	$49.00
155122	8/28/2014	67001	REMOTE SATELLITE SYSTEMS INT'L	IRIDIUM SVC FEE SEPTEMBER 2014	$48.95	$48.95
155112	8/28/2014	77731072	MATHESON TRI-GAS INC	CYLINDER RENTAL - JULY 2014	$35.08	$35.08
155080	8/28/2014	49596	STATE OF CALIFORNIA	1 NEW HIRE FINGERPRINTS	$32.00	$32.00
155012	8/21/2014	4047286120140804	ALAMEDA COUNTY WATER DISTRICT	SERV TO: 08/04/14 - PASEO PADRE	$31.95	$31.95
155024	8/21/2014	1110339	FASTENAL	ASTD PARTS & MATERIALS	$26.04	$26.04
155099	8/28/2014	20140822	MICHAEL FULKERSON	REIMB: LIVE SCAN SERVICES	$25.00	$25.00

Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
155060	8/21/2014	9729520447	VERIZON WIRELESS	WIRELESS SERV 07/02/14-08/01/14	$14.04	$14.04

Invoices:			Checks:		
Credit Memos :	2	-892.12			
$0 - $1,000 :	155	43,213.27	$0 - $1,000 :	79	31,387.39
$1,000 - $10,000 :	47	141,473.27	$1,000 - $10,000 :	38	127,040.19
$10,000 - $100,000 :	8	157,517.28	$10,000 - $100,000 :	7	179,780.30
Over $100,000 :	6	3,269,444.66	Over $100,000 :	6	3,271,548.48
Total:	218	3,609,756.36	Total:	130	3,609,756.36

Directors
Manny Fernandez

Pat Kite

Anjali Lathi

Jennifer Toy

Tom Handley

Officers
Richard B. Currie
General Manager
District Engineer

David M. O'Hara
Attorney

DATE: August 20, 2014

MEMO TO: Board of Directors - Union Sanitary District

FROM: Richard B. Currie, General Manager/District Engineer
David Livingston, Manager, Treatment and Disposal Services
Tim Grillo, Coach, Research and Support Team

SUBJECT: Agenda Item No. 7b – Meeting of September 8, 2014
Information Item: **Annual Report to Union City Fiscal Year 2014**

Recommendation:

Information only.

Background:

Union City Use Permit UP-4-95 requires the District to submit a report annually to the City Manager's Office. The purpose of the report is to:

1. Document the existing wastewater treatment plant flow
2. Provide a projection of the plant flow for the following year
3. Review compliance with effluent discharge limits
4. Provide a status report on progress made in the development of any new treatment facilities outside of the Union City limits.

A copy of the District's annual report to Union City for FY 2014 is attached for review.

5072 Benson Road Union City, CA 94587-2508
P.O. Box 5050 Union City, CA 94587-8550
(510) 477-7500 FAX (510) 477-7505
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David M. O'Hara
Attorney

August 29, 2014

Mr. Larry Cheeves
City Manager, City of Union City
34009 Alvarado-Niles Road
Union City, CA 94587

Subject: SUBMISSION OF ANNUAL REPORT FOR UNION SANITARY DISTRICT FOR FISCAL YEAR 2014

Dear Mr. Cheeves,

Pursuant to Union City use permit (UP-4-95), Union Sanitary District hereby submits its Annual Report for Fiscal Year 2014.

Introduction

The Union City Planning Commission approved use permit No.UP-4-95 (Use Permit) on July 20, 1995, that allowed for the expansion of the Union Sanitary District (USD) Alvarado Wastewater Treatment Facility from a capacity of 35 million gallons per day (MGD) to 38 MGD. The Use Permit requires the District to submit an annual report to the City Manager's Office documenting the current wastewater flow received at the Alvarado Treatment Plant, a projection of flows for the next year, the current discharge limits imposed by the Regional Water Quality Control Board (RWQCB), and a status report on progress made toward development of a new facility outside of Union City limits (Condition 9).

A second condition (Condition 6) requiring an annual operations audit by an independent expert was eliminated by mutual agreement of Union Sanitary District's General Manager, Richard Currie, and Union City's City Manager, Larry Cheeves, in January 2005 following more than 10 years of perfect NPDES Permit compliance.

5072 Benson Road Union City, CA 94587-2508
P.O. Box 5050 Union City, CA 94587-8550
(510) 477-7500 FAX (510) 477-7505
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Background

Union Sanitary District, founded in 1918, collects and treats wastewater from the communities of Union City, Newark, and Fremont, California. The District owns and operates a wastewater treatment plant located in Union City. Treated effluent is discharged through the East Bay Dischargers Authority (EBDA) outfall into San Francisco Bay. A portion of the effluent is diverted to Hayward Marsh from the EBDA force main as a beneficial use of reclaimed wastewater.

The Alvarado Wastewater Treatment Facility was completed in 1981 and was originally rated for a design flow of 19.7 MGD. The Plant Expansion Project increased treatment capacity in 1985. The Plant Upgrade Project set the firm reliable treatment capacity at 33 MGD in 1997. The upgrade project replaced the original secondary treatment technology with three aeration basins, and included a new blower room, headworks, generator building, new digester and other miscellaneous improvements. Construction of a centrifuge dewatering facility was completed in 2004. The replacement of the treatment plant cogeneration system and its associated building is currently under construction. Construction to renew and replace aging equipment is a continual and ongoing process.

Current Wastewater Flow

The following is a summary of the average dry weather flow (ADWF) and annual average daily flow (AADF) for recent fiscal years. The Alvarado treatment facility is permitted to treat an ADWF flow of 33 MGD under the current national pollution discharge elimination system (NPDES) permit. The ADWF is defined as the average flow during the summer months of May through September. The AADF is defined as the annual average daily flow throughout the fiscal year including both wet and dry seasons.

Fiscal Year	ADWF Permitted by NPDES, MGD	Actual ADWF, MGD	Actual AADF, MGD
2010	33	25.2	25.4
2011	33	26.0	26.0
2012	33	24.3	25.1
2013	33	24.3	24.6
2014	33	24.1	23.6

During FY 2014, an average effluent flow of 2.96 MGD was reused at the Hayward Shoreline Marsh.

Projected Wastewater Flow

The annual average daily flow (AADF) has been trending downward for the past several years due to the loss of some water intensive industries from the service area and to impacts from the draught and water conservation efforts by ACWD. The AADF for FY 2014 was 23.6 MGD, which is a decrease of 1.0 MGD from the FY 2013 average. We predict that this trend will continue and that the flow in FY 2015 will dip below 23 MGD.

Discharge Compliance and Permit Limits

The regional board reissued the NPDES permit for the East Bay Dischargers Association in 2012. The new discharge permit contains limits for total suspended solids (TSS) and biochemical oxygen demand (BOD) at the treatment plant discharge that are similar to the limits at the EBDA combined outfall in previous permits. The new NPDES Permit includes an effluent limit for ammonia on the combined final effluent discharged to the San Francisco Bay. This new ammonia limit is a demonstration of the Regional Board and EPA's interest in regulating nutrients. We expect that there may be further changes to the permit limits for ammonia in future permits which could drive the need for improvements to the treatment plant.

There were no violations of the Discharge permit in FY 2014. Union Sanitary District was presented with the Peak Performance Award (Platinum Award) from the National Association of Clean Water Agencies (NACWA) for Calendar Year 2013. The NACWA Platinum Award recognizes perfect National Pollutant Discharge Elimination System (NPDES) permit compliance for a consecutive five year period. Union Sanitary District has been recognized through the Peak Performance Award Program for the past 21 years.

Development of Facilities Outside Union City

The District has no plans for construction of additional treatment outside the facility. However, a planning study is underway to determine the siting of treatment plant improvements that may be necessary to meet treatment needs in the future.

If you have any questions or need additional information, please contact me at (510) 477-7560 or email david_livingston@unionsanitary.com.

Sincerely,

David Livingston
Manager, Treatment & Disposal Services

AGENDA ITEM 7c:

CASA Conference and Legislative Report

This item will be submitted under separate cover

Directors
Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers
Richard Currie
General Manager/ District Engineer

David M. O'Hara
Attorney

DATE: September 2, 2014

MEMO TO: Board of Directors - Union Sanitary District

FROM: Richard B. Currie, General Manager/District Engineer

SUBJECT: Agenda Item No. 7d - Meeting of September 8, 2014
Information Item: **Crisis Communication Plan**

Recommendation

Information Only. Provide direction to staff on whether to schedule a separate workshop to discuss details.

Background

The Board had requested that USD develop a crisis communication plan for use by employees during a major crisis or incident. The attached document has been prepared by the USD Communications Coordinator and the General Manager as a tool to be used when communicating with the Press, Stakeholder Groups, Employees, or the Public during a crisis. It is the intent to have this Plan included in the resources available in the Emergency Operations Center (EOC).

During a major crisis event, information is changing rapidly and stakeholders are demanding answers from the person in charge. The Crisis Communication plan provides information on the role of the Incident Commander (if the EOC is activated), Public Information Officer and the spokesperson for the District. The plan will assist them in preparing written statements, disseminating emergency information, and preparing for interviews and press conferences. The plan includes:

- A description of the stages of a crisis, what to expect and how to communicate during those stages
- Tools and templates for preparing statements to stakeholders
- Frequently Asked Questions to expect during a crisis

- Examples of key messages, including 3 crisis scenarios (Major Earthquake, Fatal Employee Accident, and Employee Fraud)
- Checklists, forms and timelines for communication
- A media contact list
- Reference materials such as Fact Sheets, Biographies, and Maps

While not a manual on how to communicate, it provides a variety of information that will help the spokesperson and others to prepare for what to expect and how to develop critical communication messages during a crisis.

The plan does not include a section on the role of the Board of Directors during a crisis. This topic should be discussed at a future Board retreat and the information can be incorporated into the Plan.

Crisis Communication Plan

Board of Directors' Review
September 2014

Crisis Communication Plan
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4. **Developing and Disseminating Emergency Communication**

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Introduction

Emergency Public Communication – An Essential Element of Emergency Response

When an EOC has been activated or a crisis occurs, the person in charge has many decisions to make about responding to the emergency and containing it. An equally important component of EOC management is that of Crisis Communication. It is tempting to put off or avoid communicating with the public until the situation is under control, but absence of communication from the District could be misinterpreted in a negative way, and the media and public will often "fill in the blanks" with misinformation. It is better to share the information you have while stating that more is to come.

Emergencies are, of course, unpredictable. You may find yourself managing the District's EOC for a short period of time until others can take over; you may be required to be the EOC manager for an extended period of time if no other personnel are available to relieve you. This workbook is to support you in communicating the District's message to the public during an emergency in either situation.

Role of the Emergency Public Information Officer

You will need assistance to gather, verify and prepare information for public dissemination. An important position in Command Management is that of the Public Information Officer (PIO.) In order to comply with ICS and to maintain the District's eligibility for reimbursement after a disaster, this position must be assigned by the Incident Commander. The person in the PIO position will usually NOT act as USD's spokesperson to the media during a crisis. The District's normal practice is to have a Manager/Technical Expert in that role, and if those people are available, that practice would continue. If the situation warrants it, the PIO can be assigned to act as spokesperson by the Incident Commander.

The Emergency Public Information Officer supports the Incident Commander and the team that is coordinating the District's response to the crisis. The Public Information Officer for USD's EOC coordinates the District's public communication response by recommending public information strategies, developing public information materials (often with the assistance of others and other agencies if it is a multi-agency response), providing communication support to the assigned spokesperson, and implementing the public information component of Emergency Response.

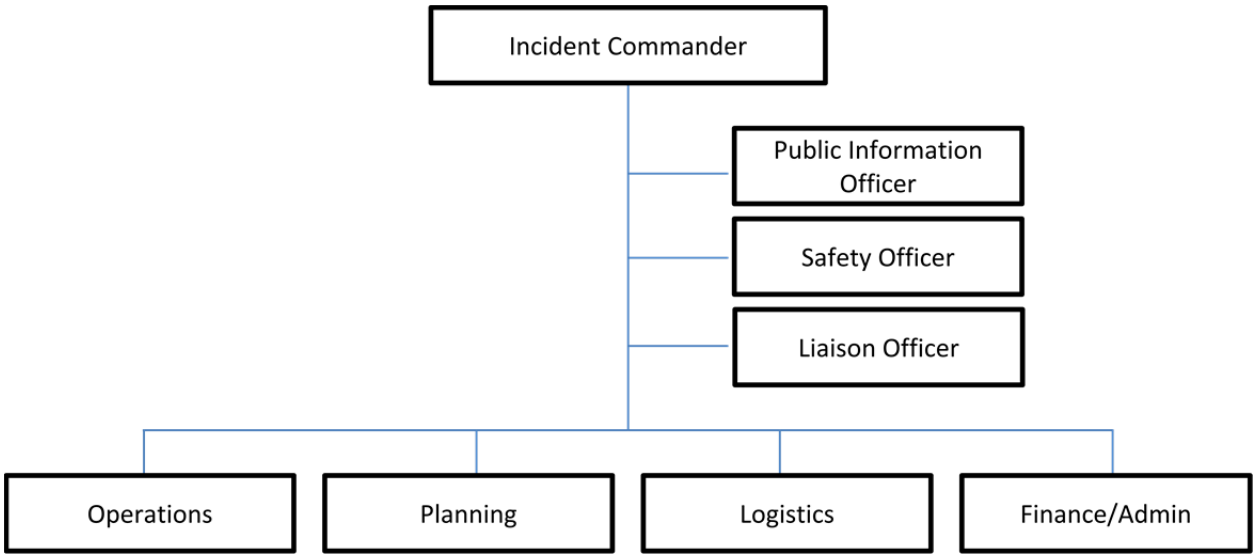
The District's Key Messages, timelines for public information distribution, and press release templates with blank spaces to be filled in are provided in this workbook. Information about communication tools and external resources is also included.

If the Disaster is at a level where Alameda County activates its EOC, the Public Information Officer should call in to the Dublin EOC (925-803-7888) and report in to the County's PIO to exchange contact information. This "Lead" PIO may activate a Joint Information Center or a virtual Joint Information System that USD's PIO would participate in to assist in gathering and disseminating information on a county-wide level. USD may still release information about its individual response to the disaster. The county PIO should be informed of USD's individual public communication and public information releases.

All Public Information releases regarding Union Sanitary District must be approved by USD's Incident Commander prior to dissemination. All communications must be logged – the records may be

requested by FEMA or other outside organizations. Note what information was released, when it was released, who it was released to, and tools used (web, press release faxed, etc.) A communication log form is at the back of this notebook, and is included on a thumb drive in the Command Management module in the EOC. Fill out a form for each communication that is made public. Keep copies of all printed releases in their original format if possible. An envelope is provided to store printed document examples.

ICS Organizational Chart



Public Information Officer Responsibilities

The responsibilities of the PIO include the following:

- Follow instructions from the Incident Commander
- Respond to inquiries from the news media and the public
- Inform EOC management if the press/media has contacted USD or is requesting information, a statement, or an interview
- Advise EOC management on public information issues, and advocate for the community and all stakeholders to ensure that their public information needs are addressed
- Gather and verify information, develop, coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the crisis
- Support USD's designated spokesperson with approved messages and communication guidance (rehearsal); develop talking points for board members, employees, others if necessary
- Ensure that USD representatives are communicating ONLY information that is approved by the Incident Commander (example: persons answering phones)
- Ensure communication out to District employees
- Monitor the news media to detect and correct misinformation and to identify emerging trends or issues
- Coordinate employees to manage public communication on different channels (website, twitter, NIXLE…) if necessary
- Work with other PIOs as needed and communicate with Regional/County PIOs

Stages of a Crisis in the News Media

Stages of a Crisis in the News Media

Just as there are different stages in emergency situations as they unfold, there are distinct patterns in how the media tells stories about emergencies, and in the types of information the public expects to receive as an event progresses. Becoming familiar with these patterns will help you to prepare for the questions the media will ask during particular stages, and to anticipate what facts and messages you want to communicate to the public.

Your audiences have different informational needs as an event progresses, and your goal is to provide communication that meets those needs and presents the District as a responsive, transparent public agency. It may help to think of the stages as "waves on a beach." You'll get a wave of questions that demand attention, and what you communicate out may then allow that wave to recede. But there's usually another wave coming, and new information will be needed! Consider the types of messages your audience needs and tailor your communication to fit.

Stage 1 – Breaking News, or "What Happened?"

- The Immediate impact – very often a minimum of information is available; speculation and misinformation is often broadcast or printed. Reporters are covering the shocking situation; news reports are often jumbled and tentative
    - *Example:* PG & E blast in San Bruno – On- air anchors were asking witnesses who called in saying that they smelled fuel and that it sounded like an airplane had crashed: Did you SEE a plane? What did you hear, what did you see, what did it feel like? Eventually, it was determined that it was the PG & E gas line
- Stage 1 can be prolonged by a rescue effort that drags on, or relief that's delayed
- Stage 1 ends when confirmed causes are presented
    - Example: it's not an airplane crashing, it's a definitely a gas line explosion

Stage 2 – Concrete Details Becoming Available – Response Underway

- You are communicating in "real time" as USD is responding, and providing frequent updates
- How and why the emergency happened is being explained
- The spotlight turns to the persons or organizations at the "center of the storm"
- How is the organization responding, and how *quickly* is it responding?
- Statistics and details are being confirmed, released and continually updated – number injured, personal stories

Stage 3 – Analysis of Crisis and Aftermath

- Who's to blame and what did they do wrong?
- What is being done to remedy the situation?
- What happened to victims? How are they coping?
- More details emerge – events or warning signs that led up to situation are delineated
- How and why it happened examined in more detail

Stage 4 – Evaluation and Critique of Emergency

- Continuing: Were there warning signs? Were they heeded?
- Has USD considered lessons that have been learned, and have any District processes changed?

- Anniversary stories are part of this stage – one year, five years, ten years…

Stage 1 Communications - Breaking News, or "What Happened?"

In the first hours of an emergency, there is often pressure to provide information to the media and public *quickly*, even though complete, confirmed facts may not yet be available. This is when you should provide a holding statement. A holding statement consists of these elements:

- **The problem as known so far**
- **We have mobilized USD personnel**
- **We're working on the problem**
- **We won't rest until it's solved**
- **We'll have more information for you as soon as possible**
- **Empathy for affected public**

A Holding Statement is most commonly used in Stage 1, but if additional events take place during the duration of the emergency that are **new** breaking news, use "Holding Statement" language to communicate about those portions of the incident until you have gathered concrete details.

Sample Holding Statement:

DATE: **_____**

FOR IMMEDIATE RELEASE: **UNION SANITARY DISTRICT**
5072 BENSON ROAD
UNION CITY, CA 94587

CONTACT: Designated Spokesperson, PIO or EOC Manager
(510) _____

Four thousand gallons of sewage spilled from Union Sanitary District's Force Main into Alameda Creek near the District's Treatment Plant in Union City. "The spill was discovered at 3 a.m. today by USD operations personnel," says **Title/spokesperson's name**. "The spill is in a portion of Alameda Creek that is not accessible by the public, and there is no danger to surrounding residences. The cause is not known at this time, but USD crews are working to stop the spill and find the source of the problem. We are doing everything we can to solve this, and we will provide an update as soon as more information is available."

Possible additional information:

- We expect to know more by _____, and we will update you then
- We'll have a press conference at 2 p.m. in our Boardroom

Stage 1 Communication Strategies:

- **Embrace Uncertainty.** Sometimes, your message is that facts may change as you find out more about the problem. If you communicate that up front, you'll retain more credibility if you have to report that information about the emergency, or instructions to the public, have changed.
- **Communicate confirmed facts as soon as possible.** A Holding Statement informs the public that you're working on the problem, but the speed in which you get beyond the Holding Statement and communicate confirmed information about the event demonstrates the District's preparedness and professionalism, and sets the stage for USD to be viewed as a trusted resource.
- **People want to know you care before they care about what you know.** Always consider the audience's concerns, and acknowledge how they may feel about the situation.

Stage 2 Communications - Concrete Details Becoming Available; Response Is Underway

This is the largest "stage" of the emergency and response. In this stage, the facts about how and why the emergency happened are solidifying. The focus turns to the "victims" (examples: people, wildlife, environment) and to the response. This is the stage where the reputation and image of the District is most at risk from poor communication, or avoidance of communication. It is the PIO's job to make communication a priority in an environment where the other ICS team members are focused on response.

The "waves on the beach," or demands for information, follow each other quickly at this stage. Frequent updates of confirmed facts about the incident, information about USD's response and preparedness, and safety tips for the public are important in Stage 2. The public wants to know that USD is responding both to the emergency and to their need for information.

One consequence of the PG & E blast in San Bruno is that media questions about maintenance and inspection, and whether the situation could have been prevented, are to be expected. In this stage and every stage, facts are never enough! You have to convey empathy for those affected - let them know that we're doing our best to solve the problem, and that we care about them.

Stage 2 Communication Strategies:

- **Plan to respond in to the current emergency AND refer back to how the District has prepared for this incident.** Gather the information you need to communicate USD's expertise and planning in addition to current response data. Examples: Incident Commander's years of wastewater industry experience, emergency drills done to prepare, maintenance and inspection information pertinent to the emergency, etc.
- **The Media doesn't always ask the right questions!** You have information that the public needs, and you must push beyond simply responding to questions you receive. Don't let USD's messages get lost in media demands for statistics. Make sure we are disseminating the information we need to get out to the public – instructions, empathy, statements about the expertise of responders, etc.
- **Help your spokesperson to stay on message.** Create bullet lists of information to help them remember what must be communicated out.
- **Use information from earlier communication during your updates.** New information should be stated first, but cutting and pasting or referring back to information from previous communications to flesh out the story is fine, if it is still pertinent. Review prior items to include information and messages from them that is still useful to the media and our customers.

Stage 3 Communications - Analysis of Crisis and Aftermath

This could also be called the "Finger-Pointing Phase." Questions will be asked about who's to blame, and whether the event could have been avoided. Detailed questions about the event and the quality of response will arise. Anticipate questions about response times, whether USD was prepared for the situation and how we prepared, and whether you communicated appropriately with the public (a.k.a. did you hide anything?) It's important to anticipate questions that will be asked and to develop messages proactively.

Stage 3 Communication Strategies:

- **Use the EOC whiteboard to gather information about response times and activities.** The scribe should capture times for when messages are received and when crews are dispatched. The timeline is more than a record for FEMA – you can use it to communicate about USD's response.
- **You are continually expanding communication about "why" something happened.** In earlier stages, you are discussing the response, often without complete knowledge about why the emergency happened. Later stages demand more detailed explanations as you learn more.

Stage 4 – Evaluation and Critique of Emergency

This is a winding-down, "on the road to resolution" phase. It can last a long time, but it is not as intense as the actual event. It is sporadic – the 'waves" are further apart. You may have to answer questions about an inquiry into USD's practices, whether there were lessons learned, what steps USD has taken to make sure this never happens again, and whether any communication was made with "victims," or affected public. There may also be questions about oversight of USD by other regulatory entities and our response to their findings. There may be "anniversary stories" about the event that request USD's perspective. Developing answers to these types of questions will create a catalog of thoughtful messages for future referral that will encourage public trust in the District.

Stage 4 Communication Strategies:

- **Don't wait to be contacted:** Brainstorm possible questions and prepare your responses. If the District has made changes to policies or procedures in response to the emergency, consider communicating those out proactively.
- **Prepare to communicate how USD has assisted any victims of the emergency.** This includes people, wildlife, communities and the environment. Note how the District has kept in touch with affected public, remediated any damage, etc.
- **Develop human interest stories about USD Employees/Responders.** If there are stories about USD's response and employee actions that could enlighten the public, prepare them for this stage. The press often will want to use USD's released story to develop their own angles; arrange for interviews and prepare employees for possible questions.

Key Messages: Development & Examples

Message Mapping:

A Method For Developing USD's Messages During Emergencies

During emergencies, human capacity to process information is very different from our capabilities in normal situations. When under stress, people typically have difficulty hearing, understanding and remembering information. They make rapid decisions about whether they trust you that, if they are negative, are difficult to change. The public wants to know that you care even more than they want to know details about the emergency. Public trust in you is paramount, and easily lost if you seem uncaring or untruthful.

For this workbook, we are using a method called Message Mapping that was developed to communicate emergency information effectively. Message Mapping is a process of anticipating questions, analyzing the underlying concerns that prompt those questions, and developing key messages to communicate in response.

Message Mapping uses a Rule of Three: Keep communications limited to a maximum of three key messages per question. Each message to the public should be short and easy to absorb – nine words is optimal. If you are speaking for a radio or tv sound bite, stick to these higher-level three key messages. Don't forget that facts are never enough – every message must contain compassion and empathy.

Each key message can then be fleshed out by a maximum of three supporting facts, which can be used if more details are desired. Keep them simple and short, and use visual aids whenever possible to help people understand what you are communicating. Sample key message maps have been developed for you to use in preparing information for release to the public. Templates for message mapping are included to help you develop your own messages if necessary.

Emergency communications must reach several different audiences, or stakeholders. Stakeholders are parties who have an interest in what happens at USD and the outcome of its response to this emergency. Each audience has different types of questions, so you must consider this when you are developing your key messages – you want to give each audience the specific information they need.

USD audiences/stakeholders:

- Public Impacted by the Crisis
- Public – general
- Emergency Responders (i.e. Police, Fire, County)
- Media
- Board Members
- Employees
- Other Elected Officials/Agencies
- Vendors/Suppliers
- Regulators and Environmental Advocates

Common Questions

There are questions that frequently asked by the media during emergency events, and it is helpful to review them as you prepare public communications. Anticipating questions and concerns in advance will help you to develop effective message maps. Advance preparation will help you to communicate confidently. A list of Emergency FAQs, including some that would be specific to USD, follows this page.

Underlying Concerns

Underlying concerns are the "questions beneath the questions;" or what people are worried about that makes them ask a particular question. Some typical underlying concerns are about accountability, expertise, ethics and morality, honesty, public safety, effects on public health and the environment, and whether any damage from the event is irreversible. These underlying concerns should be considered as you develop messages.

Frequently Asked Questions During an Emergency
What is your name? (Spokesperson)
What is your title?
Relationship to the Crisis?
Qualifications?
Five W's of Journalism (plus One)
• **Who** is this agency? (USD – provides wastewater collection, treatment and disposal services to Fremont, Newark and Union City)
• **What** happened?
• **When** did it happen?
• **Where** did it happen?
• **Why** did it happen?
• **What** is USD doing about the situation?
Injuries and Affected People
• Were people injured or killed?
• Who are they and what is their condition?
• Are they receiving help or treatment? Where?
• Will they survive?
• Can we talk to them?
• Are other people (employees, public) at risk?
Accountability
• How did it happen?
• What caused this?
• Whose fault is it? Is it your fault?
• Was anyone negligent? Who?
• What else can go wrong?
• What are you doing to keep those things from happening?
• Has this happened before? When? Where?
• Could it happen again?
• Did you warn people about the risk? When?
• Could this have been prevented? Why didn't you prevent it?
• Was there any warning?
• Could it have been worse? How? How bad?
• Will you or someone else investigate? What will be the focus of the investigation?

Effects
• Is the danger over?
• Will your operations be affected? How?
• How have you prepared to deal with this problem?
• Is there damage to facilities and equipment? Cost?
• When will it be restored? (Equipment, service, etc.)
• Who responded? (Public health, safety, regulatory agencies)
• How long will the temporary fix take?
• How long will the permanent fix take?
• Is this a threat to public health?
• Any long-term damage to your facilities/the community/the environment?
• How will this affect the Bay?
• Will this have impacts to fish and wildlife?
• How will you clean it up?
• Will other agencies provide oversight to your cleanup?
• Are there outside experts who can provide information?
• What areas are without service?
• How long will people be without service?
Instructions to the Public
• What do customers need to do? (Avoid doing laundry, taking showers, etc.?)
• What could happen if they don't follow USD's recommendations/instructions?
• Would you take your own advice if you lived there (ok to flush, stay in home, etc.)
• What should people who don't have service do?
Spill Questions
• How large is the spill?
• Is it contained?
• If not, when will it be contained?
• How will the spilled wastewater affect the Bay?
• Is Public health at risk?
• Will there be impacts to fish and wildlife?
• How will you clean it up?
• Who will oversee the cleanup?

Key Message Development Example One:

Force Main Break In Fremont I – Service Interruption (Major Earthquake)

Stakeholders, Likely Questions and Underlying Concerns:

Stakeholders:

- Customers in Fremont
- Media
- Regional Board
- Fish & Wildlife
- SF Bay Recreational Users
- Environmental Groups

Stakeholder Questions:

- How did this happen?
- Why did it break?
- What are you doing about it?
- Is anybody injured?
- How will this affect customers?
- When do you anticipate completion/restoration?
- How is this impacting the Bay?
- How are you going to correct this?
- What are the health impacts?
- Do you have the resources to fix this?
- How old is this pipeline?
- How well was it maintained?

Underlying Concerns:

- Public Health
- Contamination of the Bay
- Public Impacts
- Want to get back to normal
- Accountability

Key Message Example One:

Force Main Break In Fremont I – Service Interruption (Major Earthquake)

Stakeholder: Affected Customers
Spokesperson: GM, Board President, PIO
Question or Underlying Concern: How is Public Affected?

Key Message 1: The spill is confined to a non-public area

- Force main is in an open space area with no immediate exposure to the public
- We are posting signs to keep people out of the area
- We would like your help to get the message out

Key Message 2: There is no threat of disease from the spill

- Sewage does not transmit disease from the air
- Disease can only be spread by direct contact and we are keeping people away
- While there may be odors, those do not transmit disease

Key Message 3: Sewer System still works; people can have restricted use

- Toilets can be used and flushed – see our website
- Showers, sinks and other appliances can be used if needed, but we're asking you to help us by conserving
- Even with the break, the rest of the system works and there are no public health threats

Stakeholder: Regulators, Environmentalists, Concerned Citizens
Spokesperson: Any
Question or Underlying Concern: How Will This Impact the Bay?

Key Message 1: We are doing everything we can to minimize impact on the Bay

- We have crews and contractors on the scene, (or on the way) to contain the spill
- We plan to put temporary treatment means in place
- We have contacted other environmental agencies to advise them of the situation
- We are asking the public's help to avoid using the sewer to the greatest extent possible

Key Message 2: Our first priority is to protect the public

- We are containing the spill as best we can and are keeping sewage away from public areas
- Once we are sure the public is safe, we will focus on minimizing the impact on the Bay and wetlands
- While some sewage may reach the bay, we are keeping the public away from contaminated areas

Key Message 3: There may be localized impacts from this major event

- Our efforts to repair and bypass this pipeline will reduce the negative impacts on the Bay
- It is too early to tell what impacts there may be, but our efforts will keep impacts to a minimum
- As soon as we complete repairs, we will work with other agencies to begin assessing and mitigating any impact on the environment

Key Message Example One:

Force Main Break In Fremont I – Service Interruption (Major Earthquake)

Stakeholder: Customers, Interested Public, Other Agencies **Spokesperson: Any** **Question or Underlying Concern: How Did This Happen, What Are You Doing About It, What Can You Tell Your Customers?**
Key Message 1: This was the result of a natural disaster • Earthquake caused settlement of soils and damage to a small section of our system • Our pipe was recently inspected and found to be in excellent condition • The rest of our system remains intact and we continue to provide service
Key Message 2: USD crews and equipment are on-site • We have dispatched repair crews and equipment, and are actively working to contain the spill and restore service • We have called for assistance to make the repair more quickly • We are monitoring the situation closely and inspecting other parts of our system to ensure there are no public health threats

Force Main Break In Fremont I – Service Interruption Sample Holding Statement

Union Sanitary District Discovers Break in Main Sewer Line

Union Sanitary District has discovered a break in one of its main sewer pipelines that transports wastewater from south Fremont to its treatment plant in Union City. The break was discovered at 4 p.m. near salt ponds in the Irvington area as USD personnel checked the lines after the earthquake that occurred earlier this afternoon. The District is asking for the public in **(specify geographical area)** to restrict use of the sewer while it works to remedy the situation.

"We know that our customers are concerned about this problem, and we're sorry for the inconvenience it is causing during this stressful time," says **Title/spokesperson's name** "The break is in an open space area way from homes and businesses, and there is no threat to public health."

Crews have been mobilized to contain spilled sewage, and the District's first priority is to keep it away from public areas. "We have put temporary treatment means in place, and toilets can still be flushed," continues **Spokesperson (last name only.)** "Our customers can assist us by avoiding the use of showers, sinks, washers and dishwashers whenever possible. We are working hard to repair this pipeline and we will update you with a progress report as soon as we can."

Key Message Example Two:

Fatal Accident Involving USD vehicle – USD Employee Fatality

Stakeholders, Likely Questions and Underlying Concerns:

Stakeholders:

- Family Members
- USD Employees
- Media
- OSHA

Stakeholder Questions:

Family:

- Where was he/she taken?
- What happened?
- How was he/she killed
- Who is responsible
- (later) Death benefits

USD Employees

- How did this happen?
- Who else was involved?
- Was family notified?
- How can we help the family?
- Was this preventable?
- What are we doing to protect other employees
- Is there still a danger?
- What is USD doing about this incident?
- When is the service?

Media

- How was this person killed?
- What were the circumstances?
- Who is responsible?
- Was anyone else hurt?
- Who is the employee?
- Where did this happen?

- Was there a supervisor on-site?
- What were the circumstances of the event?
- Was this preventable?
- Has anything like this happened before?
- What is USD's safety record like?
- Was the employee qualified?
- Was your driver properly trained?
- Did they need/have a Special license to operate that vehicle?
- Do your drivers take refresher courses?
- What was your employee's driving record?
- Did your employee have any disciplinary action against them for bad driving? Or anything else?
- Has the family been notified?
- What position did they hold?
- How many years did they work for USD?
- Do you have information about the family? Spouse, children, etc.?
- Can you tell us about their work at the District, their personality?
- Work history before USD?
- Has the site been secured?
- Have police and fire been involved?
- Will there be an investigation? Who will investigate?
- What will you do to protect others?
- Were procedures followed?
- Who witnessed this?
- Was the employee aware of the danger?
- Was the vehicle properly maintained?
- What does USD do to keep these things from happening?
- How are USD ee's reacting?

Underlying Concerns:

- Family (response, assistance)
- Public Safety (safety of others)
- Accountability
- Why this happened
- Is USD a safe place to work?

Key Message Example Two:

Fatal Accident Involving USD vehicle – USD Employee Fatality

Stakeholder: Media, Board of Directors **Spokesperson: GM** **Question or Underlying Concern: What Happened?**
Key Message 1: A tragic accident has occurred resulting in the death of a USD employee • At approximately _____ a.m./p.m. today a USD employee was fatally injured when ---- • Emergency responders were called immediately to the site, but were unable to save the employee
Key Message 2: The site has been secured and there is no danger to the public • No one else has been seriously hurt or killed • USD employees, with help from ---- have secured the site to eliminate danger to others • Police and Fire have responded
Key Message 3: The employee's family has been notified and we have offered to help in any way we can • Family and loved ones have been informed by USD • Out of respect to the family we are not releasing the name of the employee • Friend and coworkers of the ee have offered to help in any way we can

Stakeholder: Media **Spokesperson: GM** **Question or Underlying Concern: How or Why Did This Happen?**
Key Message 1: We're investigating the cause of this tragedy • Cal-Osha has been notified and USD will assist as they conduct a thorough investigation • At this point the cause is not known, Cal-OSHA will release their official findings
Key Message 2: It's too early to tell how or why this happened • For the sake of the family, we don't want to speculate about the cause • Cal-OSHA will issue a report with its findings when its investigation is complete
Key Message 3: The safety of our employees is always the most important element of our work • Nothing like this has ever happened at USD. We have never had an employee fatality • With help from Cal-OSHA and other authorities we will be conducting a full investigation • USD has an extensive training program and an outstanding safety record

Key Message Example Two:

Fatal Accident Involving USD vehicle – USD Employee Fatality

Stakeholder: USD Employees **Spokesperson: GM** **Question or Underlying Concern: What Happened?**
Key Message 1: Today USD lost one of our Employees in a tragic fatal accident • Preliminary information? (Not confirmed by investigation – don't reveal information that might be part of the investigation) • Location of accident • Nature of the event (fall, explosion…) • What they were working on • Whether other staff was with that person and if there were other injuries
Key Message 2: We all want to do what we can to help the family • USD has informed--- • We are respecting the privacy of the family at this time and not releasing the name to the press • The District is offering to help wherever we can • We will update you about services when we hear from the family
Key Message 3: The incident is being investigated • We will investigate and find out what happened • Police/Fire will conduct an official investigation as well

USD Employee Fatality
Holding Statement

Union Sanitary District Employee Fatally Injured in Worksite Accident

A Union Sanitary District employee was fatally injured this afternoon while working in **(specify geographical area here)** "We are devastated to have lost a colleague, and our thoughts are with their family," says **Title/spokesperson's name** "Out of respect for their privacy, we are not releasing the employee's name at this time."

USD employees, with help from responding police and fire personnel, have secured the site to eliminate danger to others. "The safety of our employees is always the most important element of our work, and we will conduct a full investigation of how this tragedy happened with help from Cal-OSHA and other authorities," says **Spokesperson (last name only.)** "USD has never had an employee fatality, and at this time we are all focusing on assisting the family in any way we can as we grieve for our coworker."

Key Message Example Three:

Embezzlement or Fraud - USD Employee or Outside Group

Stakeholders, Likely Questions and Underlying Concerns:

Stakeholders:

- Media
- Ratepayers
- Interested Public
- State Controllers' Office
- Board of Directors
- Employees
- Vendors, Creditors
- Auditors

Stakeholder Questions:

Press/Ratepayers:

1. How much money has been lost?
2. Who is the employee? What position did they hold?
3. How did this happen/What went wrong?
4. How is this going to affect your ratepayers?
5. Are you insured?
6. What are you going to do to make sure this doesn't happen again?
7. Who is responsible for this/who supervises this employee?
8. Are charges being filed?
9. Can the money be recovered?
10. Why did the employee do this?
11. How did you discover this?
12. How will this affect your operations?
13. How long had it been going on?
14. How did USD investigate the situation?
15. Why didn't you catch it sooner?
16. Did USD hold off before reporting the crime to authorities?
17. Do you have policies in place to safeguard against this? Why did they fail?
18. Was the employee ever disciplined by USD before?
19. Will the employee's supervisor be disciplined?
20. Has this ever happened before?
21. How will USD replace those funds?
22. Did USD thoroughly check the references of that employee before hiring?
23. Why weren't USD's systems more secure against outside hackers?
24. Is the information that USD has regarding me secure?

State Controller, Regulators
Questions 1, 3,4,5,6,9,11,12, plus:

25. Will you be able to meet payroll and other obligations?
26. Have you provided information to our office/Attorney General?

Board of Directors
1 through 11, 13, plus:

27. Have you contacted the police, press, or USD's attorney?

Employees
1,2,7, plus:

28. Are we going to get paid? Are our paychecks good?
29. Does this affect our benefits?
30. Will there be layoffs?

Vendors, Creditors
25. (Will you be able to meet payroll and other obligations?)

Underlying Concerns

Will this cost ratepayers more money?
Were your controls inadequate?
Who is responsible? Are they being punished?
Will people get paid?
Can you continue to function?
Don't let this happen again!
Will employees, vendors, creditors get paid?
Damage control

Underlying Concerns:

- Public Trust
- Accountability
- Public Perception (inept govt. agency)
- Negligent Hiring
- Transparency
- Information system security

Key Message Example Three:

Embezzlement or Fraud - USD Employee or Outside Group

Stakeholder: Media, Ratepayers **Spokesperson: PIO, GM, Board President** **Question or Underlying Concern: What happened?**

Key Message 1:
• The District has discovered that we have lost $_____ due to fraud committed against the District and its ratepayers by
  o A District Employee, or
  o An outside group hacking into our system
• Provide additional details if available & appropriate

Key Message 2: • We have contacted the police and other authorities, and an investigation in underway
Key Message 3: • This has never happened at the District before, and we are working closely with authorities to determine how this happened

Stakeholder: Media, Ratepayers, Employees **Spokesperson: Any** **Question or Underlying Concern: How Will This Impact Me?**
Key Message 1: USD Remains Financially Solvent • We have adequate funds to continue paying our employees, vendors and creditors • Our internal controls prevented the fraud from being widespread and protected most of our funds and investments • Our customers will see no changes in their service and there will be no adverse impacts on our operations or the environment
Key Message 2: We will recover with minimal impact on our ratepayers • We contacted law enforcement officials and our banks and financial institutions immediately upon discovering the problem • We have contacted our insurance carrier and believe we have coverage for this type of incident • Although there will be temporary disruptions to our internal operations, by pursuing legal recourses and insurance, the long-term impacts on our ratepayers will be minimal
Key Message 3: This incident will not impact our operations • We will continue to operate and maintain all of our facilities 24/7 • There will be no adverse impacts on our customers or the environment • Our office will remain open during normal business hours

Key Message Example Three:

Embezzlement or Fraud - USD Employee or Outside Group

Stakeholder: Media, Ratepayers, Employees
Spokesperson: Any
Question or Underlying Concern: When Did This Happen, Who is Responsible?

Key Message 1: We are working with law enforcement agencies as they investigate the incident to determine how this happened and who is responsible

- We are cooperating and providing all of the information being requested
- We have been advised by law enforcement and our attorney not to discuss details of the incident or speculate about who might be involved
- USD has extensive internal controls in place that helped reduce the impact, but this was a very sophisticated breach of our financial system (provide more details if appropriate)

Key Message 2: We will continue to pursue this

- We want a full understanding of how this happened and who is responsible so that we can ensure this won't happen again
- We will prosecute the guilty party and attempt to recover funds
- Once we fully understand how our system was compromised we will review our controls and add new ones as well.

Embezzlement or Fraud
Holding Statement

Union Sanitary District Discovers Embezzlement of Funds

Union Sanitary District has discovered that an employee defrauded the agency by (insert short description of incident.) "Stealing from our ratepayers is unacceptable, and we will prosecute to the fullest extent of the law," says **Title/spokesperson's name.** "This has never happened at the District before, and we are working with the police and other authorities to find out how this occurred and ensure that it can't happen again."

The District has been advised by law enforcement to refrain from discussing details at this point in the investigation or to speculate about who might be involved. "While we must give law enforcement time to complete a thorough investigation, we want our customers to know that our internal controls prevented the fraud from becoming widespread, and that this incident will not impact our operations or ability to pay our vendors," says **Spokesperson (last name only**.) "We will release more information as the investigation continues."

Message Mapping Steps, Sample Templates and Worksheets

Message Mapping Development Steps:

Identify Potential Stakeholders
Develop Lists of Potential Stakeholder Questions – see separate list of general questions
Analyze Question Types to Identify Common Sets of Concerns – examples: **1. Five W's** **2. Accountability** **3. Effects on Public Health** **4. Ethics/Morality** **5. Expertise** **6. Honesty** **7. Effects on Environment** **8. Safety** **9. Irreversibility**
Develop Key Messages
Develop Supporting Facts
Test the Messages
Deliver the Messages

Sample Template Format (electronic format on portable memory device)

Situation:
Question:
Audience:
Answer: 3 Key Messages, with up to three supporting facts
1. Message
a. Supporting Fact:
b. Supporting Fact:
c. Supporting Fact:
2. Message
a. Supporting Fact:
b. Supporting Fact:
c. Supporting Fact:
3. Message
a. Supporting Fact:
b. Supporting Fact:
c. Supporting Fact:

Message Mapping Worksheet (for Handwritten Development)

Situation:
Question:
Audience:
Answer: 3 Key Messages, with up to three supporting facts
1. Message
a. Supporting Fact:
b. Supporting Fact:
c. Supporting Fact:
2. Message
a. Supporting Fact:
b. Supporting Fact:
c. Supporting Fact:
3. Message
a. Supporting Fact:
b. Supporting Fact:
c. Supporting Fact:

Developing & Disseminating Emergency Communication

Six Steps for Development and Dissemination of Emergency Communication

Step 1: Assess Stage of Crisis In The News Media (Stage 1 – 4)
Keep the public's needs in mind and use the strategies for each stage to assist you in developing messages.

Step 2: Gather Information

The first step in the process of getting information to the public during a crisis is **information gathering.** Information is collected from a variety of sources, which may include:

- **USD Staff** who alerted USD about the problem and/or who have received information
- **First Responders,** emergency personnel who arrive at a scene, if applicable.
- **News Media,** who often learn of situations via calls from the public or others involved.
- **On-Scene Personnel if there's a specific site where an incident has occurred.**
- **PIOs from Other Agencies or Organizations, if the issue/incident involves more than just USD (See TESA PIO Contact List in Section 7 of this book)**

Step 3: Verify Information

Verify the accuracy of the information that has been collected by consulting, from these sources and others:

- **Field Staff**
- **Subject Matter Experts**
- **Others (Eyewitnesses, videos, cameras, SCADA system)**

Step 4: Coordinate & Plan

Coordinate among all involved on the need for a public information effort and the strategies and tactics needed to prepare and deliver information to key audiences.

- **Review Gathered Information**
- **Prepare Key Message(s) and supporting points**
- **Obtain Approval from Incident Commander**
- **Determine which communication tools to use and prepare info for each (examples – web site, press release)**
- **Prioritize who receives this information:**
  1. Management
  2. Board of Directors
  3. Public/Press
  4. Employees
  5. Other Emergency Personnel
  6. Other Agencies
  7. Target Groups
  8. Regulators

  (Numbers 3 through 8 may vary depending on the nature of the event)

Step 5: Disseminate Information

Disseminate information to the public. This step involves:

- **Using multiple methods.** In most situations, it's important to use as many different communication tools as possible.
    - **Prioritize methods if you don't have the manpower to cover all of them** – go for what gives you the most coverage first.
    - **When you choose to use a communication tool, you must continue to use it!** If you decide to use Twitter, you are committing to update the account in a timely manner. If you put emergency instructions on the website, refresh the material.
    - **Take care of USD's local media representatives.** It's easy to feel that you have to get information out to the big regional media outlets, but don't forget that it's the local media that you have an ongoing relationship with long after the emergency is over. Also, local media, such as the Argus, are part of a much larger chain of outlets – if your news is important, your local representative's work will roll up to the larger paper, with his/her byline. Stay in touch proactively, offer exclusive interviews when appropriate.

- **Logging all communication out. See the template at the back of this workbook.**

Step 6: Monitor the media and address inaccuracies:
Media monitoring is a valuable activity for confirming that your message was understood by the news media and reported accurately and completely to the public. Strive to address important inaccuracies before they are reported incorrectly a second time.

- **Addressing Inaccuracies – try to release correct info in at least three ways**
  Examples:
    - Put accurate, approved information up on USD's website home page ASAP; Put info on Facebook place page with link back to website, tweet 140 character correction alert w/shortened link back to website (see bitly.com info on Communication Tools page to shorten link)
    - Give a statement (approved by the Incident Commander) to those answering USD phones
    - Contact the originator of the inaccuracy (if you know who) and tell them to disseminate corrected information
        - Media contact information is listed at the back of this manual; most media outlets list contact info on their websites and have twitter feeds/facebook pages
    - Offer a corrective interview with a technical expert to local news contacts:
        - Bay Area Newsgroup representative (our most local contact, will spread to other BANG papers)
        - Radio stations (don't repeat the error; only state the accurate info – sound bites are short, and you don't want them to edit the correction out!)
        - Patch Websites (give them pre-written content that's ready for their upload, or upload in Announcements Section – see communication tools and media contacts pages in Section 7 of this book.)

The Cycle Is Continuous Throughout the Emergency
After disseminating information and while you are monitoring the media, you are also cycling back to Step 1 to develop updated information.

Media Releases: Writing & Formatting

Media Release Writing Basics
Remember that you are communicating <u>through</u> the media to reach The Public!

The journalistic formula for getting complete information from a source is to ask the "Five W's" listed below. We'll add a sixth" W" – What USD is doing about the situation. Information that addresses these questions should always appear in USD's media releases, and telling the public what USD is doing about the situation is imperative. Put the most important information/messages at the beginning of the release – if a release is edited for space, it is usually chopped from the bottom up. Whenever possible, attach useful graphics, such as a photo of the area or a Google Map.

- **Who (USD)**
- **What** (What happened?)
- **When**
- **Where**
- **Why** it happened (if you know – Holding Statements often don't include this) – describe the **How** if possible.
- **What USD** is doing about the situation?

If applicable:

- **What customers need to do** (limit laundry, showers, etc.?)
- **What could happen** if they don't follow instructions?

Formatting:

At the Top of All Print-Based Releases (Word Documents, body of emails, faxes, etc.)

DATE: **_____**

FOR IMMEDIATE RELEASE:

UNION SANITARY DISTRICT
5072 BENSON ROAD
UNION CITY, CA 94587

CONTACT: **<u>Designated Spokesperson</u>_**
(510) _____
(can also add Public Info Officer as secondary contact)

Headline

Text Here XXXXXXXXXXXXXXX

Tagline at the end of every release:

Union Sanitary District operates a 30 million gallon per day wastewater treatment facility in Union City and provides collection, treatment and disposal services to the citizens we serve in the Tri-City Area. For more information about __(incident)____ contact (<u>same as above</u>) at (510) <u>(same as above)</u> or visit the District's website at www.unionsanitary.ca.gov.

DATE: _____

FOR IMMEDIATE RELEASE:

UNION SANITARY DISTRICT
5072 BENSON ROAD
UNION CITY, CA 94587

CONTACT: Designated Spokesperson, PIO or EOC Manager_
(510) _____

Sewer Service Interrupted in _____(location)_____

Sewer service is disrupted in the _____ neighborhood of **__(city)_____,**Union Sanitary District (USD) announced today. A ____(inch/foot) sewer line on _____street that serves a two-mile radius of homes and businesses ruptured at 3 a.m. Tuesday.

"USD crews are installing a bypass line to pump sewage around the failed portion of sewer pipe," says **Title/spokesperson's name** "The bypass line is expected to be operational by _____. We're asking our customers in the affected area to avoid flushing toilets, using showers or doing laundry until further notice. We appreciate their assistance, and we're working hard to restore full service quickly." District representatives are going door-to-door in the area near the broken pipeline to alert customers to the problem.

Possible additional information:

- A bypass line consists of temporary piping and pumps that move wastewater around an inoperable portion of sewer line, thus restoring service to all affected customers.
- Create map of affected area to attach
- Link to biography of spokesperson on website

End Paragraph:

Union Sanitary District operates a 30 million gallon per day wastewater treatment facility in Union City and provides collection, treatment and disposal services to the citizens we serve in the Tri-City area, including maintaining over 789 miles of underground pipelines. For more information about (incident)____ contact (same as above) at (510) (same as above) or visit the District's website at www.unionsanitary.ca.gov

DATE: _____

FOR IMMEDIATE RELEASE:

UNION SANITARY DISTRICT
5072 BENSON ROAD
UNION CITY, CA 94587

CONTACT: Designated Spokesperson, PIO or EOC Manager_
(510) _____

Union Sanitary District Checking Sewer Lines for Earthquake Damage

Union Sanitary District (USD) is currently assessing its main sewer lines to determine whether they were damaged by the 6.8 earthquake that affected the Bay Area Tuesday morning. Crews are traveling throughout the District's service area, which covers Fremont, Newark and Union City, to evaluate the lines. There have been no reports of sewer outages in the Tri-Cities.

"Customers are advised to refrain from opening manholes," says **Title/spokesperson's name** . "Our crews are prepared with the proper safety equipment to open manholes and assess the lines. USD personnel are working diligently to assure the safety of our sewers in the Tri-Cities. Please call the District at (510) 477-7500 if services are required."

Possible additional info:

- Description of how lines are checked
- Link to "flushing your toilet after an earthquake" & other emergency info on District website
- Link to biography of spokesperson on District website

End Paragraph:

Union Sanitary District operates a 30 million gallon per day wastewater treatment facility in Union City and provides collection, treatment and disposal services to the citizens we serve in the Tri-City area, including maintaining over 789 miles of underground pipelines. For more information about (incident)____ contact (same as above) at (510) (same as above) or visit the District's website at www.unionsanitary.ca.gov.

Communication Response Checklist for the Emergency PIO

Crisis Communication Response Checklists - Public Information Officer Activities

These checklists are to help the PIO collect their thoughts and focus on activities that should take place for effective emergency communication. They are to assist the PIO in maintaining structure and purpose in what is usually a noisy and chaotic emergency environment.

First 30 - 60 minutes

☑	
	Notify front desk staff to direct calls from media, community, government, and family members to designated EOC number(s)
	Notify appropriate staff of the possibility that media may show up. Direct the media to a predetermined holding area, if possible. If area may be used for press conferences, set up backdrop (USD banner, or stretch out a USD logo tablecloth if necessary,) and lectern if possible
	First meeting with Command/Management in EOC or conference call with resources to quickly assess and gather known facts • What happened? • How did it happen? • When did it happen? • What was the cause? • Were there any injuries? • What was the extent of the damage? • Is there any current or ongoing danger? • What recovery efforts are underway? • What **don't** we know yet?
	Begin message mapping steps to organize a public information response, based on what is known. Discuss whether to wait for more information or communicate proactively. • Determine audiences • Likely questions • Underlying concerns • Develop messages • Include instructions to public if necessary
	Draft appropriate holding statement/press release/talking points - send to Incident Commander for review and approval
	Determine tools you will use to communicate and what messages are appropriate for particular tools, for example: Press releases to newspapers, info for home page of website, uploads to Patch news blogs, etc.
	Provide initial holding statement/press release to the media after review and approval by Incident Commander – Log all public communication (Log sheet at back of workbook)
	Inform Board of Directors of situation and communication out
	Determine whether to coordinate with PIOs from other agencies for communication purposes
	Determine help you will need to provide communication – employees who can help post information on the web, monitor media, research facts
	Determine whether third-party experts will be needed as spokespersons

First 90 Minutes

☑	
	Gather information regarding crisis level and response needed
	Identify USD spokespeople you will use for external communication
	If there are people to assist with communication, ensure clear understanding of internal roles and responsibilities
	Each communication team member should assume their role (update website, monitor media, etc.)
	Continue to assess the need to bring in subject matter experts or additional outside resources; identify if applicable
	If the situation dictates, locate at least one PIO at the incident site to gather information
	Identify Field location for media briefings that is away from the incident site (if necessary)
	You are probably still in stage 1 of the crisis; assess whether the crisis is moving into Stage 2 (as per Stages of a Crisis in the News Media)
	Continue to assess best communication methods ☐ Holding statement ☐ News release ☐ Individual reporter briefings ☐ Phone notification of key audiences ☐ Web site ☐ Other media
	Assess whether it is time to update/adjust messages and prepare new communication
	Update Board of Directors and management on the public information response
	Send internal communication to employees
	Begin media and Internet monitoring
	Discuss level of crisis response with Incident Command - Is this a local crisis? What are the national implications? What are the implications for employees? What are the implications for the public?
	Disseminate public information approved by Incident Commander using appropriate channels
	Consider all other interested parties/stakeholders/audiences and communicate appropriately

First Half Day

☑	
	Update Incident Command Team on communication activities. IC Team should: • Identify security, legal and liability issues • Discuss and approve public information strategies/tactics • Assess the need for additional communication response resources. If the response becomes 24/7, sufficient personnel must be available to staff all shifts
	Update key stakeholders not already reached
	Continue to assess current stage of crisis; develop/adjust messages and communication accordingly
	Continue communicating with employees
	Prepare and train designated spokesperson to communicate with external audiences (role-playing, rehearsal)
	Assess need to hold news briefing or other proactive communications
	Evaluate news coverage and correct inaccurate information
	Receive update from county staff in the field, if applicable
	Communicate, as appropriate, with the media – continue to log all communications
	Coordinate with outside agency PIOs, if applicable

By End of Day One

☑	
	Continue to assess current stage of crisis (Levels 2-4); develop messages and communication accordingly
	Shift from reactive to proactive communications (emphasize concern and efforts to resolve the crisis and prevent future incidents)
	Evaluate news coverage and correct inaccurate information
	Assess need to address rumors circulating internally or on Internet
	Monitor the continuing crisis situation to determine next steps: • Conduct news briefing as events warrant • Provide periodic updates and individual interviews to the media • Post updates to the Web site • Adjust/develop messages
	Evaluate needs, and prepare or update any of the following communications documents: • News releases or media advisory • Internal list of questions and answers • Letters to key stakeholders • Fact Sheets
	Brief or update the media with communications approved by Incident Commander
	Ensure all facts are documented and well-organized
	Ensure action steps are documented and well-organized
	Assess need for additional resources
	Assess need for further support from technical experts or third party experts
	Brief or update legislative and regulatory audiences, where appropriate
	Receive briefing from field staff
	Continue coordination with outside agency PIOs
	Update Board of Directors and Management

Day Two

☑	
	Continue to assess current stage of crisis (2-4), develop messages and communication accordingly
	Control messages and spokespeople
	Continue to prepare and train designated spokesperson to communicate with external audiences (role-playing/rehearsal)
	Continue shift from reactive to proactive communications (emphasize concern and efforts to resolve the crisis and prevent future incidents)
	Evaluate overnight news coverage and news coverage to date
	Monitor news coverage and the Internet to assess stakeholder, media, and public reaction to the crisis
	Evaluate the continuing crisis situation to determine next steps: • Conduct news briefing as events warrant • Provide periodic updates and individual interviews to the media • Post updates to the Web site
	Continue to maintain list of all incident facts
	Revise and update key messages and talking points
	Prioritize responses to external audiences
	Assess need for additional resources to communicate effectively
	Receive briefings from field staff, technical experts

	Recap communications released during Day One and communicate to Incident Command
	Prepare a communications plan for the next day and communicate with internal audiences
	Brief key legislators, local government officials, if applicable • Ask who else should/would want to know
	Update the media
	Continue to log all communication
	Update Board of Directors and Management
	Continue coordination with outside agency PIOs, if warranted

Ongoing

☑	
	Continue to assess current stage of crisis (2-4); develop messages and communication accordingly
	Control messages and spokespeople
	Revise and update key messages and talking points
	Continue to identify key audiences and provide information efforts accordingly
	Continue proactive public information (emphasize concern and efforts to prevent future incidents; explain how incident happened, when available)
	Evaluate news coverage: Monitor news coverage and the Internet to assess stakeholder, media, and public reaction to the crisis; gauge ongoing information efforts based on this assessment
	Evaluate the continuing crisis situation to determine next steps: • Conduct news briefing as events warrant • Provide periodic updates and individual interviews to the media • Post updates to the Web site
	Update public information documents with pertinent info
	Update list of all incident facts
	Prioritize responses to external audiences
	Assess need for additional resources
	Receive briefings from field staff, technical experts
	Prepare a public information plan for ongoing information efforts and communicate the plan with internal audiences/management
	Continue coordination with outside agency PIOs if warranted
	Determine when to conclude response efforts; announce the conclusion to the news media

After Emergency Response Concludes

☑	
	Develop messages to prepare for analytical/"aftermath" stories: • How the incident happened • How the District responded • Steps taken to ensure safety/correct error (if applicable) • Maintenance histories of applicable assets • New policies/sop's as a result of emergency or disaster response? • Communicate empathy/caring/trustworthiness/stewardship
	Consider whether to release stories proactively to media, on website, etc.
	Determine communication out to employees
	Ensure organization of logs and documentation of public communication for the incident
	Conduct a "communications debrief" – what went well, challenges
	Edit/Adjust Communication plan if needed

Communication Tools & Contact Lists

Media Contact List

Media Outlet	Name	Title	Phone Number	Email address	Fax	Date Updated
Bay Area News Group (owns Argus, Tribune, San Jose Mercury, Fremont Bulletin, news is shared between papers)	Chris De Benedetti	Reporter	510-353-7011 office/work cell 510-295-9469 (cell)	cdebenedetti@bayareanewsgroup.com	510/353-7029	2/14/2013
Bay Area News Group (owns Argus, Tribune, San Jose Mercury, Fremont Bulletin, news is shared between papers)	Andrew McGall	Editor	510-293-2482	amcgall@bayareanewsgroup.com	510/353-7029	5/28/14
Bay Area News Group	Argus News Desk General #		(510)353-7000			5/23/14
Tri City Voice Newspaper	William Marshak Sharon Marshak (back-up contact)	Publisher	510/494-1999	williammarshak@aol.com tricityvoice@aol.com sharon@tricityvoice.com (I send to all three)	510/796-2462	2/11/13
Fremont Bulletin	Rob Devincenzi	Editor & Publisher	(408) 262-2454 X 34	Rdevincenzi@themilpitaspost.com		5/9/13
Fremont Bulletin	Ian Bauer	Asst. Editor	(408) 262-2454 X 35	ibauer@themilpitaspost.com		5/9/13
Fremont Patch Newark Patch Union City Patch	Autumn Johnson	Editor, all 3 plus all of Alameda County	(925) 200-6871	autumn.johnson@patch.com also: UnionCity@Patch.com	N/A	5/23/14
Upload Announcement directly to Union City Patch: USD'S Patch account: Michelle's email address: michelle_powell@unionsanitary.com Password: usd411!						

Media Contact List

- Log in to Patch account
- Go to http://unioncity.patch.com/boards/announcements?content_subdomain=unioncity
  (This is Union City Patch/conversations tab/Town Square link) – as of 5/23/14
- Send the announcement link to Alameda County Patch representative: UnionCity@Patch.com, autumn.johnson@patch.com , and explain that it should go to all 3 Patches (if applicable.)
- You can also email announcement text to the editor, and she will upload for you

USD Communication Tools and upload information

USD's Public Website
Editing Options:

1. Contribute Website Editing Software is uploaded to these employees' computers:
   - General Manager's Assistant
   - Michelle Powell
   - Jennifer Sio Kwok

   These three employees can edit website pages, as well as IT members

2. IT can make changes through the server if necessary by contacting AT & T (See Todd Jacob or Richard Scobee)
3. Eric Johnson, USD's website designer, can be contacted to access our site and make changes from his location in Cottage Grove,OR

   Eric Johnson
   Creative Director
   Formula Design
   1.888.231.0694

Login for Public Website server (Eric would request this):

FTP Hostname:	198.171.116.143
User ID:	unio33
Password:	cenun+e9

The path to the root website folder is: /www/htdocs

USD Twitter Account:

Affiliated with Michelle's email address: michelle_powell@unionsanitary.com

- Username: usdtweets
- Password: usd411!@

USD Bitly Account:
Bitly is a web link shortening tool. Use it to shorten links for twitter and facebook posts. This link reaches our Home Page: http://bit.ly/XQrci7 **What's New page:** http://bit.ly/sCAcxa

Affiliated with Michelle's email address: michelle_powell@unionsanitary.com or username: usd411

- Password: usd411!@

Upload Announcement directly to Union City Patch:
USD'S Patch account:

Michelle's email address: michelle_powell@unionsanitary.com
Password: usd411!

- Log in to Patch account
- Go to http://unioncity.patch.com/boards/announcements?content_subdomain=unioncity (This is Union City Patch/conversations tab/Town Square link) – as of 5/23/14
- Send the announcement link to Alameda County Patch representative: UnionCity@Patch.com, autumn.johnson@patch.com , and explain that it should go to all 3 Patches (if applicable.)
- You can also email announcement text to the editor, and she will upload for you

Tools Used by Cities/Police Departments – request their assistance if necessary:
(This info cross-referenced on TESA PIO contact list)

City of Fremont:
Code Red (Community telephone notification program can be tailored specific streets, zip codes, etc. Citizens must sign up for service – used for announcements and emergencies)
Primary contact:
Cheryl Golden, PIO
phone: 510-284-4025
cell: 510-552-0213
fax: 510-284-4001
cgolden@ci.fremont.ca.us

Fremont Police Department
Nixle: free alert system for public agencies
Citizens must sign up for alerts – goes to cell phones and email
Community info and crime reports to posted to Nixle by Fremont PD
Community Alerts also posted on neighborhood e-groups
Primary Contact:
Geneva Bosques
Community Engagement Manager
Fremont Police Department
2000 Stevenson Blvd.
Fremont, CA 94538
Phone: 510-790-6957
Cell: 510-520-1876
gbosques@fremont.gov

Newark Police Department
Nixle: free alert system for public agencies
Citizens must sign up for alerts – goes to cell phones and email
Community info and crime reports to posted to Nixle by Newark PD
Primary Contact:
Michael Carroll
Detective Sergeant
Newark Police Department
37101 Newark Blvd., Newark CA. 94560
Phone: 510-578-4220
MICHAEL.CARROLL@newark.org

Union City Police Department
City Watch: Web- based reverse 911 system – dispatchers can activate
Will be switching to **Code Red** community telephone notification system
Nixle (As of May 2014, just starting to use it)
Primary Contact:
Ben Horner
Commander
Union City Police Department
34009 Alvarado-Niles Road
Union City, CA 94587
Phone: 510-471-1365
Cell: 510-760-8057

Benh@unioncity.org

ACWD:
Rapid Alert Notification System: telephone notification system that can tailor messages to specific neighborhoods. Customers must sign up for service.
Contacts:
Sharene Gonzales
Community Affairs Specialist II
Alameda County Water District
43885 S. Grimmer Blvd.
Fremont, CA 94538
Direct: 510.668.4208
Fax: 510.770.1793
Sharene.Gonzales@ACWD.com

Frank Jahn
Senior Public Information Representative
Alameda County Water District
43885 South Grimmer Boulevard
Fremont, CA 94538
Phone: (510) 668-4209
frank.jahn@acwd.com

Steve Dennis
Health & Safety Supervisor
Office: 510.668-6530
Cell: 510.504-0230
Steve.dennis@acwd.com

Marian Gonzalez
Env. Health & Safety Specialist
Office: (510) 668-6532
Cell (personal): (510) 304-3014
Marian.gonzalez@acwd.com

If you need PIO Assistance, OR assistance in "spreading the word," call these contacts:

City of Fremont		
Agency	**Agency Contact**	**Communication Channels**
City of Fremont	Cheryl Golden Communications Manager City of Fremont 3300 Capitol Avenue, Building A Fremont, CA 94538 phone: 510-284-4025 cell: 510-552-0213 fax: 510-284-4001 cgolden@fremont.gov	Facebook Twitter YouTube CodeRED Community Alert System www.fremont.gov
City of Fremont	Kim Marshall Executive Assistant City of Fremont, Office of Economic Development 3300 Capitol Avenue, Building A Fremont, CA 94538 phone: 510-284-4026 cell: 510-552-3349 fax: 510-284-4001 kmarshall@fremont.gov	Facebook Twitter YouTube CodeRED Community Alert System www.fremont.gov
Fremont Police	William Veteran Detective Fremont Police Department 2000 Stevenson Blvd. Fremont, CA 94538 phone: 510-790-6972 cell: 510-377-2684 wveteran@fremont.gov	Twitter Nixle Facebook YouTube www.Fremontpolice.org CodeRED Community Alert System
Fremont Police	Geneva Bosques Community Engagement Manager (Current PD Spokesperson) Fremont Police Department 2000 Stevenson Blvd. Fremont, CA 94538 Phone: 510-790-6957 Cell: 510-520-1876 gbosques@fremont.gov	Twitter Nixle Facebook YouTube www.Fremontpolice.org CodeRED Community Alert System
Fremont Police	Tony Duckworth Lieutenant Fremont Police Department 2000 Stevenson Blvd. Fremont, CA 94538 Phone: 510-790-6916 Cell: 510-520-3636 tduckworth@fremont.gov	Twitter Nixle Facebook YouTube www.Fremontpolice.org CodeRED Community Alert System

Fremont Police	Jeffrey Campbell Sergeant Fremont Police Department 2000 Stevenson Blvd. Fremont, CA 94538 Phone: 510-790-6681 JCampbell@fremont.gov	Twitter Nixle Facebook YouTube www.Fremontpolice.org CodeRED Community Alert System
Fremont Police	Jeff Swadener Fremont Police Department 2000 Stevenson Blvd. Fremont, CA 94538 Phone: 510-791-6941 Jswadener@fremont.gov	Twitter Nixle Facebook YouTube www.Fremontpolice.org CodeRED Community Alert System
Fremont Fire	Diane Hendry Operations Staff Captain Public Information Officer Fremont Fire Department 3300 Capital Ave., Bld A Fremont CA 94538 (510) 494-4288- Office (510)501-8040 - Cell	Facebook Twitter CodeRED Community Alert System www.fremont.gov
Fremont Unified School District	Sharon L. Coco Administrative Assistant Office of the Superintendent Fremont Unified School District 4210 Technology Drive Fremont, CA 94537-5008 Phone: 510 659-2542 Fax: 510 659-2597 scoco@fremont.k12.ca.us	www.fremont.k12.ca.us
City of Newark		
Agency	**Agency Contact**	**Communication Channels**
City of Newark	Laurie Gebhard Community Affairs Officer City of Newark 37101 Newark Blvd. Newark, CA 94560-3796 phone: 510-794-2392 cell: 510-258-8300 Fax: 510-794-2306 laurie.gebhard@newark.org	www.newark.org
City of Newark	Sheila Harrington City Clerk City of Newark 37101 Newark Blvd. Newark, CA 94560-3796 phone: 510-578-4266 Fax: (510) 578-4306	www.newark.org

	Sheila.harrington@newark.org	
Newark Police	Michael Carroll Detective Sergeant Newark Police Department 37101 Newark Blvd., Newark CA. 94560 Phone: 510-578-4220 MICHAEL.CARROLL@newark.org	Nixle
Newark Police	Manuel Deserpa Detective Newark Police Department 37101 Newark Blvd., Newark CA. 94560 Phone: 510-578-4247 Cell: 510-910-9526 Manuel.deserpa@newark.org	

City of Union City		
Agency	**Agency Contact**	**Communication Channels**
City of Union City	Rhea Serran Communications and Marketing Manager City of Union City 34009 Alvarado-Niles Road Union City, California 94587 Phone: 510-675-5400 Cell: 510-684-1532 rheas@unioncity.org	www.unioncity.org
City of Union City	Roberto Muñoz City Website Administrator City of Union City 34009 Alvarado-Niles Road Union City, California 94587 Cell: 510-714-5031 robertom@unioncity.org	www.unioncity.org
U.C. Police	Ben Horner Commander Union City Police Department 34009 Alvarado-Niles Road Union City, CA 94587 Phone: 510-471-1365 Cell: 510-760-8057 Benh@unioncity.org	www.unioncity.org
New Haven School District	John Mattos Coordinator of District Safety, Risk Management & Enrollment New Haven School District 34200 Alvarado-Niles Rd. Union City, CA 94587 Phone: 510- 471-1100 jmattos@nhusd.k12.ca.us	www.nhusd.k12.ca.us

Tri-City Service Area		
Agency	**Agency Contact**	**Communication Channels**
Washington Hospital Healthcare System	Christopher D. Brown Director of Media Relations & Integrated Marketing Washington Hospital Healthcare System 2000 Mowry Ave. Fremont, CA 94538-1716 Office: (510) 791-3417 Fax: (510) 791-3496 christopher_brown@whhs.com	www.whhs.com
Ohlone Community College	Patrice Birkedahl Public Information Officer Director, College Advancement Ohlone Community College 43600 Mission Blvd. Fremont, CA 94539 Phone: 510-659-6208 Cell: 510-299-8758 Fax: 510-659-6035 pbirkedahl@ohlone.edu	www.ohlone.edu
Kaiser Foundation Health Plan	Ana Apodaca Community and Government Relations Manager 1100 San Leandro Blvd., Suite 200 San Leandro, CA 94577 Phone: 510-618-5845 Ana.apodaca@kp.org	www.kp.org
Kaiser Foundation Health Plan	Johnny Ng Communications Manager 1100 San Leandro Blvd., Suite 200 San Leandro, CA 94577 Phone: 510-618-5938 johnny.ng@kp.org	www.kp.org
Union Sanitary District	Michelle Powell Communications Coordinator Union Sanitary District 5072 Benson Road Union City, CA 94587 Phone: (510) 477-7634 Cell: 510-468-2661 Fax: (510) 477-7501 Michelle_powell@unionsanitary.com	Facebook Place Page Twitter @usdtweets Nixle (signed up, but dormant) www.unionsanitary.com
Alameda County Fire (covering Newark and Union City)	Aisha Knowles Public Information Officer/ Community Outreach Coordinator Alameda County Fire Department 835 East 14th Street, Suite 200, San Leandro Phone: (510) 618-3479/(925) 556-4584	www.acgov.org/fire www.twitter.com/AlamedaCoFire www.facebook.com/AlamedaCountyFire

	Fax: (510) 618-3445 aisha.knowles@acgov.org	
BART Police	Officer Era Jenkins #181 Chief's Adjutant / Spokesperson - Office of the Chief BART Police Department 800 Madison Street, P.O. Box 12688 Oakland, CA 94607 Phone: (510) 464-7046 Fax: (510) 464-7089 ejenkin@bart.gov	www.bart.gov
BART	James K. Allison Communications Officer BART Communications Dept. Phone: (510) 464-7110 24 hour pager: (510) 899-2446 JAllis1@bart.gov	www.bart.gov
ACWD Alameda County Water District	Sharene Gonzales Community Affairs Specialist II Alameda County Water District 43885 S. Grimmer Blvd. Fremont, CA 94538 Direct: 510.668.4208 Fax: 510.770.1793 Sharene.Gonzales@ACWD.com	Facebook Twitter YouTube Rapid Alert Notification System www.acwd.org
ACWD Alameda County Water District	Frank Jahn Senior Public Information Representative Alameda County Water District 43885 South Grimmer Boulevard Fremont, CA 94538 Phone: (510) 668-4209 frank.jahn@acwd.com	Facebook Twitter YouTube Rapid Alert Notification System www.acwd.org
ACWD Alameda County Water District	Steve Dennis Emergency Services Supervisor Alameda County Water District 43885 South Grimmer Boulevard Fremont, CA 94538 Phone: (510) 668-6530 steve.dennis@acwd.com	www.acwd.org
California School for the Blind	Sharon Bobbitt California School for the Blind Business Services Officer I 500 Walnut Ave. Fremont, CA 94536 Phone: 510-794-3800 X282 Cell: (510) 364-8608 Fax: 510-794-3813 sbobbitt@csb-cde.ca.gov	

California School for the Blind	Tamera Shakir California School for the Blind Supervising Counselor 500 Walnut Ave. Fremont, CA 94536 Phone: 510-794-3800 X351 Cell: 510-621-4118 Fax: 510-794-3813 twatson@csb-cde.ca.gov	

Contacts still missing for: NUSD, PG&E, and California School for the Deaf

Not TESA members, but could also provide assistance, their activities permitting:	
Delta Diablo	Angela Lowrey Public Information Manager 2500 Pittsburg-Antioch Highway Antioch CA 94509 Office: (925) 756-1945 Cell: (925) 260 5894 Fax: (925) 756 1961 Email: angelal@ddsd.org Website: www.ddsd.org
Dublin-San Ramon Services District	Sue Stephenson Community Affairs Supervisor Phone: 925-875-2295 Fax: 925-829-1180 stephenson@dsrsd.com

Reference Tools

Fast Facts & Stats

Founded: May 27, 1918

Service Area:
Total 60.2 square miles *(annexed areas)*
- Fremont 36.4 sq. mi.
- Newark 13.8 sq. mi.
- Union City 9.9 sq. mi

Population Served: 334,597
(CA Dept. of Finance January 20134 demographics)

Miles of Sewers maintained: 783

Pump Stations: 7
(located throughout the Tri-Cities)

Treatment Processes:
Primary – using sedimentation
Secondary – using activated sludge

Alvarado Treatment Plant footprint:
33 acres

Alvarado Treatment Plant capacity:
33 MGD
(MGD = million gallons per day)

Gallons of wastewater treated daily:
26 MGD
(2013 Average Dry Weather Flow)

Number of Employees: 141

Annual Operating Budget: $31,810,714
(USD's Fiscal Year 2015: July 1, 2014 through June 30, 2015)

Annual Residential Service Charge:
$357.02

RICHARD CURRIE

General Manager
Union Sanitary District

Richard Currie has been Union Sanitary District's General Manager since 2004. He joined the District in 1991, holding Engineering and Technical Services Management positions before becoming USD's District Engineer in 2001. Rich managed the District's Alvarado Treatment Plant Upgrade Project ($30 million, 1992-1995), which increased the treatment plant capacity from 24 to 33 million gallons per day to provide for the growth of the Tri-City area in the 1990's. As General Manager, he initiated an Emergency Response Task Force and a new Emergency Response Program to increase the District's preparedness to serve its communities in the event of a disaster.

Prior to his tenure at USD, Rich worked as an Environmental Engineering consultant, directing projects involving design and construction of wastewater treatment plant expansions, primarily in southern California. He has 37 years of experience in the wastewater industry.

Rich has been a California registered Civil Engineer since 1980. He holds a Bachelors Degree in Civil Engineering from Cal Poly University, Pomona, and a Masters Degree in Environmental Engineering from Loyola Marymount University, Los Angeles. He received California Special Districts Administrator Certification in 2006 and Water-Wastewater Leadership Certification from University of North Carolina in 2002.

Rich's wastewater engineering career is the continuation of a family tradition. His grandfather founded Currie Engineering Company in 1910, and his father and uncle continued the business in Southern California, focusing on wastewater engineering projects. The first project Rich ever worked on involved demolition and modernization of a treatment plant his father had completed many years earlier. Two of Rich's sons continue the family legacy – they have graduated with civil engineering degrees and are working in the wastewater industry.

USD received the National Association of Clean Water Agencies (NACWA) Gold "Peak Performance Award" for the 2012 calendar year. The Gold Award recognizes the District's achievement of 100% compliance with its regulatory permit requirements for an entire year. These permit conditions are in place to protect the water quality of San Francisco Bay. The District has been recognized by NACWA for 20 consecutive years since the award program began in 1993.

5072 Benson Road
Union City, CA 94587

(510) 477-7502
rich_currie@unionsanitary.ca.gov

USD also won a San Francisco Bay Section award for Large Collection System of the Year from the California Water Environment Association (CWEA) for outstanding performance in 2011 in the categories of regulatory compliance, maintenance, safety, training, emergency preparedness and administration for sewer systems of 500 miles or more. USD owns and maintains over 789 miles of sewer lines in the Tri-Cities. CWEA is the state industry association for wastewater professionals, with 9,000 members.

5072 Benson Road
Union City, CA 94587

(510) 477-7502
rich_currie@unionsanitary.ca.gov

RICH CORTES

Business Services Manager
Union Sanitary District

Rich Cortes is Union Sanitary District's Business Services Manager. He directs USD's Financial, Human Resource, Information Technology, Organizational Support and Materials Management teams. Rich joined USD in 1985, serving as the District's Special Projects and Planning Manager and director of Technical Services before become Business Services Manager in 1997. He has 29 years of experience in the wastewater industry.

Rich has been a California registered Civil Engineer since 1991. He earned a Bachelor of Science Degree in Civil Engineering from U.C. Berkeley in 1980. Prior to joining USD, Rich worked for Caltrans from 1983-1985 on transportation planning and roadway construction, and J.A. Jones Construction Services Company from 1981 – 1983, managing facilities contracts.

Rich serves as project manager for USD's District-Wide Master Plan, and for its Information Technology Master Plan. Under his supervision, the District's Finance Team has won multiple Government Finance Officers Association Certificates of Achievement for Excellence in Financial Reporting, and the Materials Management Team has brought home the National Institute for Government Purchasing Award for Achievement of Excellence in Procurement for several consecutive years, as well as its 2009-2012 Outstanding Agency Accreditation Achievement Award.

5072 Benson Road
Union City, CA 94587

(510) 477-7510
rich_cortes@unionsanitary.ca.gov

SAMI GHOSSAIN

Technical Services Manager
Union Sanitary District

Sami Ghossain has been Union Sanitary District's Technical Services Manager since 2013. He oversees USD's Capital Improvements Projects, Environmental Compliance, and Customer Service Teams. Sami joined USD in 1993 as an Associate Engineer and advanced to supervisory positions, directing the Capital Improvement Projects and Customer Service Teams before attaining his current title. He has supervised dozens of infrastructure projects throughout his career at the District, including the first installation of Polycrete Pipe in the United States, and sewer main rehabilitation using the cured-in-place, sliplining and pipe bursting methods. He has managed several sewer Master Plans and studies.

Sami became a California registered Civil Engineer in 1993. He holds a Bachelors Degree in Civil Engineering from the University of California, Berkeley, and a Masters in Civil Engineering from San Jose State University. He has also earned a Grade III Wastewater Treatment Plant Operator Certification. Prior to his tenure at USD, Sami was a junior engineer for the City of Foster City and a public works inspector for the City of Pittsburg, CA.

5072 Benson Road
Union City, CA 94587

(510) 477-7601
sami_ghossain@unionsanitary.ca.gov

DAVID LIVINGSTON

Treatment and Disposal Services Manager
Union Sanitary District

David Livingston has served as USD's Treatment and Disposal Services Manager since 1997. He joined the District in 1992 as a Wastewater Operations Supervisor, and holds the highest certification for Wastewater Plant Operators in the State of California - a Grade V.

David has provided operational support during the design and construction of many capital improvement projects at USD's Alvarado Treatment Plant in Union City. He also helped to develop the District's Plant Operator III Training Program, which received the 2004 Organizational Innovation Award from the California Association of Sanitation Agencies (CASA). In 1998 and 2009, USD's Treatment Plant received the Plant of the Year Award in the Large Plant category from the California Water Environment Association (CWEA). The award recognizes accomplishments in regulatory compliance, innovative practices, cost effectiveness and other evidence of superior operations. CWEA is the state industry association for wastewater professionals, with 9,000 members.

Prior to his tenure at USD, David was a Wastewater Treatment Plant Operator for Los Angeles County Sanitation Districts. He has 30 years of experience in the wastewater industry.

5072 Benson Road
Union City, CA 94587

(510) 477-7560
dave_livingston@unionsanitary.ca.gov

ANDY MORRISON

Collection Services Manager
Union Sanitary District

Andy Morrison has served as Union Sanitary District's Collections Services Manager since 2004.He administers the District's Construction and Maintenance/Televising Teams, which are responsible for USD's main sewer lines, and the Support Team, which provides maintenance for the District's fleet, equipment, buildings and grounds. Andy joined the District as a Collection System Worker in 1985, advancing through the department's leadership and supervisory positions. Andy also served as USD's Emergency Response Coordinator from 2006-2009, supporting a renewed program to increase the District's readiness to serve its communities in the event of a disaster.

Andy has 32 years of experience in the wastewater industry. He managed the USD crews which set up and maintained a 1,170 foot-long bypass over Alameda Creek in Fremont as an emergency repair of a 33" trunk sewer line running underneath the creek was completed. That project won the American Public Works Association Distinguished Project Award in 2007. Andy also helped to develop a manual for sanitary sewer overflow reduction strategies and best management practices, and is a contributing author of several other best practices manuals and response plans. Andy is a state-certified Grade IV Collection System Operator and received a Coaching Certificate from San Jose State University. He has completed several FEMA courses in Emergency Management.

USD won the San Francisco Bay Section award for Large Collection System of the Year from the California Water Environment Association (CWEA) for outstanding performance in 2011 in the categories of regulatory compliance, maintenance, safety, training, emergency preparedness and administration for sewer systems of 500 miles or more. USD owns and maintains over 783 miles of sewer lines in the Tri-Cities.

The District also received two statewide awards from the California Water Environment Association (CWEA) for outstanding performance in 2009. The District won awards for "Plant of the Year" and "Collection System of the Year." The awards recognize accomplishments in regulatory compliance, innovative practices, cost effectiveness and other evidence of superior operations. CWEA is the state industry association for wastewater professionals, with 9,000 members. The Collection System of the

5072 Benson Road
Union City, CA 94587

(510) 477-7542
andym@unionsanitary.ca.gov

Year award is the District's fifth statewide win for large collection systems (over 500 miles) since 1987. USD is one of the two only agencies to have won five times.

5072 Benson Road
Union City, CA 94587

(510) 477-7542
andym@unionsanitary.ca.gov

ROBERT SIMONICH

Fabrication, Maintenance and Construction Manager
Union Sanitary District

Robert Simonich is Union Sanitary District's Fabrication, Maintenance and Construction Manager. He directs the teams that are responsible for maintaining over 6,600 pieces of equipment that run the District's Treatment Plant and Pump Stations 24/7/365. Simonich also manages operations that ensure continuous sewer service to customers during essential plant maintenance activities, and while construction of the USD's capital improvement projects is underway.

Robert joined USD's maintenance department in 1987 and advanced to the District's supervisory staff. He was involved in many of the District's large-scale infrastructure upgrade and repair projects. He received a Supervision and Management Certificate from San Joaquin Delta College in 2005, and has 27 years of experience in the wastewater industry.

5072 Benson Road
Union City, CA 94587

(510) 477-7518
robert_simonich@unionsanitary.ca.gov

Communication Logs

USD Communication Log

Information release number: (1, 2, 3…)	
Date/Time of Release:	
Type of information release: o Press release o Web page update o Press conference o Tweet o Email statement o Other (specify) _____	How was the release disseminated? o Fax o Web o Radio o Telephone interview for _____ o Television o Social media o Email o Other (specify) _____
Information Released (attach Hard copy if available)	
Approved By:	

UNION SANITARY DISTRICT

BUDGET AND FINANCE COMMITTEE MEETING

Thursday, September 4, 2014
11:30 a.m.

AGENDA

- Approve General Manager's Expense Statement
- Board Workshop Logistics

Committee meetings are open to the public; however, ***only written comments*** *from the public* ***will be permitted****. Written comments must be received at the Union Sanitary District office, 5072 Benson Road, Union City, CA 94587, at least one working day prior to the committee meeting. No Board action will be taken.*

New bill targets grease thieves

Aug. 18

A bill to boost penalties for stealing used cooking oil is on its way to Gov. Jerry Brown's desk.

POLITICAL BLOTTER

JOSH RICHMAN

Yes, you read that correctly — used cooking oil. Apparently oil from restaurants' deep fryers has become a hot commodity worth a lot of money, with thieves draining it in the dead of night and selling it for conversion into clean-burning biofuel.

Ah, California.

"As the alternative fuels market keeps growing, the demand for inedible kitchen grease-based biofuels will grow as well," bill author Assemblymember Chris Holden, D-Pasadena, said in a news release.

"The price increases stemming from this new demand will make grease theft a more lucrative crime in the coming years," he said. "AB1566 provides law enforcement with the tools to combat grease theft and protect the burgeoning biofuels market by beefing up requirements for licensed haulers, increasing the penalties for stealing grease and allowing law enforcement to impound vehicles for up to 15 days."

The penalties have been so minor that many law enforcement agencies don't even respond when owners report the theft, Holden contends.

But according to the California Department of Food and Agriculture, a typical fast-food restaurant produces 150-250 pounds of grease a week and a fully loaded pumper truck could bring in as much as $900 at a recycling center.

The Assembly voted 70-0 Monday to send the bill to Brown's desk.

The state Senate had approved it 35-0 one week ago.

Advanced recycled water plant opens

SUBMITTED BY MARTY GRIMES

In the midst of exceptional drought conditions, a new, locally controlled, drought-proof water source for Silicon Valley is now on-line. On July 18, 2014, the Santa Clara Valley Water District, in partnership with the cities of San José and Santa Clara, celebrated the grand opening of the Silicon Valley Advanced Water Purification Center.

Located in northern San José off Zanker Road, the new purification center, owned and operated by Santa Clara Valley Water District, is already producing up to 8 million gallons a day of highly purified water. It is the largest facility of its kind in Northern California.

The $72 million project began construction in November of 2010. The new facility received $8.25 million from the federal American Recovery and Re-investment Act and $5.25 million from the California Department of Water Resources. The city of San José contributed $11 million toward the construction and provided a long-term lease for the land. The water district has funded the remainder of the project costs.

The new facility is using advanced technologies to purify water which has already undergone two levels of quality wastewater treatment, sourced from the San José-Santa Clara Regional Wastewater Facility (RWF). At the new purification center, the water goes through three additional high-tech processes—microfiltration, reverse osmosis and ultraviolet light—to produce water that is so pure, it is expected to match drinking water quality.

Instead of going to the bay, this water will be distributed via the regional "purple pipe" recycled water system, delivered by South Bay Water Recycling (SBWR), a program within the RWF, and used for industrial cooling towers, golf courses and car washes, throughout San José, Milpitas and Santa Clara. SBWR will provide recycled water to the new 49er Levi's Stadium.

Free public tours will soon be available. Interested individuals or groups can find tour information at www.purewater4u.org.

June 17 letters to the editor

Letters to the editor, Oakland Tribune © 2014 Bay Area News Group
POSTED 06/16/2014 04:00:00 PM PDT0 COMMENTS

Should be a change in fee structures

Fremont's local sewer company, Union Sanitary District, is raising our sewer rates again. Sound familiar?

Between Alameda County Water District, Republic Trash Services and Union Sanitary District, Fremont residents pay more than $100 per month in account maintenance fees alone. That's like being charged a mandatory monthly fee for the privilege of walking in the door at a grocery store, if you buy any food or not.

In my hometown in Nevada, there's one monthly account maintenance fee for water, trash and sewer -- a total of $35. The services are not farmed out to three separate monopolies, each with their own bureaucracies, overpaid employees, expensive benefits and pension plans -- funded by perpetually increasing the minimum monthly account fees of customers.

The current structure only benefits the people working at these three monopolies and gouges ratepayers. Given the opportunity, I'd sure vote to change it.

Carol Alverson

Fremont