



**BOARD MEETING AGENDA**  
**Monday, November 11, 2013**  
**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. Minutes of the October 28, 2013 Regular Board Meeting.  
*Motion approving the Minutes of October 28, 2013 as submitted.*

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. First Quarterly Report on Capital Improvement Program For FY 14 (Ghossain) *(to be reviewed by the Construction Committee).*

Information

8. Status of Priority 1 CIP Projects (Ghossain) *(to be reviewed by the Construction Committee).*

Motion

9. Authorizing the General Manager to Execute Contract Amendment No. 1 to Task Order No. 1 with Brown & Caldwell for Providing Additional Construction Management Services for the I-680 at Sabercat Road Sanitary Sewer Relocation Project (Elliott) *(to be reviewed by the Construction Committee).*

Motion

10. Resolution No. 2719, Accepting the Construction of the Thickener Control Building Interim Improvements Project from Anderson Pacific Engineering Construction, Inc. and Authorizing the Attorney for the District to Record a Notice Of Completion (Pipkin) *(to be reviewed by the Construction Committee).*

Motion

11. Reviewing and Approving Policy No. 2165, Revised Paperless Board Agenda Packet and Use of Electronic Equipment *(to be reviewed by the Budget & Finance Committee).*

Information

12. School Outreach Presentation Video.

INFORMATION ITEMS

13. Annual Report on Biosolids *(to be reviewed by the Legislative Committee).*

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14. Highlights of the June 2012 CalPERS Retirement Valuation *(to be reviewed by the Budget & Finance Committee).*

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15. Succession Planning Update *(to be reviewed by the Personnel Committee).*

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16. Check Register.

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17. Committee Meeting Reports *(No Board action is taken at Committee meetings):*
  - ✓ Budget & Finance, Wednesday, 11/6/13, at 4:30 p.m.
  - ✓ Construction, Thursday, 11/7/13, at 5:00 p.m.
  - ✓ Legislative, Friday, 11/8/13 at 9:00 a.m.
  - ✓ Personnel, Friday, 11/8/13, at 5:00 p.m.

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

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19. Other Business:
  - ✓ Comments and questions. Directors can share information relating to District business and are welcome to request information from staff.
  - ✓ Scheduling matters for future consideration.

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20. Recess – *The Board will recess for 5 minutes.*

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21. Reconvention

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22. General Manager's Contract – Benefits Survey Follow-Up

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23. Adjournment - *The Board will adjourn to the next Regular Board Meeting on Monday, November 25, 2013 in the Boardroom at 7:00 p.m.*

The Public is welcome to provide oral comments at Regular and Special Board meetings. Whenever possible, we request that written statements be provided to the 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 scheduled. Oral Communications is limited to three minutes per individual, with a maximum of 30 minutes per subject. Speaker's cards are available in the Boardroom and should be completed prior to discussion of the agenda item and handed to the Clerk. The facilities at the District Offices are wheelchair accessible. Any attendee requiring other special accommodations at the meeting should contact the General Manager's office at (510) 477-7503 at least one working day ahead of the meeting.

THE PUBLIC IS WELCOME TO ATTEND.



5072 Benson Road  
Union City, CA 94587  
(510) 477-7500

## NOTICE OF COMMITTEE MEETING

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

**BOARD MEETING  
November 11, 2013**

### **Committee Membership:**

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

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### ***Budget & Finance, Wednesday, 11/6/13, at 4:30 p.m.***

11. Reviewing and Approving Policy No. 2165, Revised Paperless Board Agenda Packet and Use of Electronic Equipment
14. Highlights of the June 2012 CalPERS Retirement *Valuation*

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### ***Construction, Thursday, 11/7/13, at 5:00 p.m.***

7. First Quarterly Report on Capital Improvement Program For FY 14
8. Status of Priority 1 CIP Projects
9. Authorizing the General Manager to Execute Contract Amendment No. 1 to Task Order No. 1 with Brown & Caldwell for Providing Additional Construction Management Services for the I-680 at Sabercat Road Sanitary Sewer Relocation Project
10. Resolution No. 2719, Accepting the Construction of the Thickener Control Building Interim Improvements Project from Anderson Pacific Engineering Construction, Inc. and Authorizing the Attorney for the District to Record a Notice Of Completion

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### ***Legislative, Friday, 11/8/13 at 9:00 a.m.***

13. Annual Report on Biosolids

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### ***Personnel, Friday, 11/8/13, at 5:00 p.m.***

15. Succession Planning Update
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Committee meetings may include teleconference participation by one or more Directors .  
(Gov. Code Section 11123)

Committee Meeting 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  
OCTOBER 28, 2013**

**1. CALL TO ORDER**

President Lathi called the Board to Order at 7:00 p.m.

**2. PLEDGE OF ALLEGIANCE**

**3. ROLL CALL**

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

ABSENT: None

STAFF: Rich Currie, General Manager  
Rich Cortes, Manager, Business Services  
Jesse Gill, Manager, Technical Support & Customer Service  
Tim Grillo, Coach, Research & Support  
Andy Morrison, Manager, Collection Services  
David O'Hara, Legal Counsel  
Robert Simonich, Manager, Fabrication, Maintenance & Construction  
Tom Graves, Assistant to the General Manager/Board Secretary

CONSULTANTS: None

VISITORS: Sophia Huang, Student, Santa Clara University  
Li Piao

4. **APPROVAL OF THE MINUTES OF OCTOBER 14, 2013**

Action

On a motion made by Director Kite and seconded by Director Fernandez, the Minutes of the Board of Directors Meeting of October 14, 2013 were approved. The motion carried unanimously.

5. **WRITTEN COMMUNICATIONS**

There were no official written communications.

6. **ORAL COMMUNICATIONS**

There were no oral communications.

Information

7. **MONTHLY OPERATIONS REPORT FOR SEPTEMBER**

GM Currie stated there were six odor complaints in September, an unusually high number. Of the six total complaints, three were related to collections activities, and three were plant-related. On the Collections side, two were determined not to have any connection to USD, and one was directly related to a cleaning crews performed in front of the house. On the Plant side, two complaints had to do with the bay and not the plant, and the third complaint is probably due to the plant. We are continuing to assess the situation.

Once again, there were no spills and no accidents during the month of September.

The Sabercat @ I-880 tunnel is now complete, which is a major milestone for the project.

The Hours Worked and Sick Leave Reports are similar to last months' reports, with numbers trending positively.

Principal Financial Analyst Maria Scott elaborated briefly on the financial report. There were no questions from the Board.

Information

8. **FINAL JUNE, 2013 INTERNAL FINANCIAL REPORT**

Principal Financial Analyst Scott reviewed the Final Internal Financial Report, and pointed out where the internal report is expected to differ with the auditor's financial statement. She noted that the Final Audit is close to completion. There were no questions from the Board.

Information 9. **CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING FOR FY12**

Business Services Manager Rich Cortes joined Boardmembers in congratulating Maria Scott and staff for being awarded the Certificate of Achievement for Excellence in Financial Reporting for FY12. This is the 10<sup>th</sup> consecutive time the District has received the Award. Director Kite requested that a press release be prepared.

10. **RESOLUTION NO. 2717, ACCEPTING THE CONSTRUCTION OF THE CAST IRON LINING PROJECT PHASE IV FROM NOR-CAL PIPELINE SERVICES, INC. AND AUTHORIZING THE ATTORNEY FOR THE DISTRICT TO RECORD A NOTICE OF COMPLETION**

Jesse Gill presented the staff report.

Director Toy asked how many phases are planned until the project is complete. Mr. Gill replied that Phase V has just been completed, which consisted of about 125 locations, so that there are roughly another 100 locations still to be done, with 25 locations typically in each phase.

Action On a motion by Director Kite and seconded by Director Handley, the Board approved Resolution No. 2717, accepting the construction of the Cast Iron Lining Project Phase IV from Nor-Cal Pipeline Services, Inc. and authorizing the attorney for the district to record a Notice of Completion. The motion carried unanimously.

11. **CONSIDERING THE CLAIM OF VICTOR BECKUM FOR VEHICLE DAMAGE**

Rich Cortes briefed the Board on the claim.

Action On a motion by Director Handley and seconded by Director Fernandez, the Board denied the claim. The motion carried unanimously.

12. **REVIEWING AND APPROVING BOARD POLICY 3030, BOARD MEMBER BUSINESS EXPENSE**

As requested by the board at the last meeting, Mr. Currie addressed a contingency regarding expenses incurred when hotel rooms are booked at the last minute which may cost more than the approved convention hotel amount. The policy now is revised to include that contingency.

Action On a motion by Director Kite and seconded by Director Handley, the Board approved Policy 3030, Board Member Business Expense. The motion carried unanimously.

## **INFORMATION ITEMS**

### **13. FY2014 - FY2016 STRATEGIC PLAN**

GM Currie reminded Boardmembers that this was a finalized document, based upon the Board's input at the recent workshop. This document will be distributed, and will be posted to the web.

### **14. CAL-CARD QUARTERLY ACTIVITY REPORT**

Rich Cortes reviewed this item briefly. Director Lathi asked about a charge for Art of Marketing on page 1. Mr. Cortes replied it was a charge for a recognition item purchased for staff.

### **15. CHECK REGISTER**

Director Handley inquired about a refund on page 4. Mr. Cortes replied that it was a refund of a deposit. Director Handley also inquired pharmaceutical waste removal charges on page 10. He asked if the District should be marketing the fact that it takes back drugs every day, and not just on designated Drug Takeback days. Mr. Currie said originally the District did piggyback on the State program, but it was several years ago, and that now the District was promoting its own program and events.

Director Lathi asked how else it was publicized beside community events. Mr. Currie said it goes in the Newsletter each time it is planned, and that press releases had been done as well. There are also displays at the locations where we do the takebacks. Director Lathi suggested we might want to look at other opportunities as well.

Director Fernandez inquired about the cost sharing payment to City of Newark on page 4. Mr. Gill explained this was a remediation of a code enforcement action by City of Newark, and that the district entered into this agreement with the City because it would have done the work anyway, but at a later date.

**16. EBDA COMMISSION REPORT OF OCTOBER 17, 2013 MEETING**

Director Handley reported on the October 17, 2013 meeting. There were no questions from the Board.

**17. COMMITTEE MEETING REPORTS**

The following committees met: Personnel; Legal/Community Affairs; Budget & Finance; Construction.

**18. GENERAL MANAGER'S REPORT**

Mr. Currie reported the following:

1. The District has now gone 265 days without an accident;
2. Raymond Chau has been selected to be the new CIP Coach;
3. Larry Simmers will be retiring in mid-November, and the District will conduct a recruitment for his position;
4. EBDA had its first violation since 2006 today. While doing a repair installing a new sodium bisulfate injector, they inadvertently closed a valve which caused a shut-off of the sodium bisulfite. This in turn caused a very small chlorine residual in the effluent for about 5 minutes;
5. The City of Newark conducted a training exercise at the old Newark treatment plant. They cleaned it up and expressed an interest in using it again as a training facility. This is in conflict with the City's request to us to demolish the facility, so we will await further developments;
6. There have been many responses from the newsletter survey so far, almost all of which have been positive;
7. Boardmembers are asked to arrive at 6:30 at the next board meeting of November 11, 2013 to enable I.T. staff to configure their device (1 per Director) for WiFi capability;
8. Both Directors Kite and Fernandez will be attending the CSDA event in November.

**19. OTHER BUSINESS**

Director Kite said that the video used at the Milani Elementary School presentation is very out of date and difficult to see. She suggested that the District could make a better video using a handheld camera. She said the current video comes from Petaluma, and has many flaws. She asked that the Board view the video, which is about 5 minutes long.

**20. ADJOURNMENT**

At 7:36 p.m., the Board adjourned to the next Regular Board Meeting on Monday, November 11, 2013 in the Boardroom at 7:00 p.m.

SUBMITTED:

ATTEST:

\_\_\_\_\_  
TOM GRAVES  
SECRETARY TO THE BOARD

\_\_\_\_\_  
JENNIFER TOY  
SECRETARY

APPROVED:

\_\_\_\_\_  
ANJALI LATHI  
PRESIDENT

Adopted this 11th day of November, 2013.



**Directors**  
 Manny Fernandez  
 Tom Handley  
 Pat Kite  
 Anjali Lathi  
 Jennifer Toy

**Officers**  
 Richard B. Currie  
*General Manager*  
*District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** October 24, 2013

**MEMO TO:** Board of Directors - Union Sanitary District

**FROM:** Richard B. Currie, General Manager/District Engineer  
 Sami Ghossain, Manager of Technical Services

**SUBJECT:** Agenda Item No. 7 – Meeting of November 11, 2013  
 Information Only: **FIRST QUARTERLY REPORT ON CAPITAL IMPROVEMENT PROGRAM FOR FY 14**

**Recommendation:**

Information only

**Background:**

In June, 2013, the Board approved the Capital Improvement Program (CIP) budget for FY'14 in the amount of \$17.5 million for the design and construction of 24 projects. The first quarter expenditures for FY'14 are shown on the attached budget projection graphs. These graphs depict actual expenditures versus approved budget for the Capacity Fund 900, the Renewal and Replacement Fund 800 as well as for both funds, combined.

The total CIP expenditure up to September 30, 2013 was above the projections for the first quarter by approximately \$480,000. The main projects that incurred more than the projected expenditures are the Cogeneration, Thickener Interim, and RAS Pump Station projects.

These primary variances are tabulated as follows:

<b>Project</b>	<b>Variance at the end of 1st Quarter (x \$1000)</b>	<b>Comments</b>
Cogeneration Project	+150	Project is ahead of schedule
Thickener Interim Project	+ 200	Project is ahead of schedule

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 Meeting of November 11, 2013  
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<b>Project</b>	<b>Variance at the end of 1st Quarter (x \$1000)</b>	<b>Comments</b>
RAS Pump Station project	+ 130	Project is ahead of schedule
<b>Total Variance for the 1<sup>st</sup> Qtr.</b>	<b>+ 480</b>	

In addition to the three (3) projects listed above, the following projects will be either in design or in construction during FY'14:

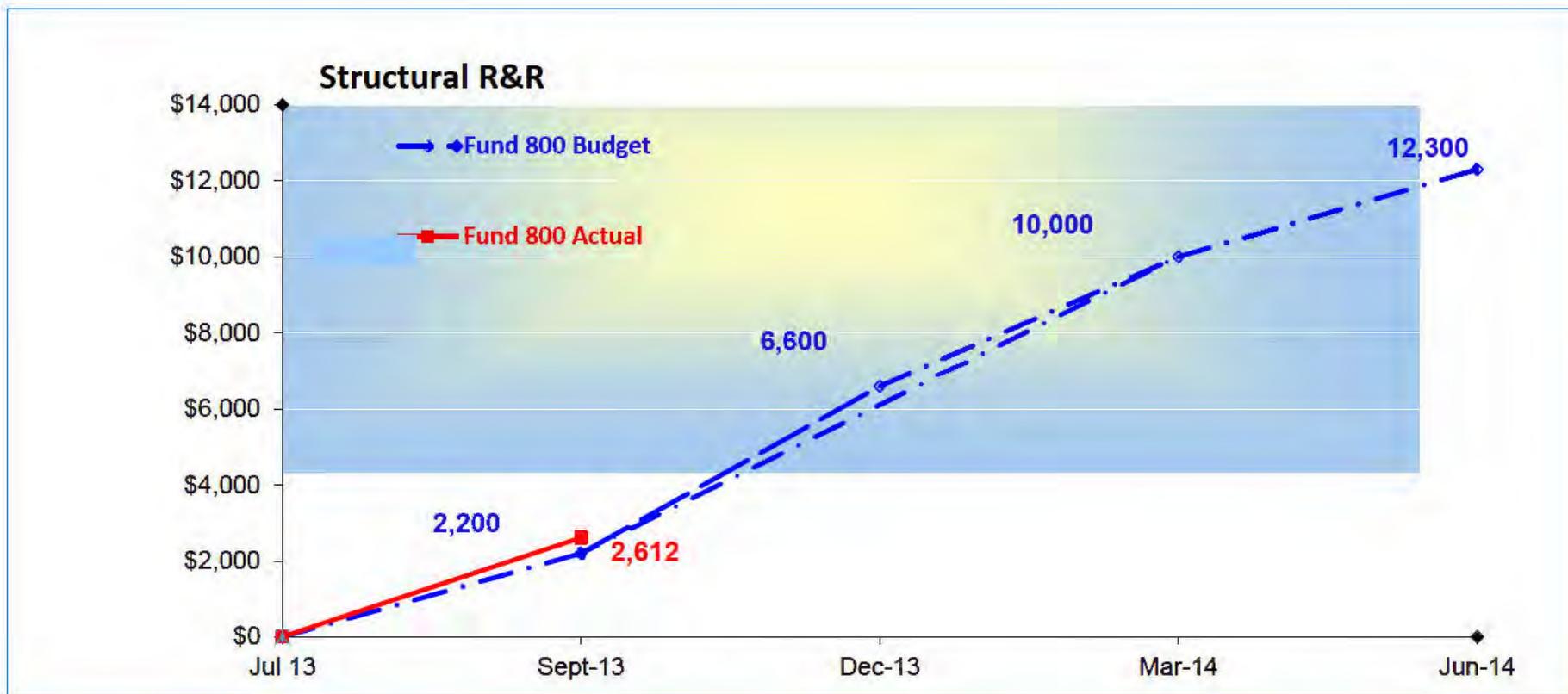
1. I680 Sewer Crossing at Sabercat
2. Newark Basin Sewer Rehab Project
3. 30" Pipe Repair at Hayward Marsh
4. Aeration Internal Lift Pumps
5. Boyce Road Lift Station
6. MCC Replacement, Phase II Project
7. Thickener Control Building Improvements Project

In addition, fourteen (14) other smaller projects will be either in design or in construction during FY'14.

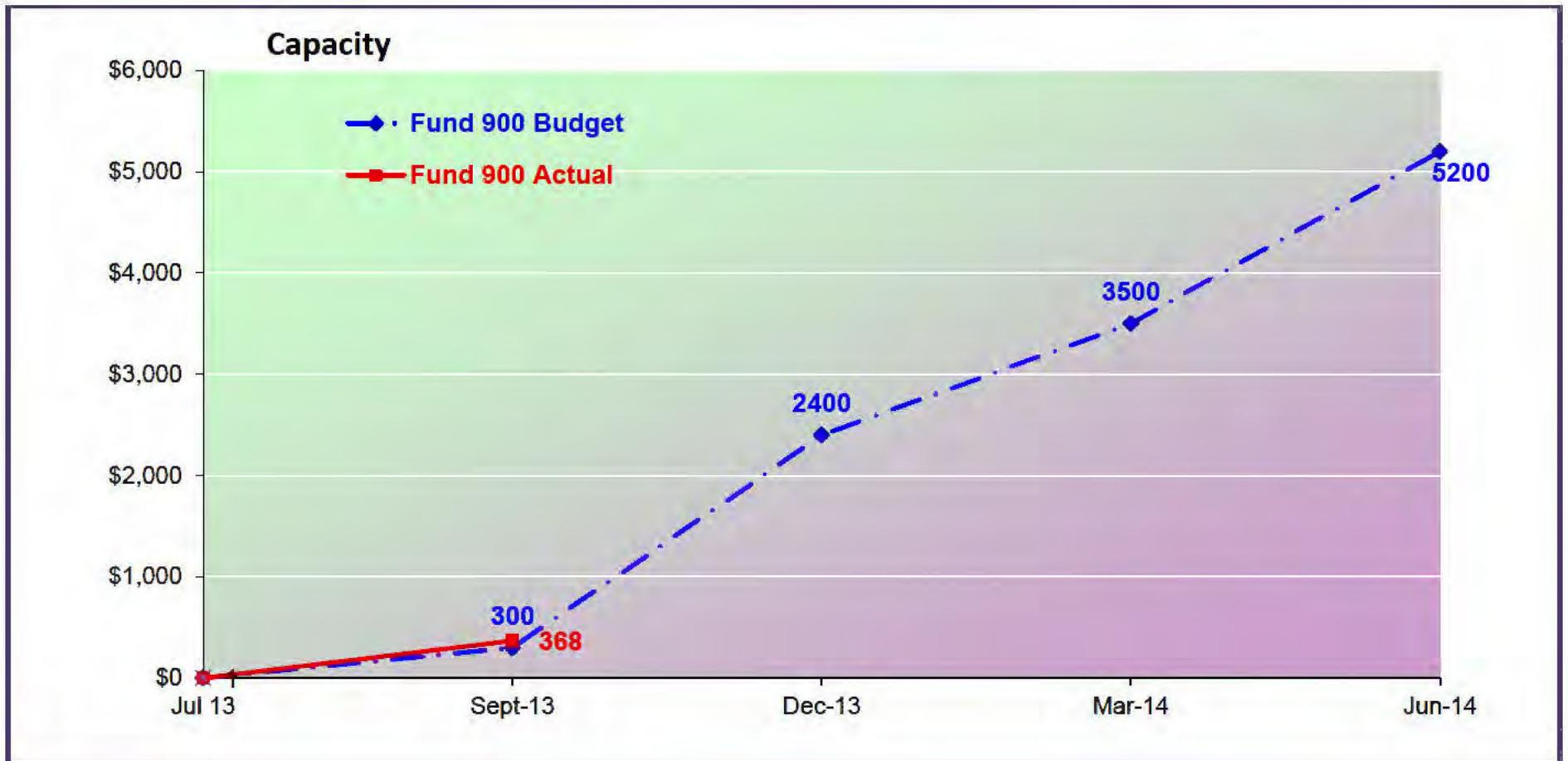
RBC/SG/mp

Attachments: Budget Projection Graphs

Fiscal Year 2014 – 1<sup>st</sup> Quarter  
Major Protect Expenditures (x \$1000)  
Fund 800 – Renewal and Replacement

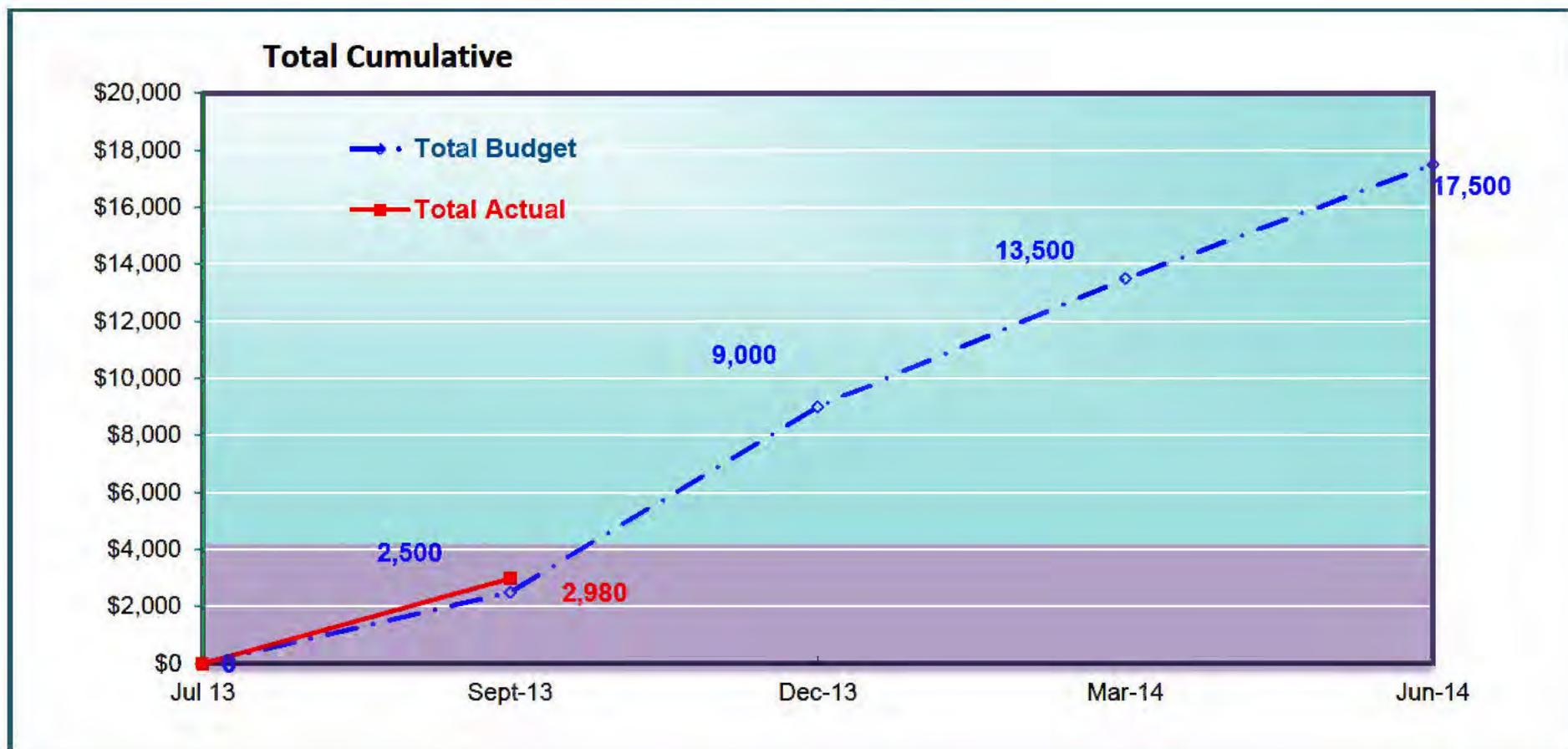


Fiscal Year 2014 – 1<sup>st</sup> Quarter  
Major Protect Expenditures (x \$1000)  
Fund 900 – Capacity





Fiscal Year 2014 – 1<sup>st</sup> Quarter  
Major Protect Expenditures (x \$1000)  
Total Cumulative







**Directors**  
Manny Fernandez  
Tom Handley  
Pat Kite  
Anjali Lathi  
Jennifer Toy

**Officers**  
Richard B. Currie  
*General Manager*  
*District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** October 24, 2013

**MEMO TO:** Board of Directors - Union Sanitary District

**FROM:** Richard B. Currie, General Manager/District Engineer  
Sami Ghossain, Manager of Technical Services

**SUBJECT:** Agenda Item No. 8 – Meeting of November 11, 2013  
Information Only: **Status of Priority 1 CIP Projects**

## **Recommendation**

Information Only.

## **Background**

In June, 2013, the Board approved the Capital Improvement Program budget for FY 14 in the amount of \$17.5 million for the design and construction of 24 projects.

These 24 projects are further ranked as Priority 1 and 2 projects based on a criteria prepared by staff and approved by the Executive Team. A copy of the criteria used to prioritize the projects is attached for your reference.

The status of the Priority 1 CIP projects is reviewed by the Executive Team at the end of each quarter and a copy of the status report is attached for the Board's review. For FY 14, eleven (11) projects are ranked as Priority 1 projects and the remaining thirteen (13) are ranked as Priority 2 projects.

Also attached is a tabular summary of the number and nature of the ongoing CIP projects at the District during FY 14.

RBC/SG/mp

Attachments: Priority 1 CIP Project Criteria  
Priority 2 & 3 CIP Project Criteria  
Priority 1 CIP Projects Status Report  
Summary of CIP Projects for FY 14

## PRIORITY 1 CIP PROJECT CRITERIA

### Priority 1 Projects:

1. Project to repair or prevent an imminent critical infrastructure failure that could result in a threat to the public, or result in permit non-compliance.
2. A project designed to address public health and safety or employee health and safety.
3. Project to provide additional capacity in order to allow connection to the District system or to prevent a potential wet weather overflow from occurring.
4. Projects that have a deadline tied to receiving a loan or grant funding.
5. Projects where we have made a timeline commitment to a customer or other outside stakeholder.
6. A project in which the District may suffer financial losses or claims should the project be delayed.
7. A project which is part of a sequence of projects whose delay could result in delays to other projects at USD or other agencies.
8. A project in which an internal commitment has been made to provide a facility that significantly impacts another group from efficiently and effectively carrying out their core work. (Not a “nice to have” type project)

These criteria can apply to a study, design, or construction project.

## **PRIORITY 2 & 3 CIP PROJECT CRITERIA**

### Priority 2 Projects

1. These are planned projects related to the replacement of electrical and mechanical equipment identified by the Plant Master Plan – this equipment is not in imminent danger of failure but needs to be replaced at a future date.
2. These are planned pipeline rehab/replacement projects that are identified either by the Master Plan or by the Maintenance staff and need to be completed to improve the condition of existing sewers to safeguard against potential maintenance problems – these pipelines are not in imminent danger of failure.
3. These projects do not have any immediate negative impacts on either other agencies or other projects.
4. Examples: Blacow Road Sewer Replacement, Cast Iron Pipe Replacement, Thickener Mechanism 3&4 Replacement, Rehab of Clarifiers 5&6.

### Priority 3 Projects

1. These are capacity projects identified by the master plans that will address future capacity needs of the District.
2. These projects are place holders and need to be defined at a future date
3. The District will not suffer any financial loss or claim, if these projects are delayed.
4. Examples: Cedar Relief Sewer, Hetch Hetchy Relief Sewer, Digester No. 7, Secondary Clarifiers 7 & 8.

**Priority 1 Projects for FY 14**

	<b>Project</b>	<b>Planned Milestones</b>	<b>Status after 1<sup>st</sup> Quarter</b>	<b>Status after 2<sup>nd</sup> Quarter</b>	<b>Status after 3<sup>rd</sup> Quarter</b>
<b>1</b>	<b>Front Gate Modifications</b>	Complete design in July, 2013 Complete construction in October, 2013	Design has been completed but construction was deferred due to the receipt of only one, uncompetitive bid.		
<b>2</b>	<b>I680 Sewer Crossing at Sabercat Rd</b>	Start construction in July, 2013 Complete construction in October, 2013	Construction work started in July. Tunneling work has been completed.		
<b>3</b>	<b>Newark Basin Sewer Rehab Project</b>	Complete design in March, 2014 Award Project in May, 2014 Start construction in June, 2014	50% design was received in October.		
<b>4</b>	<b>Boyce Road Lift Station</b>	Complete construction in Sept, 2013 Board visit in October, 2013	Project construction has been completed. Board visit is to be scheduled.		
<b>5</b>	<b>30" Pipe Repair at Hayward Marsh</b>	Complete design in July, 2013 Issue NTP in August, 2013 Complete repair in October, 2013	Design has been completed and NTP was issued. Testing of the rehabilitated forcemain expected by end of November.		
<b>6</b>	<b>Aeration Internal Lift Pumps</b>	Award Project in July, 2013 Complete installation of Pumps 1 & 2 in November, 2013 Complete installation of Pumps 3 & 4 in March, 2014	Project has been awarded. Construction is in progress.		

	<b>Project</b>	<b>Planned Milestones</b>	<b>Status after 1<sup>st</sup> Quarter</b>	<b>Status after 2<sup>nd</sup> Quarter</b>	<b>Status after 3<sup>rd</sup> Quarter</b>
7	<b>Cogen Project</b>	Complete foundations and Metal Bldg frame in December, 2013 Complete installation of the engine generators and the gas conditioning system by March 31, 2014 Complete operational testing in June, 2014	Construction is in progress. Contractor worked on underground utility installation.		
8	<b>Thickener Control Bldg Modifications Project</b>	Complete design in September, 2013 Advertise project for bids in October, 2013	100% design submittal is under review, expected to be completed in December.		
9	<b>MCC Replacement Project, Phase 2</b>	Issue NTP in July, 2013 Replace MCCs 13 & 15 by Dec 31, 2013 Replace MCCs 14 & 27 by March 31, 2014 Complete construction in April, 2014	NTP has been issued. Contractor has mobilized and construction is in progress.		
10	<b>RAS Pump Station Rehab</b>	Complete construction in December, 2013	Construction is in progress. RAS pump station was temporarily bypassed to facilitate the work.		
11	<b>Thickener Pumps Replacement - Interim</b>	Complete construction in October, 2013	Equipment installation has been completed.		

**SUMMARY OF CIP PROJECTS FOR FY 14**

Type of Project	Number of Projects	Names of Projects
<b>Collection System</b>	<b>Seven</b>	<ol style="list-style-type: none"> <li>1. Cast Iron Lining Project, Phase IV and V</li> <li>2. I680 Sewer Crossing at Sabercat Road</li> <li>3. Spot Repairs Project, Phase V</li> <li>4. Newark Backyard Sewer Relocation Project</li> <li>5. Upper Hetch Hetchy Sewer Rehab Project</li> <li>6. Pine Street Easement Repair</li> <li>7. Veasy Street Sewer Improvements Project</li> </ol>
<b>Transport System</b>	<b>Four</b>	<ol style="list-style-type: none"> <li>1. Boyce Road Lift Station</li> <li>2. Cherry Street Pump Station Improvements</li> <li>3. Equalization Storage at Alvarado Plant</li> <li>4. Repair of 30" Pipe at Hayward Marsh</li> </ol>
<b>Treatment System</b>	<b>Thirteen</b>	<ol style="list-style-type: none"> <li>1. 3<sup>rd</sup> Degritter System</li> <li>2. 30" Mixed Liquor Pipe Rehab</li> <li>3. Aeration Internal Lift Pump Replacement</li> <li>4. Cogeneration Project</li> <li>5. Headworks Conveyor and Compactor Project</li> <li>6. MCC Replacement Project, Phase II</li> <li>7. Plant Facilities Improvements Project</li> <li>8. PLC replacement Project</li> <li>9. 60" Primary Effluent Pipe Rehab</li> <li>10. RAS pump Station Rehab Project</li> <li>11. Thickener Control Bldg Improvements Project</li> <li>12. Thickener Pumps Replacement Interim Project</li> <li>13. Front Gate Modifications Project</li> </ol>



**Directors**  
Manny Fernandez  
Tom Handley  
Pat Kite  
Anjali Lathi  
Jennifer Toy

**Officers**  
Richard B. Currie  
*General Manager*  
*District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** November 4, 2013

**MEMO TO:** Board of Directors - Union Sanitary District

**FROM:** Richard B. Currie, General Manager/District Engineer  
Sami Ghossain, Manager of Technical Services  
Raymond Chau, CIP Coach  
Chris Elliott, Associate Engineer

**SUBJECT:** Agenda Item No. 9 – Meeting of November 11, 2013  
**AUTHORIZING THE GENERAL MANAGER TO EXECUTE CONTRACT AMENDMENT NO. 1 TO TASK ORDER NO. 1 WITH BROWN & CALDWELL FOR PROVIDING ADDITIONAL CONSTRUCTION MANAGEMENT SERVICES FOR THE I-680 AT SABERCAT ROAD SANITARY SEWER RELOCATION PROJECT**

### **Recommendation**

Staff recommends the Board authorize the General Manager to execute Contract Amendment No. 1 to Task Order No. 1 with Brown & Caldwell in the amount of \$83,768 for providing additional construction management services on the I-680 at Sabercat Rd. Sanitary Sewer Relocation Project (Project).

### **Background**

On May 13, 2013, the General Manager executed Task Order No. 1 with Brown & Caldwell in the amount of \$168,186 to provide construction management services for the Project. The Project's purpose is to replace the existing 12-inch diameter sewer crossing under Interstate 680 at Sabercat Road. The existing sewer crossing is 852 feet in length and crosses the Hayward Fault near the shoulder of southbound I-680. At that location, the pipeline has experienced severe offset joints due to the lateral movement associated with fault creep. Further lateral movement will critically compromise the pipe joints, allowing the erosion of soils outside the pipe, and thus undermining the I-680 freeway.

The Project consists of the construction of a new crossing, slightly north of the existing crossing, and includes 990 linear feet of 12-inch diameter sanitary sewer inside a 48-inch steel casing installed by a tunnel boring machine (TBM). The steel casing will help

provide resistance to and protection from the lateral movement of fault creep. The Project also includes construction of two (2) new manholes, and abandonment of 1,024 linear feet of 12-inch diameter sanitary sewer and three (3) manholes. See attached Exhibit A.

### **Amendment**

As Project construction proceeded, several issues arose requiring additional construction management services beyond the original scope defined in Task Order No. 1. These issues are as follows:

1. Initial Tunneling Subcontractor Delays: The Contractor completed construction of the jacking pit on July 9<sup>th</sup>. The tunneling subcontractor should have mobilized to the site immediately thereafter; however, they did not mobilize until July 22<sup>nd</sup>. Furthermore, tunneling was scheduled to start in mid-July, but the TBM was not launched until August 5<sup>th</sup>. Even then, the launch was stopped due to the TBM immediately breaking down. After it was repaired, the launch was not completed, and tunneling resumed in earnest, until August 9<sup>th</sup>. The delay arising from these issues has extended the Project by approximately one month.
  
2. Additional Working Hours:
  - A. Weekend work: Due to their initial delays described above, and in an effort to recover the schedule, the tunneling contractor elected to work on Saturdays. Saturday work began on August 10<sup>th</sup>, lasted through the remainder of the tunneling operation, and has continued through the duration of the Project.
  
  - B. Double shift work: Due to their initial delays described above, and in an effort to recover the schedule, the tunneling contractor elected to work double shifts. Night shifts began on August 27<sup>th</sup> and continued through late September.

The contract defines normal working hours and makes the Contractor responsible to pay for any additional inspection and administration costs incurred by the District when work is performed outside those hours. Staff has tracked and quantified the weekend and double shift work in order to recover that portion of the additional construction management costs attributable to the working hours described above. These costs, tabulated through late October, total approximately \$49,000.

3. Tunneling Operation Delays:

- A. Equipment breakdowns: The tunneling operation was plagued intermittently yet consistently by equipment breakdowns. This caused decreased production, and in some cases, no progress at all, since tunneling had to be stopped until the necessary repairs were made.
- B. Concrete obstructions: Unforeseen concrete obstructions were encountered as the TBM advanced underneath southbound I-680. The obstructions were initially encountered on August 29<sup>th</sup>, were last encountered on September 5<sup>th</sup>, and spanned a distance of approximately 80 feet of tunnel length. This caused decreased production, and in some cases, no progress at all, since tunneling had to be stopped until each obstruction could be broken up and removed using air tools at the tunnel face.

Staff has tracked these issues carefully; however, they are yet to be quantified due to their intermittent and complex nature. The associated construction management cost impacts will be established and negotiated with the contractor once the Project is complete.

Amendment No. 1 to Task Order No. 1 in the amount of \$83,768 is required to address the above issues. Below is a table summarizing the contract with Brown & Caldwell:

Task Order No.	Description of Work	Amount	% of T.O.
1	Construction Management Services	\$168,186	100%
Amendment No. 1	Additional Construction Management Services	\$83,768	50%
	Task Order No. 1 Total	\$251,954	150%

The original Task Order amount of \$168,186 was approximately 9.3% of the \$1,804,245 construction contract. The amended Task Order amount of \$251,954 is approximately 14.0% of the construction contract and still within acceptable range.

Project construction is nearing substantial completion; final field work is expected to conclude by November 22.

Staff recommends the Board authorize the General Manager to execute Contract Amendment No. 1 to Task Order No. 1 with Brown & Caldwell in the amount of \$83,768 for providing additional construction management services on the I-680 at Sabercat Rd. Sanitary Sewer Relocation Project (Project).

Attachments: Exhibit A  
 Amendment No. 1 to Task Order No. 1



**I-680 AT SABERCAT ROAD  
SANITARY SEWER REPLACEMENT**

**EXHIBIT A  
PROJECT LOCATION**

**I-680 AT SABERCAT ROAD SANITARY SEWER REPLACEMENT PROJECT  
USD PROJECT NO. 800-371**

**AMENDMENT NO. 1  
TO  
TASK ORDER NO. 1  
TO  
AGREEMENT BETWEEN  
UNION SANITARY DISTRICT AND BROWN AND CALDWELL  
FOR PROFESSIONAL SERVICES  
DATED MAY 14, 2013**

**1. PURPOSE**

The purpose of this amendment to Task Order 1 is to authorize additional construction management services provided by Brown and Caldwell, hereinafter referred to as “Engineer” or “Construction Manager,” for the I-680 at Sabercat Road Sanitary Sewer Replacement Project hereinafter referred to as the “Project.” The Project is described in the construction contract documents prepared by and issued by the Union Sanitary District, hereinafter referred to as the “District”. The additional construction management services to be provided under this amendment covers the extended work hours implemented by Contractor to recover the project schedule, and for the additional days required to complete the project as a result of delays to the project schedule from unforeseen conditions and Contractor delays and inefficiencies.

**2. PROJECT COORDINATION**

All work related to this Task Order shall be coordinated through the District’s Project Manager, Chris Elliott.

**3. SCOPE OF SERVICES**

The Scope of Services for Amendment No. 1 to Task Order No. 1 is set forth in the Agreement dated May 14, 2013 and remains unchanged.

**4. COMPENSATION**

The terms for payment remain unchanged and are set forth in Section 3 of the Agreement dated May 14, 2013.

Amendment No. 1 hereby increases Task Order No. 1 by \$83,768. This will increase the not to exceed amount of \$168,186 to become \$251,954. The labor hours and associated costs are presented in the attached Exhibit A.

**5. TIME OF COMPLETION**

The time of completion for this Amendment No.1 is now changed from October 31, 2013 to November 30, 2013.

All other terms and conditions of the Agreement remain unchanged.

In WITNESS HEREOF, the parties hereto have executed this Amendment No. 1 to Task Order No. 1 as of \_\_\_\_\_, and therewith incorporated it as part of the Agreement.

ENGINEER:  
BROWN AND CALDWELL

DISTRICT:  
UNION SANITARY DISTRICT

Signature \_\_\_\_\_

Signature \_\_\_\_\_

Name Grace C. Chow

Name Richard B. Currie

Title Vice President

Title General Manager/District Engineer

Date \_\_\_\_\_

Date \_\_\_\_\_

Union Sanitary District  
Task Order No. 1, Amendment No. 2  
February 13, 2013

Exhibit A  
Additional Services

Union Sanitary District (CA) -- Pipe Crossing at 680 and Sabercat

Phase	Phase Description	Garcia, Carlos L	Romero, Angela	Adkins, Una	Settle, Norman F	O'Malley, Denis M	Bucha, James A	Chow, Grace C	Total Labor Hours	Total Labor Effort	APC	ODC	Total Expense Cost	Total Expense Effort	Total Effort	
		\$189.75	\$90.11	\$98.52	\$195.55	\$231.91	\$232.26	\$269.85								
<b>001</b>	<b>Field</b>	800	0	0	0	0	0	0	<b>800</b>	<b>151,801</b>	<b>4,000</b>	<b>6,500</b>	<b>6,500</b>	<b>10,500</b>	<b>\$162,301</b>	
001	Preconstruction	80	0	0	0	0	0	0	<b>80</b>	15,180	400	<b>0</b>	<b>0</b>	<b>400</b>	<b>15,580</b>	
002	Construction Phase	680	0	0	0	0	0	0	<b>680</b>	129,031	3400	<b>6,500</b>	<b>6,500</b>	<b>9,900</b>	<b>138,931</b>	
003	Closeout	40	0	0	0	0	0	0	<b>40</b>	7,590	200	<b>0</b>	<b>0</b>	<b>200</b>	<b>7,790</b>	
<b>002</b>	<b>Project Management</b>	0	10	12	8	2	4	2	<b>38</b>	<b>5,581</b>	<b>304</b>	<b>0</b>	<b>0</b>	<b>304</b>	<b>\$5,885</b>	
001	Project Management	0	10	12	8	2	4	2	<b>38</b>	5,581	304	<b>0</b>	<b>0</b>	<b>304</b>	<b>5,885</b>	
<b>GRAND TOTAL</b>		<b>800</b>	<b>10</b>	<b>12</b>	<b>8</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>838</b>	<b>157,382</b>	<b>4,360</b>	<b>6,500</b>	<b>6,500</b>	<b>10,804</b>	<b>168,186</b>	
<b>Spent to date through October 03, 2013</b>																<b>\$177,200</b>
<b>Estimate to complete through November 15, 2013</b>		<b>360</b>	<b>10</b>		<b>5</b>	<b>1</b>			<b>376</b>	<b>70,422</b>	<b>1,928</b>	<b>2,404</b>	<b>4,332</b>		<b>74,754</b>	
<b>Less contract amount</b>																<b>\$251,954</b>
<b>Additional Amendment Request</b>																<b>168,186</b>
																<b>\$83,768</b>

Labor costs are calculated with a multiplier of 2.85 and the profit shall be 13 percent which results in an overall labor multiplier of 3.22  
 Additional estimate to complete are estimated at 10 hours per day Monday through Saturday for field inspections through 11/09/13.  
 Project Closeout and Punchlist is 40 hours from 11/11/13 through 11/15/13.  
 Construction Manager to provide most of the required inspections.  
 Field ODCs are primarily for vehicles and incidentals.  
 APC = \$8.00 per labor hour for office  
 \$5.00 per labor hour for field



**Directors**  
Manny Fernandez  
Tom Handley  
Pat Kite  
Anjali Lathi  
Jennifer Toy

**Officers**  
Richard B. Currie  
*General Manager*  
*District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** November 4, 2013

**MEMO TO:** Board of Directors - Union Sanitary District

**FROM:** Richard B. Currie, General Manager/District Engineer  
Sami Ghossain, Manager of Technical Services  
Raymond Chau, CIP Coach  
Ric Pipkin, Senior Engineer

**SUBJECT:** Agenda Item No. 10 – Meeting of November 11, 2013  
**RESOLUTION NO. \_\_\_\_\_, ACCEPTING THE CONSTRUCTION OF THE THICKENER CONTROL BUILDING INTERIM IMPROVEMENTS PROJECT FROM ANDERSON PACIFIC ENGINEERING CONSTRUCTION, INC. AND AUTHORIZING THE ATTORNEY FOR THE DISTRICT TO RECORD A NOTICE OF COMPLETION**

### **Recommendation**

Staff recommends the Board accept the construction of the Thickener Control Building Interim Improvements Project (Project) from Anderson Pacific Engineering Construction, Inc. by Resolution, and authorize the Attorney for the District to record a Notice of Completion at the Alameda County Recorder's Office.

### **Background**

On January 28, 2013, the Board awarded the Project's construction contract to Anderson Pacific Engineering Construction, Inc. in the amount of \$633,001.

In 2012 Staff and Carollo developed two separate construction project scopes to improve the sludge thickening and digester feed processes. The first construction project was designated the Thickener Control Building Interim Improvements Project. This project addressed immediate issues with the existing obsolete sludge pumps while providing the temporary facilities that will be required during the course of the second project. The second project will include demolition of the Thickener Control Building and replacement of the existing equipment. The current cost estimate for the second project is \$12.2 million and construction is expected to commence in 2014 subject to State Revolving Fund approval.

The scope of the Thickener Building Interim Improvements Project included the installation of three new VFD-driven progressing cavity sludge pumps placed outside the existing Thickener Control Building with associated piping and instrumentation.

### Construction Contract

Staff issued the Notice to Proceed to Anderson Pacific Engineering Construction, Inc. on February 27, 2013 with a scheduled completion date of October 25, 2013. Anderson Pacific Engineering Construction, Inc. substantially completed all contract work on October 21, 2013. Staff provided construction management services and The Covello Group provided general inspection services for the project. Some photos of the completed Project are attached.

### Change Orders

The Project included three (3) field orders with a total not to exceed amount of \$13,500 or 2.1% of the original contract amount. The field orders directed the contractor to proceed with the extra work and payment of which will be based on the actual labor, material, and equipment costs incurred by the contractor. When this work is completed, change orders will be executed to reflect the final costs of the work. A summary of these changes follows in Table 1:

**Table 1**  
**Field Order Summary**

<b>Nos.</b>	<b>Description</b>	<b>Not to Exceed Amount</b>
1	Exploratory potholes	\$8,000
2	Additional Pipe Flanges	\$1,500
3	Additional Coating and Drainage adjustments	\$4,000
<b>Total</b>		<b>\$13,500</b>

Field Order No. 1 was issued to the contractor to conduct potholing in the vicinity of the Project to provide existing underground conditions for the design of the Thickener Control Building Improvements project. Field Order Nos. 2 and 3 were issued to make final adjustments to the installation to allow for better operation and maintenance of the new facilities.

The District has assumed beneficial use of the Project. Some punchlist and administrative requirements remain to be done.

Agenda Item No. 10  
Meeting of November 11, 2013  
Page 3

Staff recommends the Board accept the construction of the Thickener Control Building Interim Improvements Project from Anderson Pacific Engineering Construction, Inc. by Resolution, and authorize the Attorney for the District to record a Notice of Completion at the Alameda County Recorder's Office.

RBC/SG/RC/RP;mp

Attachments: Photos  
Resolution  
Notice of Completion

**RESOLUTION NO. \_\_\_\_\_**

**ACCEPTING CONSTRUCTION OF THE  
THICKENER CONTROL BUILDING INTERIM IMPROVEMENTS PROJECT  
FROM ANDERSON PACIFIC ENGINEERING CONSTRUCTION, INC.  
LOCATED IN UNION CITY, CALIFORNIA**

RESOLVED: That the Board of Directors of the UNION SANITARY DISTRICT hereby accepts the Thickener Control Building Interim Improvements Project from Anderson Pacific Engineering Construction, Inc., effective November 11, 2013; and be it

FURTHER RESOLVED: That the attorney for the District is authorized to file a "Notice of Completion" for the project.

On motion duly made and seconded, this resolution was adopted by the following vote on November 11, 2013:

AYES:

NOES:

ABSENT:

ABSTAIN:

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ANJALI LATHI  
President, Board of Directors  
Union Sanitary District

Attest:

---

JENNIFER TOY  
Secretary, Board of Directors  
Union Sanitary District



**RECORDING REQUESTED BY  
AND WHEN RECORDED  
RETURN TO:**

**DAVID M. O'HARA  
Attorney at law  
975 Centennial Drive  
Brentwood, CA 94513**

NO RECORDING FEE - PER GOVERNMENT CODE SECTIONS 6103 & 27283

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**NOTICE OF COMPLETION**

**NOTICE IS HEREBY GIVEN BY UNION SANITARY DISTRICT**, Alameda County, California, that the work hereinafter described, the contract for the construction of which was entered into on January 28, 2013, by said District and Anderson Pacific Engineering Construction, Inc., Contractor for the Project, "Thickener Control Building Interim Improvements Project," was substantially completed on October 21, 2013 and accepted by said District on November 11, 2013.

The name and address of the owner is **UNION SANITARY DISTRICT**, at 5072 Benson Road, Union City, CA 94587.

The estate or interest of the owner is: FEE SIMPLE ABSOLUTE.

The description of the site where said work was performed and completed is the Union Sanitary District's Wastewater Treatment Plant, located at 5072 Benson Road, City of Union City, County of Alameda, State of California.

The undersigned declares under penalty of perjury that the foregoing is true and correct.

Executed on \_\_\_\_\_ at UNION CITY, CALIFORNIA.

\_\_\_\_\_  
DAVID M. O'HARA,  
Agent of UNION SANITARY DISTRICT

# THICKENER CONTROL BUILDING INTERIM IMPROVEMENTS PROJECT

## Thickener Primary Sludge Pumps, Associated Piping and Control Equipment

### PIPING



THICKENER CONTROL BUILDING INTERIM IMPROVEMENTS PROJECT

CONTROL PANELS



SLUDGE PUMPS



**DATE:** October 31, 2013

**MEMO TO:** Board of Directors – Union Sanitary District

**FROM:** Richard B. Currie, General Manager/District Engineer  
Rich Cortes, Business Services Manager  
Todd Jacob, IT Administrator  
Michael Gill, Network Administrator  
Tom Graves, Assistant to the General Manager

**SUBJECT:** Agenda Item No.11 – Meeting of November 11, 2013  
**Reviewing and Approving Policy No. 2165, Revised Paperless Board Agenda Packet and Use of Electronic Equipment**

**Recommendation:**

Approve the revised Paperless Board Agenda Packet and Use of Electronic Equipment Policy No. 2165.

**Background:**

On February 25, 2013 the Board approved implementation of the Paperless Board Agenda Packet Program and accompanying policy. An element of that program included a Verizon mi-fi access point used during Board meetings to facilitate any last minute Board packet updates. The Verizon data signal strength and bandwidth have been problematic and the vendor does not expect any improvement. Therefore staff is implementing a Wi-Fi network that is connected to the District's network.

In order to securely implement connections to the network, IT will work with each Board member to configure one device compatible with Good Reader and Drop Box.

The previously adopted Paperless Board Agenda and Use of Electronic Equipment Policy was based on a mi-fi infrastructure that did not connect to the District's network. The Wi-Fi implementation requires the policy to be updated.

Use of the District's network involves monitoring, blocking and reporting of web surfing by the firewall. Attached for your review are a **redline** version of the policy showing changes, and clean version.

Effective: <del>2/26/2013</del> 11/12/13	<b>Paperless Board Agenda Packet and Use of Electronic Equipment</b>	Policy Number 2165 Page 1 of 4
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**Policy**

Electronic equipment purchased by the District for use in paperless Board Agenda packets is property of the District. Electronic equipment individually owned may be used for accessing Board Agenda packets. In both cases electronic equipment must be used in a professional, lawful, safe, and secure manner. Refer to Information Systems Security Policy No. 2100 for other requirements.

**Purpose**

Board members and selected staff members may be issued electronic tablets by the District, or may use their own electronic equipment approved by the District, for the purpose of utilizing them in lieu of a paper copy of the Board Agenda packets. This policy defines the acceptable and appropriate use of electronic equipment in conjunction with paperless Board packets. This policy applies to all users of electronic equipment including employees and Board members.

**Definitions**

<i>Electronic equipment</i>	Electronic resources, including tablets, <del>mifi</del> <b>Wi-Fi</b> access point, District purchased software programs running on tablets, <b>file servers, magnetic tapes, electronic mail, network equipment, the use of the Internet</b> , as well as information received, sent, or stored on this equipment.
<i>Personal Use</i>	<ul style="list-style-type: none"> <li>• During non-working hours or during identified break periods only.</li> <li>• Personal use may include Internet browsing, sending or reading personal emails, ordering services or merchandise from Internet vendors, except as noted herein.</li> <li>• Personal use shall not violate any of the other conduct prohibitions.</li> </ul>

**Privacy Expectations**

Communications via the District’s electronic equipment are not private. Users have no expectation of privacy regarding their use of the District’s electronic equipment. Board members and employees should advise others not to send personal communications on employer-provided technology because they are subject to search and are not private. Any use of the electronic equipment includes consent to have such use monitored by the District

at its discretion. The District reserves the right to audit networks and systems on a periodic or as-needed basis to ensure compliance with this policy. Upon separation from the District, Board members have no right to take any data or information stored on the District's electronic equipment, except as noted in the Surplus section of this policy.

### **Passwords**

The District will require Board members to assign passwords to various electronic equipment used in their work for the District. Board members must never share these passwords with anyone. IT staff must never ask Board members to reveal their passwords. Board member's use of passwords does not prevent the District from accessing the electronic equipment or stored data. The use of shared passcode locks is approved for electronic equipment used for Board agendas packets that are used by more than one person. The passcode lock is configured to lock the device after a certain period of time; to unlock and use the device, entry of a passcode would be required.

Complex passwords are required at the District. Refer to Password Management Policy No. 2110 for more information.

### **Usage**

Electronic equipment, purchased by the District, is to be used for District business. Personal use may occur only before or after working hours or during identified break periods. Such use is subject to the prohibitions contained in the section on Prohibited Conduct, below.

Refer to Policy No.1270, "Safe Use of District Vehicles and Equipment," for guidance regarding the use of any type of electronic equipment while operating a vehicle while conducting District business.

During Board meetings Board members and staff are requested to use electronic devices only for the purpose of conducting Board business.

The District will support and maintain only District purchased hardware and software intended to be used to conduct District business.

### **Surplus**

At the end of life of the electronic equipment, as determined by the District, hardware and software will be replaced. Hardware will be disposed of in accordance with Policy No. 2075 "Surplus Property Disposal".

### **Prohibited Conduct**

Conduct prohibited by the policy includes, but is not limited to, the following:

1. Unauthorized use or interception of transmissions or data.
2. Port scanning or security scanning unless prior notification to the District is made.
3. Executing any form of network monitoring which will intercept data not intended for the Board member's host.
4. Circumventing user authentication or security of any host, network or account.

5. Reading, copying, modifying, or deleting another employee's electronic communications without the employee's consent.
6. Copying, modifying, or downloading District data or programs for personal use, without the District's authorization excluding IT support and maintenance activities.
7. Introduction of malicious programs into a computer, network or server (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.).
8. Installing any software on any District computer without permission, assistance, or direction from the IT team.
9. Violating software licensing agreements, copyright laws, or intellectual property laws.
10. Engaging in any activity that is illegal under local, state, federal or international law while utilizing the District-owned resources.
11. Engaging in personal commercial activities, including offering services or merchandise for sale or ordering services or merchandise from Internet vendors, except as allowed under the personal use guidelines.
12. Using electronic equipment to harass, discriminate against, or threaten others.
13. Accessing, displaying, reproducing, soliciting, or sending discriminatory, harassing, offensive, obscene, lewd, or sexual images or text while using District computers, including, but not limited, electronic mail and the Internet.
14. Revealing your account password to others or allowing use of your account by others excluding temporary test accounts or circumstances where not sharing a password could reasonably be construed as the District's failing to meet critical obligations to customers or other agencies, or could result in loss of data, system outage or loss, or damage to District assets or personnel.
15. Creating or forwarding "chain letters," "Ponzi," or other pyramid schemes of any type.
16. Providing information about or lists of District employees to parties outside the District, unless approved by management.
17. Sending sensitive information such as credit card numbers, passwords, and customer account numbers through the Internet or email unless the connection is encrypted using software approved by the IT Steering Committee.
18. Connecting or accessing the network using unapproved personal device(s).
19. Reporting or redistributing system vulnerability information to other users. Users in receipt of information about system vulnerabilities must forward this information to the IT Team, which will determine what action is appropriate.
20. Sending District documents (including Word documents, Excel spreadsheets, and PowerPoint presentations) outside the District in their native format. All documents sent outside the District must be in Adobe PDF format. An exception is made for documents sent with the express intention of collaboration.

### **Board Member Owned Device**

Board members may optionally purchase the electronic tablet. Board member owned devices are not subject to the above prohibited conduct except for Nos. 4, 10, 12 13, 16, 18 and 20.

Board member use of their own devices will be reimbursed at 25% of the cost of a standard tablet, including accessories, as specified by IT. This reimbursement may be repeated based on the life of a standard tablet as defined in the ISR&R replacement schedule.

**Employee and Board of Directors Responsibility**

It is the responsibility of every electronic equipment user to be familiar with this policy and conduct their activities accordingly. Users who violate this policy may be denied access to the District’s electronic equipment.

Those issued electronic equipment should take great care in retaining the equipment and take all reasonable precautions to avoid unnecessary damage to it. Lost or damaged equipment shall immediately be reported to District management. Equipment that is accidentally damaged should be returned to IT for disposal or getting a repair estimate. Repair expense for purchase or replacement equipment will be charged to the employee’s Work Group budget. A repeat instance may be charged personally to the employee.

**Management Responsibility**

Management will enforce this policy and take action against users who use the District’s electronic equipment in violation of this policy. Management will have the final authority in determining appropriate versus inappropriate behavior/use.

Business Services will provide new Board members with a copy of this policy during processing/orientation.

Title	Policy #	Date

Approved by: Board of Directors  
 Author/owner: Business Services Manager  
 Reviewers: General Manager/District Engineer, Board of Directors  
 Notify Person: General Manager/District Engineer  
 Revision frequency: Every 3 years  
 Next Review: 2/26/16

Effective: 11/12/2013	<b>Paperless Board Agenda Packet and Use of Electronic Equipment</b>	Policy Number 2165 Page 1 of 4
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**Purpose**

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**Definitions**

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<i>Personal Use</i>	<ul style="list-style-type: none"> <li>• During non-working hours or during identified break periods only.</li> <li>• Personal use may include Internet browsing, sending or reading personal emails, ordering services or merchandise from Internet vendors, except as noted herein.</li> <li>• Personal use shall not violate any of the other conduct prohibitions.</li> </ul>

**Privacy Expectations**

Communications via the District’s electronic equipment are not private. Users have no expectation of privacy regarding their use of the District’s electronic equipment. Board members and employees should advise others not to send personal communications on employer-provided technology because they are subject to search and are not private. Any use of the electronic equipment includes consent to have such use monitored by the District

at its discretion. The District reserves the right to audit networks and systems on a periodic or as-needed basis to ensure compliance with this policy. Upon separation from the District, Board members have no right to take any data or information stored on the District's electronic equipment, except as noted in the Surplus section of this policy.

### **Passwords**

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Complex passwords are required at the District. Refer to Password Management Policy No. 2110 for more information.

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Refer to Policy No.1270, "Safe Use of District Vehicles and Equipment," for guidance regarding the use of any type of electronic equipment while operating a vehicle while conducting District business.

During Board meetings Board members and staff are requested to use electronic devices only for the purpose of conducting Board business.

The District will support and maintain only District purchased hardware and software intended to be used to conduct District business.

### **Surplus**

At the end of life of the electronic equipment, as determined by the District, hardware and software will be replaced. Hardware will be disposed of in accordance with Policy No. 2075 "Surplus Property Disposal".

### **Prohibited Conduct**

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6. Copying, modifying, or downloading District data or programs for personal use, without the District's authorization excluding IT support and maintenance activities.
7. Introduction of malicious programs into a computer, network or server (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.).
8. Installing any software on any District computer without permission, assistance, or direction from the IT team.
9. Violating software licensing agreements, copyright laws, or intellectual property laws.
10. Engaging in any activity that is illegal under local, state, federal or international law while utilizing the District-owned resources.
11. Engaging in personal commercial activities, including offering services or merchandise for sale or ordering services or merchandise from Internet vendors, except as allowed under the personal use guidelines.
12. Using electronic equipment to harass, discriminate against, or threaten others.
13. Accessing, displaying, reproducing, soliciting, or sending discriminatory, harassing, offensive, obscene, lewd, or sexual images or text while using District computers, including, but not limited, electronic mail and the Internet.
14. Revealing your account password to others or allowing use of your account by others excluding temporary test accounts or circumstances where not sharing a password could reasonably be construed as the District's failing to meet critical obligations to customers or other agencies, or could result in loss of data, system outage or loss, or damage to District assets or personnel.
15. Creating or forwarding "chain letters," "Ponzi," or other pyramid schemes of any type.
16. Providing information about or lists of District employees to parties outside the District, unless approved by management.
17. Sending sensitive information such as credit card numbers, passwords, and customer account numbers through the Internet or email unless the connection is encrypted using software approved by the IT Steering Committee.
18. Connecting or accessing the network using unapproved personal device(s).
19. Reporting or redistributing system vulnerability information to other users. Users in receipt of information about system vulnerabilities must forward this information to the IT Team, which will determine what action is appropriate.
20. Sending District documents (including Word documents, Excel spreadsheets, and PowerPoint presentations) outside the District in their native format. All documents sent outside the District must be in Adobe PDF format. An exception is made for documents sent with the express intention of collaboration.

### **Board Member Owned Device**

Board members may optionally purchase the electronic tablet. Board member owned devices are not subject to the above prohibited conduct except for Nos. 4, 10, 12, 13, 16, 18 and 20.

Board member use of their own devices will be reimbursed at 25% of the cost of a standard tablet, including accessories, as specified by IT. This reimbursement may be repeated based on the life of a standard tablet as defined in the ISR&R replacement schedule.

**Employee and Board of Directors Responsibility**

It is the responsibility of every electronic equipment user to be familiar with this policy and conduct their activities accordingly. Users who violate this policy may be denied access to the District’s electronic equipment.

Those issued electronic equipment should take great care in retaining the equipment and take all reasonable precautions to avoid unnecessary damage to it. Lost or damaged equipment shall immediately be reported to District management. Equipment that is accidentally damaged should be returned to IT for disposal or getting a repair estimate. Repair expense for purchase or replacement equipment will be charged to the employee’s Work Group budget. A repeat instance may be charged personally to the employee.

**Management Responsibility**

Management will enforce this policy and take action against users who use the District’s electronic equipment in violation of this policy. Management will have the final authority in determining appropriate versus inappropriate behavior/use.

Business Services will provide new Board members with a copy of this policy during processing/orientation.

Title	Policy #	Date

Approved by: Board of Directors  
 Author/owner: Business Services Manager  
 Reviewers: General Manager/District Engineer, Board of Directors  
 Notify Person: General Manager/District Engineer  
 Revision frequency: Every 3 years  
 Next Review: 2/26/16



**Directors**

Manny Fernandez  
Tom Handley  
Pat Kite  
Anjali Lathi  
Jennifer Toy

**Officers**

Richard B. Currie  
*General Manager/  
District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** November 4, 2013  
**TO:** Board of Directors  
**FROM:** Richard B. Currie, General Manager/District Engineer  
**SUBJECT:** **Agenda Item No. 12 – Meeting of November 11, 2013  
School Outreach Presentation Video**

**Recommendation**

That Boardmembers view the video and provide direction as necessary.

**Background**

This responds to a request from a Board Member for the Board to view the video, and to provide direction.



**Directors**  
Manny Fernandez  
Tom Handley  
Pat Kite  
Anjali Lathi  
Jennifer Toy

**Officers**  
Richard Currie  
*General Manager/  
District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** November 4, 2013

**MEMO TO:** Board of Directors - Union Sanitary District

**FROM:** Richard B. Currie, General Manager/District Engineer  
Edward H. McCormick, Deputy General Manager

**SUBJECT:** Agenda Item No. 13 - Meeting of November 11, 2013  
Information Item: **Annual Biosolids Report**

## **Recommendation**

Information Only.

## **Background**

Attached is a summary of the Annual Biosolids Report to the Board of Directors. The report is structured to provide information on current USD biosolids program performance, as well as regulatory, legislative and technology trends, issues and potential opportunities. The full report will be presented at the November 11, 2013 Board Meeting.

## **Annual Biosolids Report Summary**

### **for USD Board of Directors**

**November 2013**

#### **Summary**

This Board memorandum provides a summary of the Annual Biosolids Report, including an update on USD's Biosolids Program, Program Changes, California Biosolids Trends and Issues, and an update on the Regional Biosolids Program. USD has been a member of the Regional Biosolids Program consortium, entitled "Bay Area Biosolids to Energy Coalition" (BAB2E), since it was initiated a decade ago in 2003. Good news for utilities across California is that previous public concern for emerging contaminants in biosolids appears to have significantly lessened during the past two years.

#### **USD Biosolids Program Update**

USD did an excellent job in FY13 of cost-effectively reusing 100% of our biosolids in the form of non-food crop fertilizer (land application - 80%), compost (17%), and landfill alternative daily cover (3%). For FY13 (July 2012 through June 2013), USD produced and beneficially reused 19,527 wet tons of biosolids, which is 0.5% less than that produced in FY12. Biosolids dewatering performance improved to 24.0% solids in FY13, from 23.2% solids in FY12.

USD biosolids quality continued in FY13 to meet all USEPA 503 Regulations, as it has done since these regulations went into effect in 1994. For the first time since 2010, USD biosolids management costs topped \$600,000 (at \$622,000). However, at an average of ~\$32/wet ton, USD continues to benefit from very low biosolids management costs. In fact, our costs have only increased 25% over the past eight years, an average of only ~3% per year.

#### **USD Program Changes (since last report)**

- **Dewatering Performance Evaluation** – When completed next month, this project will help us understand how to optimize our dewatered biosolids concentration.

- **Cogeneration Project** – The Cogeneration Project is in construction and is anticipated to be completed in fall of 2014. This important project will increase the percent of our plant electrical demand met by biogas cogeneration from today's ~25% up to approximately 80%.
- **Thickening Control Building Improvements** – This important capital project, anticipated for completion in FY16, will significantly increase the reliability of our primary sludge concentration process, reduce operating impacts through improved automation, and improve operator safety.

### **California Biosolids Trends/Issues**

- **Biosolids Management Methods** - In the most recent state survey, the beneficial use of biosolids in California now exceeds 80%. Roughly one-third of California's biosolids production is now "Class A", including composting, thermophilically digested biosolids that are ultimately land applied, and heat-dried pellets (soil amendment).
- **Biosolids Land Application** – Being perhaps the most cost-effective biosolids reuse method in California, and arguably the one with the lowest carbon footprint, it is critical to USD and its sister agencies in California to maintain this important management option. Solano County, one of the three counties where USD has its biosolids land applied, recently re-adopted a reasonable County ordinance that continues to allow both Class A and Class B land application. Ensuring that land application contractors meet all county ordinance requirements is an important job for USD and our sister agencies.
- **Co-Digestion of High Strength Organic Wastes** – Numerous wastewater agencies in the Bay Area and across North America are now generating revenues and renewable energy through the acceptance of high strength organic wastes such as fats, oil and grease (FOG). Co-digestion is becoming a best practice in our industry, with agencies using it to help reduce energy costs and subsequently reduce rate impacts, solve environmental issues, and reduce their carbon footprint.

### **Bay Area Biosolids to Energy Regional Biosolids Program (BAB2E)**

The BAB2E regional coalition has grown from 16 to 19 Bay Area agencies over the past two years. In October 2013, the coalition selected an Executive Director, Paul Kelley, in order to successfully lead the effort forward, as the management workload has become a full-time effort over the next 1-2 years. Two project proposals have been received by the coalition, with the project selection process scheduled for November and December. If no additional grants are received by the coalition, the proposed projects are estimated to cost agencies approximately \$75 - \$85 per wet ton. This is nearly twice USD's most expensive current biosolids management option (composting), so the importance of attracting grant funding is a high priority.

### **Next Steps**

Four next steps are recommended for USD:

- Continue to seek ways to keep biosolids management costs low and beneficial reuse high.
- Actively participate in CASA Biosolids Program to help keep Northern California counties "biosolids land application – friendly".
- Continue active participation in BAB2E Regional Program to increase USD's Biosolids Management Diversification.
- Initiate a study to re-evaluate the pros and cons of Fats, Oil and Grease (FOG) acceptance to produce additional renewable energy, which would help to minimize the upward pressure on customer rates.



**Directors**  
 Manny Fernandez  
 Tom Handley  
 Pat Kite  
 Anjali Lathi  
 Jennifer Toy

**Officers**  
 Richard B. Currie  
*General Manager*  
*District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** October 30, 2013

**MEMO TO:** Board of Directors – Union Sanitary District

**FROM:** Richard B. Currie, General Manager/District Engineer  
 Rich Cortes, Business Services Manager  
 Maria Scott, Principal Financial Analyst

**SUBJECT:** Agenda Item No. 14 – Meeting of November 11, 2013  
 Information Item: **Highlights of the June 2012 CalPERS Retirement Valuation**

**Recommendation**

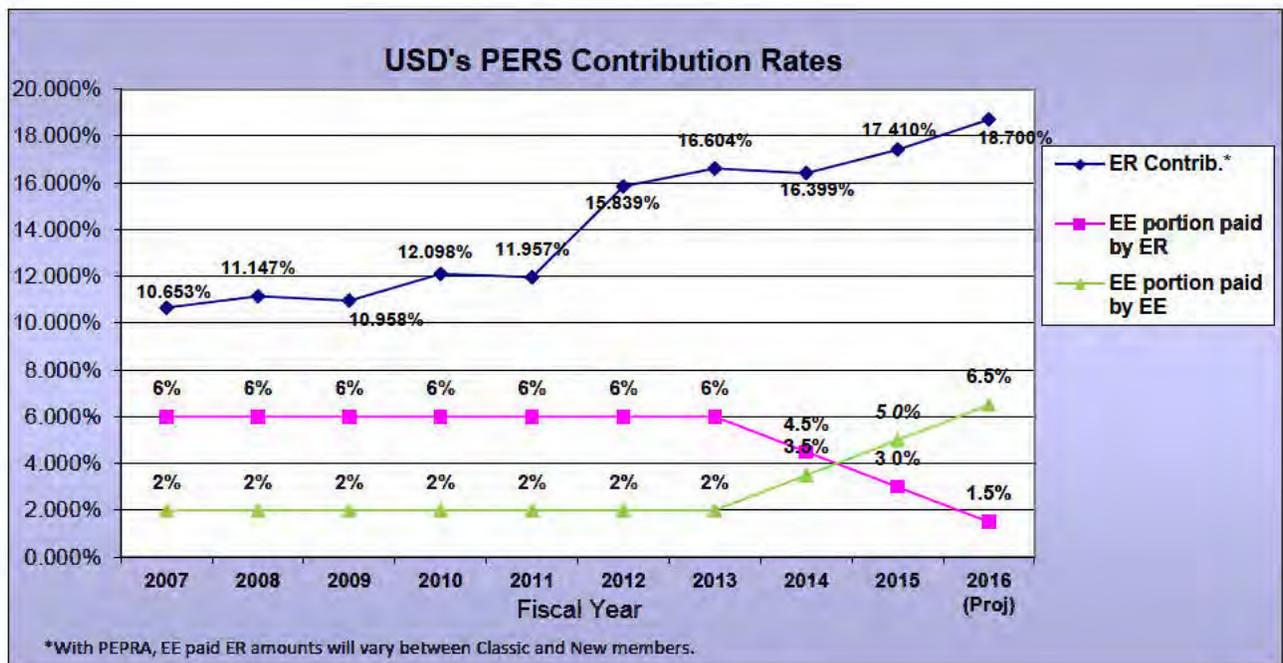
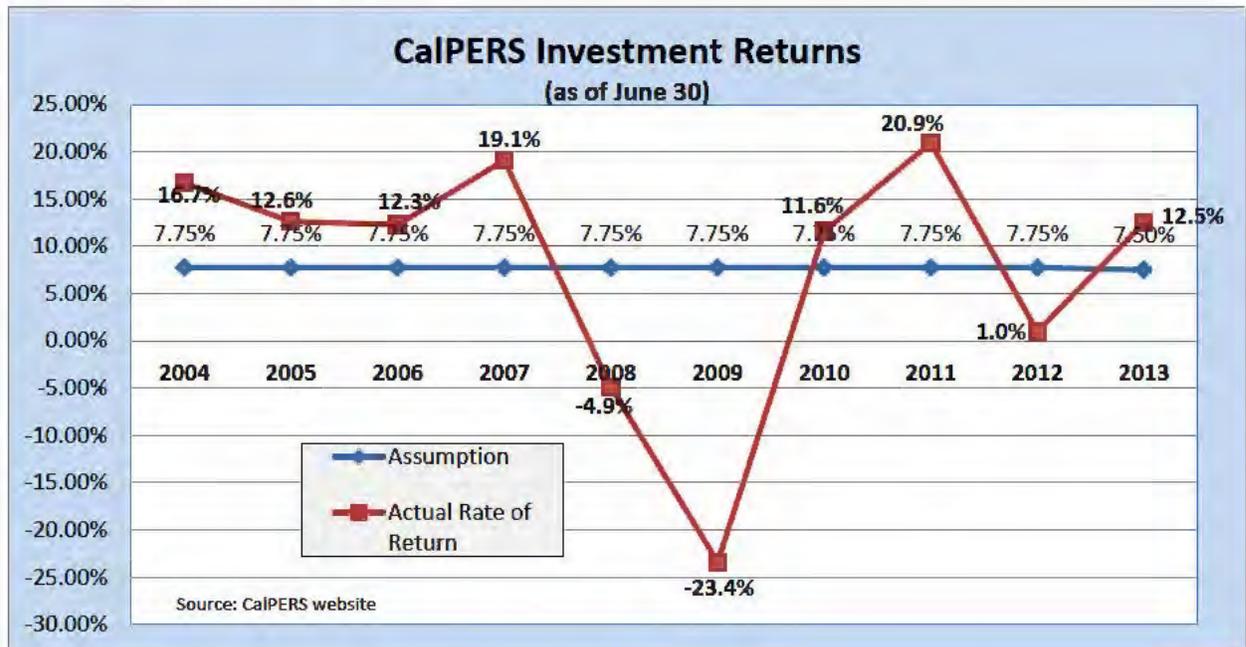
Information only.

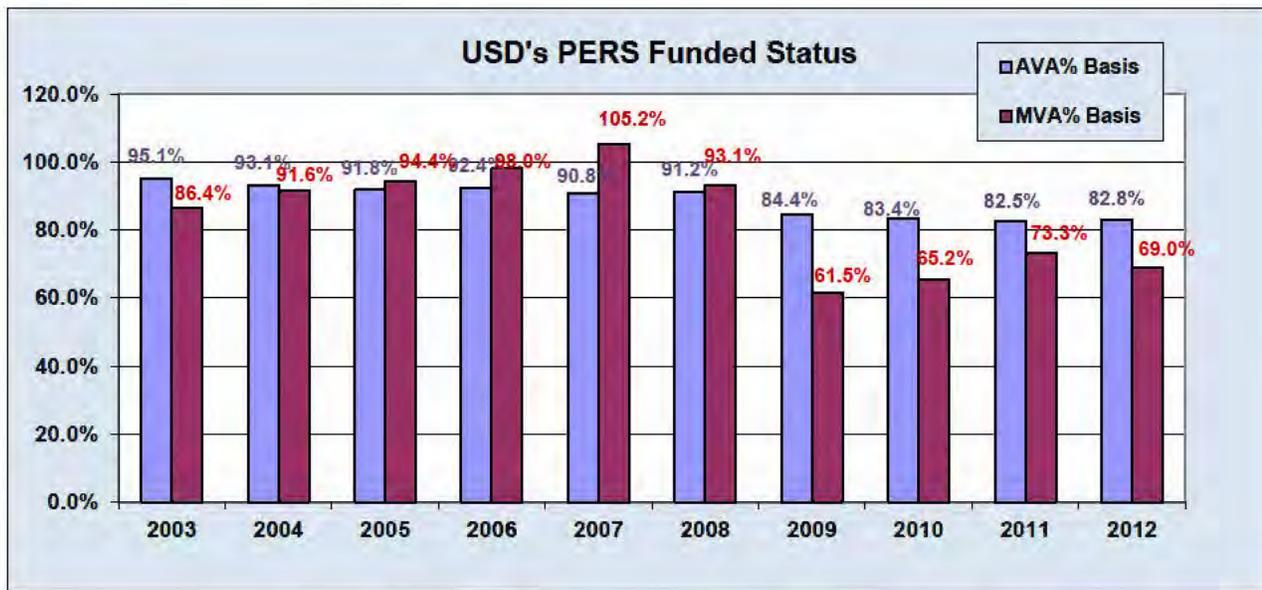
**Background**

The District receives an actuarial report on our pension plan annually from CalPERS. Below are some of the highlights from the most recent report.

**Highlights:**

	FY14 (Current)	FY15
Employer Contribution Rate	16.399%	17.410%
Employee Contribution Rate	8.00%	8.00%
Required Employer Contribution	\$2,287,910	\$2,485,098
Employee portion paid by USD (6% of 8%)	\$852,744	\$863,166
Total Contribution by USD	\$3,140,654	\$3,348,264 (est.)
Discount Rate Assumption	7.5%	7.5%
Inflation Assumption	2.75%	2.75%
Payroll Growth Assumption	3.0%	3.0%





MVA basis is Market Value of Assets and is a better indicator of the solvency of the plan.

Funded ratio on a Market Value of Assets basis has decreased from 73.3% on the prior valuation to 69.0%.

- Accrued liability= \$98,458,686
- Market value of assets = \$67,951,375
- Unfunded liability = \$30,507,311

AVA basis is the Actuarial Value of Assets, which is used to establish funding requirements (with the next valuation, CalPERS will no longer use this basis).

- Funded ratio on an Actuarial Value of Assets basis has increased from 82.5% on the prior valuation to 82.8%.
- Accrued liability = \$98,458,686
- Actuarial value of assets = \$81,479,378
- Unfunded liability = \$16,979,308

## Introduction

This report presents the results of the June 30, 2012 actuarial valuation of the MISCELLANEOUS PLAN OF THE UNION SANITARY DISTRICT of the California Public Employees' Retirement System (CalPERS). This actuarial valuation sets the fiscal year 2014-15 required employer contribution rates.

On January 1, 2013, the Public Employees' Pension Reform Act of 2013 (PEPRA) took effect. The impact of most of the PEPRA changes will first show up in the rates and the benefit provision listings of the June 30, 2013 valuation, which sets the 2015-16 contribution rates. For more information on PEPRA, please refer to the CalPERS website.

On April 17, 2013, the CalPERS Board of Administration approved a recommendation to change the CalPERS amortization and smoothing policies. Prior to this change, CalPERS employed an amortization and smoothing policy, which spread investment returns over a 15-year period while experience gains and losses were amortized over a rolling 30-year period. Effective with the June 30, 2013 valuations, CalPERS will no longer use an actuarial value of assets and will employ an amortization and smoothing policy that will spread rate increases or decreases over a 5-year period, and will amortize all experience gains and losses over a fixed 30-year period.

The new amortization and smoothing policy will be used for the first time in the June 30, 2013 actuarial valuations. These valuations will be performed in the fall of 2014 and will set employer contribution rates for the fiscal year 2015-16.

As stewards of the System, CalPERS must ensure that the pension fund is sustainable over multiple generations. Our strategic plan calls for us to take an integrated view of our assets and liabilities and to take steps designed to achieve a fully funded plan. A review of the preferred asset allocation mix for CalPERS investment portfolio will be performed in late 2013, which could influence future discount rates. In addition, CalPERS will review economic and demographic assumptions, including mortality rate improvements that are likely to increase employer contribution rates in future years.

## Purpose of the Report

The actuarial valuation was prepared by the CalPERS Actuarial Office using data as of June 30, 2012. The purpose of the report is to:

- Set forth the actuarial assets and accrued liabilities of this plan as of June 30, 2012;
- Determine the required employer contribution rate for the fiscal year July 1, 2014 through June 30, 2015;
- Provide actuarial information as of June 30, 2012 to the CalPERS Board of Administration and other interested parties, and to;
- Provide pension information as of June 30, 2012 to be used in financial reports subject to Governmental Accounting Standards Board (GASB) Statement Number 27 for a Single Employer Defined Benefit Pension Plan.

### California Actuarial Advisory Panel Recommendations

This report includes all the basic disclosure elements as described in the *Model Disclosure Elements for Actuarial Valuation Reports* recommended in 2011 by the California Actuarial Advisory Panel (CAAP), with the exception of including the original base amounts of the various components of the unfunded liability in the Schedule of Amortization Bases shown on page 19.

Additionally, this report includes the following "Enhanced Risk Disclosures" also recommended by the CAAP in the *Model Disclosure Elements* document:

- A "Deterministic Stress Test," projecting future results under different investment income scenarios
- A "Sensitivity Analysis," showing the impact on current valuation results using a 1% plus or minus change in the discount rate.

The use of this report for any other purposes may be inappropriate. In particular, this report does not contain information applicable to alternative benefit costs. The employer should contact their actuary before disseminating any portion of this report for any reason that is not explicitly described above.

## Required Employer Contribution

	Fiscal Year 2013-14	Fiscal Year 2014-15
<b>Actuarially Determined Employer Contributions</b>		
1. Contribution in Projected Dollars		
a) Total Normal Cost	\$ 2,283,461	\$ 2,339,422
b) Employee Contribution <sup>1</sup>	1,116,129	1,141,948
c) Employer Normal Cost [(1a) - (1b)]	1,167,332	1,197,474
d) Unfunded Contribution	1,120,578	1,287,624
e) Required Employer Contribution [(1c) + (1d)]	\$ 2,287,910	\$ 2,485,098
Projected Annual Payroll for Contribution Year	\$ 13,951,618	\$ 14,274,345
2. Contribution as a Percentage of Payroll		
a) Total Normal Cost	16.367%	16.389%
b) Employee Contribution <sup>1</sup>	8.000%	8.000%
c) Employer Normal Cost [(2a) - (2b)]	8.367%	8.389%
d) Unfunded Rate	8.032%	9.021%
e) Required Employer Rate [(2c) + (2d)]	16.399%	17.410%
<b>Minimum Employer Contribution Rate<sup>2</sup></b>	<b>16.399%</b>	<b>17.410%</b>
Annual Lump Sum Prepayment Option <sup>3</sup>	\$ 2,206,656	\$ 2,396,841

<sup>1</sup>This is the percentage specified in the Public Employees Retirement Law, net of any reduction from the use of a modified formula or other factors. Employee cost sharing is not shown in this report.

<sup>2</sup>The Minimum Employer Contribution Rate under PEPR is the greater of the required employer rate or the employer normal cost.

<sup>3</sup>Payment must be received by CalPERS before the first payroll reported to CalPERS of the new fiscal year and after June 30. If there is contractual cost sharing or other change, this amount will change.

## Plan's Funded Status

	June 30, 2011	June 30, 2012
1. Present Value of Projected Benefits	\$ 109,081,495	\$ 113,549,125
2. Entry Age Normal Accrued Liability	94,015,409	98,458,686
3. Actuarial Value of Assets (AVA)	77,586,175	81,479,378
4. Unfunded Liability (AVA Basis) [(2) - (3)]	\$ 16,429,234	\$ 16,979,308
5. Funded Ratio (AVA Basis) [(3) / (2)]	82.5%	82.8%
6. Market Value of Assets (MVA)	\$ 68,869,888	\$ 67,951,375
7. Unfunded Liability (MVA Basis) [(2) - (6)]	\$ 25,145,521	\$ 30,507,311
8. Funded Ratio (MVA Basis) [(6) / (2)]	73.3%	69.0%
Superfunded Status	No	No

## Reconciliation of the Market Value of Assets

1. Market Value of Assets as of 6/30/11 Including Receivables	\$	68,869,888
2. Receivables for Service Buybacks as of 6/30/11		108,826
3. Market Value of Assets as of 6/30/11		68,761,062
4. Employer Contributions		2,119,373
5. Employee Contributions		1,289,055
6. Benefit Payments to Retirees and Beneficiaries		(4,119,250)
7. Refunds		0
8. Lump Sum Payments		0
9. Transfers and Miscellaneous Adjustments		(266,444)
10. Investment Return		(143,780)
11. Market Value of Assets as of 6/30/12	\$	67,640,016
12. Receivables for Service Buybacks as of 6/30/12		311,359
13. Market Value of Assets as of 6/30/12 Including Receivables	\$	67,951,375

## Development of the Actuarial Value of Assets

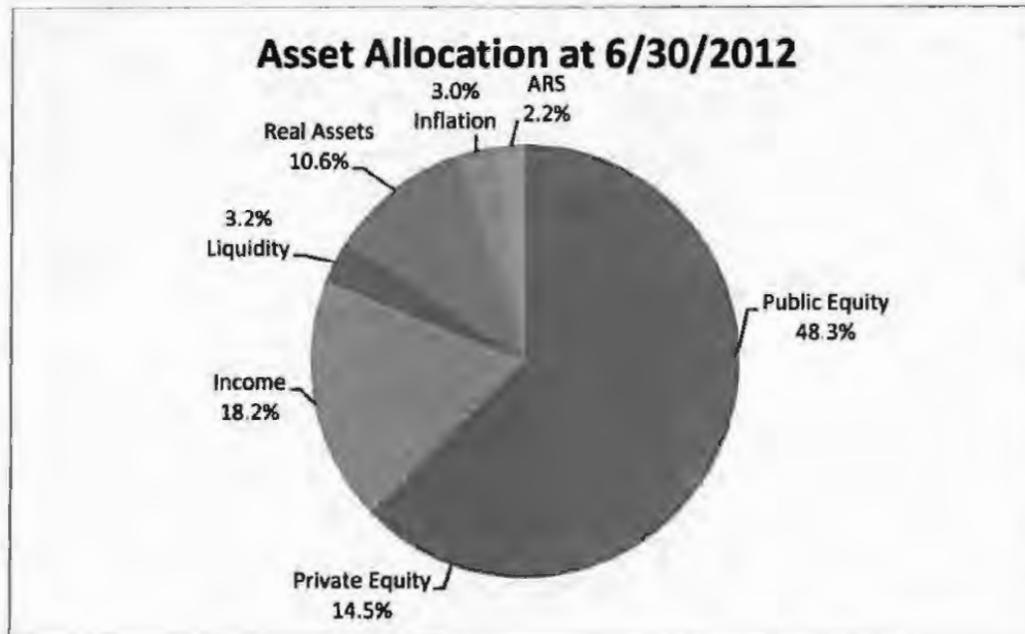
1. Actuarial Value of Assets as of 6/30/11 Used For Rate Setting Purposes	\$	77,586,175
2. Receivables for Service Buybacks as of 6/30/11		108,826
3. Actuarial Value of Assets as of 6/30/11		77,477,349
4. Employer Contributions		2,119,373
5. Employee Contributions		1,289,055
6. Benefit Payments to Retirees and Beneficiaries		(4,119,250)
7. Refunds		0
8. Lump Sum Payments		0
9. Transfers and Miscellaneous Adjustments		(266,444)
10. Expected Investment Income at 7.5%		5,774,816
11. Expected Actuarial Value of Assets	\$	82,274,899
12. Market Value of Assets as of 6/30/12	\$	67,640,016
13. Preliminary Actuarial Value of Assets $[(11) + ((12) - (11)) / 15]$		81,299,240
14. Maximum Actuarial Value of Assets (120% of (12))		81,168,019
15. Minimum Actuarial Value of Assets (80% of (12))		54,112,013
16. Actuarial Value of Assets {Lesser of ((14), Greater of ((13), (15)))}		81,168,019
17. Actuarial Value to Market Value Ratio		119.9%
18. Receivables for Service Buybacks as of 6/30/12		311,359
19. Actuarial Value of Assets as of 6/30/12 Used for Rate Setting Purposes	\$	81,479,378

## Asset Allocation

CalPERS adheres to an Asset Allocation Strategy which establishes asset class allocation policy targets and ranges, and manages those asset class allocations within their policy ranges. CalPERS recognizes that over 90 percent of the variation in investment returns of a well-diversified pool of assets can typically be attributed to asset allocation decisions. In December 2010 the Board approved the policy asset class targets and ranges listed below. These policy asset allocation targets and ranges are expressed as a percentage of total assets and were expected to be implemented over a period of one to two years beginning July 1, 2011 and reviewed again in December 2013.

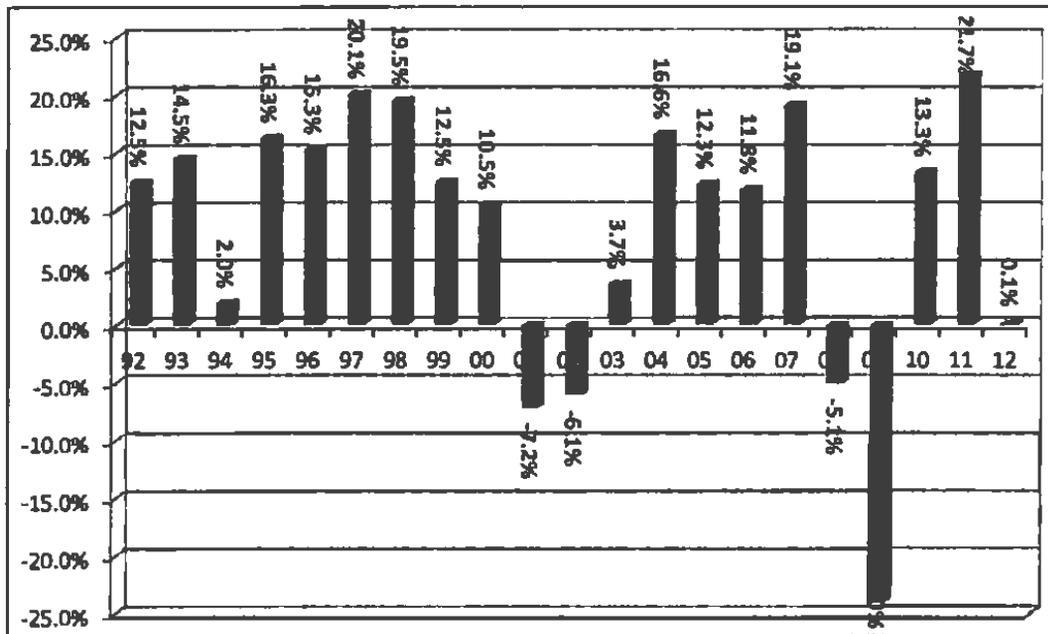
The asset allocation and market value of assets shown below reflect the values of the Public Employees Retirement Fund (PERF) in its entirety as of June 30, 2012. The assets for UNION SANITARY DISTRICT MISCELLANEOUS PLAN are part of the Public Employees Retirement Fund (PERF) and are invested accordingly.

(A) Asset Class	(B) Market Value (\$ Billion)	(C) Policy Target Allocation	(D) Policy Target Range
1) Public Equity	113.0	50.0%	+/- 7%
2) Private Equity	33.9	14.0%	+/- 4%
3) Fixed Income	42.6	17.0%	+/- 5%
4) Cash Equivalents	7.5	4.0%	+/- 5%
5) Real Assets	24.8	11.0%	+/- 3%
6) Inflation Assets	7.0	4.0%	+/- 3%
7) Absolute Return Strategy (ARS)	5.1	0.0%	N/A
<b>Total Fund</b>	<b>\$233.9</b>	<b>100.0%</b>	<b>N/A</b>



## CalPERS History of Investment Returns

The following is a chart with historical annual returns of the Public Employees Retirement Fund for each fiscal year ending on June 30. Beginning in 2002, the figures are reported as gross of fees.



## Employer Contribution Rate History

The table below provides a recent history of the employer contribution rates for your plan, as determined by the annual actuarial valuation. It does not account for prepayments or benefit changes made in the middle of the year.

### Required By Valuation

Fiscal Year	Employer Normal Cost	Unfunded Rate	Total Employer Contribution Rate
2010 - 2011	8.320%	3.637%	11.957%
2011 - 2012	8.444%	7.395%	15.839%
2012 - 2013	8.467%	8.137%	16.604%
2013 - 2014	8.367%	8.032%	16.399%
2014 - 2015	8.389%	9.021%	17.410%

## Funding History

The Funding History below shows the recent history of the actuarial accrued liability, the market value of assets, the actuarial value of assets, funded ratios and the annual covered payroll. The Actuarial Value of Assets is used to establish funding requirements and the funded ratio on this basis represents the progress toward fully funding future benefits for current plan participants. The funded ratio based on the Market Value of Assets is an indicator of the short-term solvency of the plan.

Valuation Date	Accrued Liability	Actuarial Value of Assets (AVA)	Market Value of Assets (MVA)	Funded Ratio		Annual Covered Payroll
				AVA	MVA	
06/30/08	\$ 74,379,293	\$ 67,804,209	\$ 69,210,431	91.2%	93.1%	\$ 11,514,701
06/30/09	83,558,837	70,490,768	51,359,523	84.4%	61.5%	12,177,190
06/30/10	88,741,572	73,970,831	57,880,869	83.4%	65.2%	12,301,216
06/30/11	94,015,409	77,586,175	68,869,888	82.5%	73.3%	12,767,707
06/30/12	98,458,686	81,479,378	67,951,375	82.8%	69.0%	13,063,048



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Jennifer Toy

**Officers**  
Richard B. Currie  
*General Manager/  
District Engineer*

David M. O'Hara  
*Attorney*

**DATE:** November 4, 2013

**MEMO TO:** Board of Directors - Union Sanitary District

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

**SUBJECT:** Agenda Item No. 15 - Meeting of November 11, 2013  
**SUCCESSION PLANNING UPDATE**

### **Recommendation**

None. Information only.

### **Background**

USD has been working on succession planning since 2000 in anticipation of the potential loss of key employees due to the age of our workforce and pending retirement of the "Baby Boom" era employees. While many retirements were delayed by the recession, we have begun see a large number of employees retire or announce dates for their retirement.

We have implemented many programs for knowledge capture and knowledge transfer for those employees who have unique information about their jobs and facilities at USD. We have also been documenting our knowledge and skills for future employees. Some of the programs we have implemented to address the above include:

- Development of 3-deep coverage for key skills and positions.
- Preparation of scripts or desk manuals for many jobs and critical tasks
- Implementation of recommendations from the USD Long Term Staffing Task Force composed of classified, unclassified and management employees.
- Providing overlap of time by hiring new employees early so that they can work with the retiring employee to learn their jobs first hand. This has been done at many levels in the organization.

Agenda Item No. 15  
Meeting of November 11, 2013  
Page 2

- Development of the Job Competency Requirement (JCR) program that identifies key skills, provides training, documents skills through SOPs and tests employees to demonstrate competency in a large variety of tasks.
- Expansion of the District's Geographic Information System (GIS), Computerized Maintenance Management System (CMMS), and project document storage/retrieval system (Alchemy Gold) programs to capture organizational information on USD assets.
- Development of specific job transition plans, including the Deputy General Manager and TSCS Work Group Manager. A plan has also been developed for the retirement of the District's Legal Counsel.
- Implementation of a Leadership School to train USD employees in management skills to prepare them for future opportunities. To date, eight employees have graduated the program and an additional eight are currently in the program

These tools have put USD in an excellent position for minimizing the impacts of the retirement of key employees over the next several years.

Attached for your information is the transition plan that was developed for the Deputy General Manager, the recommendations from the most recent Long Term Staffing Task Force, and the current (2<sup>nd</sup> generation) 3-Deep staffing program.

## Long-term Staffing Taskforce Recommendations

Reviewed by Executive Team 10/10/13

DRAFT

Communication Plan about Changes in Key Management Positions	Action	Responsible Party	Target Completion Date
Priority 1: Pending changes in upper management were a concern identified by employees and could influence their decision to retire or leave the District. Management should develop a process to keep employees informed and reassured about upcoming management changes.	Revive GM Blog Share info at Team Meetings Tentative: USD Newsletter	GM/DGM WGMs, Ed, Sami GM, Michelle	
Keep Doing What Is Working	Action	Responsible Party	Target Completion Date
Consider existing best practices when developing improvement plans in the future	Document examples and post on Portal Connect practices to specific team needs <span style="color: red;">(provide context with 3 deep gap)</span>	Donna, LTS TF	
Priority 1: Share best practices across teams and workgroups (mentoring, checklists, training plans, etc.)	Share on Portal and at Coaches/Mgmt and Team Coordinator mtgs		
Maintain customer focus and collaborative culture with new hires (management and staff)	Emphasize during NEO: GM meeting, team orientation Document agenda at NEO meetings Future: Include customer service training in District training plan (customized to team needs); <span style="color: red;">include in QAI questions.</span>	GM, HR (Donna) GM, HR HR, <span style="color: red;">TTPM</span>	
Continue working with community colleges, ROP, apprenticeship program, etc.	BACWE Operator Internships, Solano College Mechanic Internships, Laney College Las Positas ROP program	Operating groups management, HR	
Develop in-house capacity for contracted-out processes	Review on a case-by-case basis	ET	

## Long-term Staffing Taskforce Recommendations

Reviewed by Executive Team 10/10/13

DRAFT

Plan for Future Needs	Action	Responsible party	
Priority 1: Identify people who will be retiring within ONE year and <ul style="list-style-type: none"> <li>• Identify critical processes, skills and responsibilities</li> <li>• Cross train their back-ups or</li> <li>• Create scripts and/or training plans</li> <li>• Identify “high risk” teams and develop a plan for pending retirements</li> </ul>	Develop transition plans for people who have said they are retiring (or are likely to retire):  Review progress periodically at ET mtg	WGMs  ET	
Hire replacements 1-3 months before a known retirement occurs (where appropriate)	Yes: where possible and appropriate	Hiring managers, HR	
Consider offering financial incentives for giving notice to the District early	ET determined we will not pursue this.		
Talk to “high risk” employees about retirement plans	Yes, where appropriate	WGMs	
Keep employees aware of pending/possible changes in regulations and/or technology	At team meetings Tentative: USD Newsletter	WGMs	
Keep employees informed about regulations and laws that might affect their decision to retire (healthcare, etc.)	E-mail Tentative: USD Newsletter	HR	
<b>Suggested by DGM:</b> Increase visibility of USD in the CA wastewater community	Encourage participation in CWEA, BACWA other external professional organizations  Reach out to colleges; Participate in joint college career fairs (BAYWORK)  Tentative: use Alt Comp/Special Rec to encourage participation	Coaches, WGMs  HR	

Long-term Staffing Taskforce Recommendations  
Reviewed by Executive Team 10/10/13  
**DRAFT**

Focus Improvement Efforts on Critical Processes	Action	Responsible Party	
<p>Priority 1: Create a District-wide critical task/process list, regardless of whether employees who perform these tasks are eligible to retire.</p> <ul style="list-style-type: none"> <li>• Use a standardized process of analysis to:</li> <li>• Identify Subject Matter Experts (SMEs)</li> <li>• Identify depth of coverage</li> <li>• Create a plan to address gaps (JCRs, scripts, training, mentoring)</li> <li>• Schedule time to implement the plan</li> </ul>	<p>Create the matrix after reviewing previous work (3-Deep, Job Skills Matrix, FMC Training Plan)</p> <p>Pilot with one group before rolling it out to the District</p> <p>Develop guidance to address gaps</p>	TTC, Donna	
<p>Maintain 3-deep coverage wherever possible. Have back-ups perform duties periodically to ensure competency.</p>	<p>Review work done previously</p> <p>Identify current needs (key processes, risk factors)</p> <p>Plan to address gaps</p>	ET	
<p>Clarify responsibilities between teams, especially with new equipment/systems</p>	<p>Ask TCs/Coaches to identify area that need clarification, plan to address (SLA or other method)</p>	Coaches, <b>in January</b>	
Maintain and Improve Training	Action	Responsible Party	
<p>Priority 2: Develop a training plan for every employee, coordinated with critical skills matrix</p>	<p>Yes, after Skills Matrix is complete</p>	Coaches, HR	
<p>Use work order system to schedule time to refresh skills</p>	<p>Incorporate time to practice skills into training plans, assignment rotation and/or work orders</p>	Management Group to evaluate.	
<p>Priority 2: Find ways to transfer tacit and institutional knowledge – mentoring, after incident reviews, match SMEs with newer employees</p>	<p>Incorporate into training plans, 3-Deep review, Skills Matrix, etc</p>	Coaches, TTC, HR	
<p>Utilize outside trainers/vendors when appropriate for training on new technology</p>	<p>Incorporate into project planning. <b>CIP/FMC SLA</b>  Note: CIP has improved project specs to include training</p>	Project managers	

## Long-term Staffing Taskforce Recommendations

Reviewed by Executive Team 10/10/13

**DRAFT**

Give employees an understanding of the “big picture” across work groups. Shadow the upstream and downstream of a process to improve understanding.	Identify hand-off between teams. Address during team communication discussions (Mgmt Meeting topic)  Incorporate into training plans. Example: Drake’s plant presentation	Coaches, TCs ET	
Develop well rounded employees. Design training for new hires that ensures competency in all aspects of their job.	Incorporate into training plans and professional development	Coaches	
<b>Improve Document Management Systems</b>	<b>Action</b>	<b>Responsible Party</b>	
Priority 1: Improve document management: Portal, H-drive, etc. Maintain accurate linkages between documents Keep training module documents and SOPs current	Discuss at ET to understand scope of issue	ET w/ Todd J., Rollie, Tom G., and Donna	
Continue updating asset information (as-builts, O&M documents, schematics, etc.) and make it accessible to employees	Yes New Asset mgr position and Hansen 8 will help FY 14 CIP FMC process improvement project	Asset Mgr CIP	

Schedule for Ed McCormick Transition to GM	July	August	Sept	Oct	Nov	Dec.	Jan	February	March	April	May	June	July	August	Sept.
DGM Begins work at USD	█														
<u>Orientation and Intro to Staff, Facilities and Projects</u>															
New Employee Orientation	█	█													
Meet USD Management and Key Staff		█	█												
Visit USD Facilities		█	█												
Review USD Planning Documents & Understand Future Plans			█	█											
Review USD Policies and Procedures				█	█										
Meet City Officials, EBDA, Consultants, Attorneys					█	█									
Attend City Council Meetings with GM								█	█	?					
Attend Leadership School in North Carolina									█						
<u>Recruitment and Supervision</u>															
Conduct TSCS Manager Recruitment			█												
Begin supervising 2-3 staff members				█	█	█	█	█	█	█	█	█	█	█	█
Develop Training Plan for new TSCS Manager				█											
Prepare Class Description etc. for HR Administrator					█	█									
Conduct Recruitment for HR Administrator							█	█	█						
Develop Class Description and Scope of Work for Asset Mgr.										█					
Conduct 6 month Evaluation for TSCS Manager										█					
Work with GM on Preparation of WGM Performance Evals.													█	█	
Present Performance Evals to 2 WGMs														█	█
Track Performance for All WGMs and AGM															█
<u>Project Management</u>															
Manage Collection System Lateral Pilot Project			█	█	█	█	█	█	█	█	█	█	█	█	█
Represent USD on the BAB2E Steering Committee				█	█	█	█	█	█	█	█	█	█	█	█
Manage Stormwater Diversion Feasibility Project					█	█	█	█	█	█	█	█	█	█	█
Manage TV/Cleaning Schedule Assessment Study						█	█	█	█	█	█	█	█	█	█
Work with Sami on Scope for Pump Station Master Plan							█	█	█	█	█	█	█	█	█
Develop Scope and RFP for Ammonia Removal Study								█	█	█	█	█	█	█	█

Schedule for Ed McCormick Transition to GM		July	August	Sept	Oct	Nov	Dec.	Jan	February	March	April	May	June	July	August	Sept.	
<b>Budget and Finance Elements</b>																	
Budget Orientation Training with Rich Cortes and Maria Scott																	
Participate in SSC Study																	
Participate in Mid Year Budget Process																	
Work with GM in preparing FY15 Preliminary Budget																	
Work with GM on District Wide Budget Tracking																	
Participate in FY15 Budget Workshop																	
Work with Pat O. on Unclassified Salary Survey																	
Begin tracking GM Budget																	
Chair the Equity Review Panel																	
<b>Work with Board of Directors</b>																	
Prepare Board Item on Biosolids Report																	
Participate in Workshop on Unclassified Benefits																	
Review Board Policies with GM																	
Review Board Committee Structure																	
Serve as Acting GM for Board Meetings																	
Prepare Board Item on Asset Manager Position																	
Participate in Board Retreat on Governance Manual and Talking Points																	
Participate in Board Committee Meetings																	
Serve as Acting GM																	
Participate in Board Workshop on Crisis Communication																	
<b>Labor Relations</b>																	
Participate in JLMC																	
Update Unclassified Rules and Regulations																	
Review new MOU																	
Take lead on Survey Impacts Issue																	
Attend GM meetings with Union Pres. & VP																	
Participate in Grievance Process																	
<b>Final Transition - Information Exchange</b>																	
Develop contract with Board of Directors																	
Work as GM with consultation from Currie																	
Review Files, Issues and History with Currie																	
Currie Retires, Ed is GM																	

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Team/Area	Key Function	Primary	1st BU	2nd BU	Process Documentation (SOP, script, etc)	Location or Link	Action Needed
OST/Safety	Accident reporting/investigation	Mike M.	Coaches	Kathy D	Flowcharts		
	Workers' Comp Claims	Mike M	Kim (MMT)	Jennifer, Kathy D			
	Workers' Comp ET Updates	Mike M	Kim (MMT)	Jennifer, Kathy D			
	OSHA Reporting of serious injury or death	Mike M	Kim (MMT)	Jennifer, Kathy D			
	BSC Input	Mike M	Kim (MMT)	Jennifer, Kathy D			
	Pre-designated Physician List	Mike M	Kim (MMT)	Jennifer, Kathy D			
	Modified Duty Monitoring	Mike M	Kim (MMT)	Jennifer, Kathy D			
	Safety Committee	Mike M	Rich Currie	Coach Rep			
	Field Safety	Mike M	Coaches	Other agency Safety Mgr?			
OST/Haz Mat	Consultant contract mgmt	Donna	Mike M.	Dave Port			Discuss as part of Reg Compliance Coordination Project
	Haz Mat Business Plans	Mike M	Consultant				
	Haz Mat incident response	Mike M	Dave Port (FMC)	Robert Simonich			
OST/Quality	BSC Monthly Reports	Donna			Draft script		Test BSC report script; Plan for Donna's retirement
	Process Improvement project support	Donna					
	Strategic Planning	Donna			Past strategic planning session notes		
	Star Point Training	Donna			<a href="#">Past training agendas, materials</a>		
	Facilitation	Donna	Michelle (CS)	Rich Cz (SUP)	<a href="#">Team Meeting resources</a>		Offer advanced facilitation training
OST/HR	Recruitment	Judi	Kathy D	Pat	Checklist, manual		Plan for retirements
	Recruitment admin	Jennifer	Kim (MMT)	Audrey (EC)			
	Benefits mgmt	Pat	BAG	BAG			
	New employee orientation						
	Personnel issues						
	Investigations						
	Labor Relations	Judi	GM	IEDA (Glenn)			
	Team Coordinator Training	Judi	Donna				
HR Training							
OST/Training	Training module development	TTC			EOC Processes		
	TM Document mgmt	TTC					
	Training plan development	TTC					
	Train Tracks	TTC					
	Logistics	TTC	Jennifer	OST members			
	Emergency Response Coordination	TTC (?)	Andy Morrison	Michael Dunning			
OST/Misc	Leadership School	Donna	Judi	Larry	<a href="#">Portal Docs</a>		Determine future of LS

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Team/Area	Key Function	Primary	1st BU	2nd BU	Process Documentation (SOP, script, etc) Location or Link	Action Needed
CIP	GIS	Mohammad	Rich Scobee (IT)	Curtis		
	Project Mgmt Telephones	All engineers CIP AS	Todd J. (IT)	Mike Gill (IT)		Train Derek Train new AS
Cust Service	Plan checking	Nancy	Andrew	Al		
	SSC	Mariella	Lilly	Andrew		
	Customer Issues	Rollie	Al B.	Sami		
Env Compl.	School Outreach	Mike A.	Jason	Michael D		
	Pretreatment Program	Alex P	Joe M	Edda		
	P2 Program	Michael D.	Jose S	Joe M		
	COF CW Program	Michael D.	Audrey	Sami		Get Sami up to speed
Coaching	CS	Rollie	Al B.	Sami		
	CIP	CIP Coach	Sami	Ric - to be trained		Train Ric
	EC	Michael D.	Alex P	Joe M		
GM	Board Secretary	Tom	CIP AS	Michelle		Train new CIP AS
FIST	Payroll	Sharon*	Virginia*	Jamie*		
	Accounts Receivable/Payable	Sharon*	Virginia*	Jamie*		
FIST/Accountant	Key functions?	Debi	Maria	ATS (some duties)		
FIST/Financial Analyst	Budget	Maria	Debi	Rich Cortes		
	Investment mgmt	Maria	Debi	Rich Cortes		
	Board Reports	Maria	Debi	Rich Cortes		
IT	Network Maintanance	Mike G.	Todd J.	Vendor - Lookingpoint		
	Outlook support	Trieu N.	Mike G.	Todd J.		
	SCADA support	Trieu N.	Todd J.	Mike G.		
	Portal support	Rufus T.	Todd J.	Richard S.		
	Update External website	Michelle	Tom G.	Richard S.		

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Team/Area	Key Function	Primary	1st BU	2nd BU	Process Documentation (SOP, script, etc) Location or Link	Action Needed
Support	Planner/Scheduler	Rich Cz	Jose	Clennon, Del Toro	Scripts	
	Vehicle R&R Management	Andy	James		Script	Have James "practice" with oversight
	Fuel System - Trouble Shoot and operate in Manual mode	Charlie	Paul	Rich Cz	SOP exists to operate in manual mode	
	Hansen Data Entry, Reports, Flexi Data SSO Reporting and California Integrated Water Quality System report	Paulette Shawn	Rich Cz James	Matt Lu Andy	Scripts USD SSO Reporting Flow Chart and there is a help function on CIWQS	Have James enter next SSO report on CIWQS
R&S	NPDES Permitting/Reporting	Tim G	Dave L.	Consultant (RMC)		Incorporate into Env Compliance Coordination project
	Regulatory Compliance	Varies				
	Lab Director Admin	Guy Janinne	Tim	Chemist	Desk manual	
TPO	Odor response Biosolids mgmt	Dave L. Armando	Larry Tim	Armando Dave L.		
Electricians	Planner Radio system SCADA	Scott Yung Lu Wilson	Louis Wilson Mike Mosley	Pete Leath Armand (Contractor)		
Mechanics	PS Restart Force Mains	All Mechanics All Mechanics				Train Electricians, operators
	Admin CAD drawings	Theresa Wilson	Curtis?	Mohammad?		Determine Back-ups

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Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
152172	10/31/2013	2599	DW NICHOLSON CORP	MCC REPLACEMENT - PHASE 2	\$12,350.00	\$730,229.47
	10/31/2013	2609		COGENERATION PROJECT	\$717,879.47	
152208	10/31/2013	60004	RANGER PIPELINES INC	I-680 AT SABERCAT RD SEWER REPLACEMENT	\$456,868.66	\$456,868.66
152153	10/31/2013	800372.4	ANDERSON PACIFIC ENG CONST INC	RAS PUMP STATION IMPROVEMENTS	\$119,792.78	\$385,164.90
	10/31/2013	800347.9		HEADWORKS AND EMERGENCY OUTFALL IMPROV	\$265,372.12	
152100	10/24/2013	2850	EAST BAY DISCHARGERS AUTHORITY	O&M ASSESSMENT, OCT-DEC 2013	\$151,286.65	\$151,286.65
152096	10/24/2013	20130261	COVELLO GROUP INC	CAST IRON LINING - PHASE 5	\$16,166.00	\$98,345.44
	10/24/2013	20130155		THICKENER CONTROL BLDG INTERIM IMPROV	\$5,040.00	
	10/24/2013	20130173		THICKENER CONROL BUILDING IMPROVEMENTS PHASE II	\$1,824.00	
	10/24/2013	2012025111		HEADWORKS AND EMERGENCY OUTFALL IMPROV	\$19,386.00	
	10/24/2013	201103320		THICKENER 3 AND 4 REHABILITATION	\$304.00	
	10/24/2013	2012025112		RAS PUMP STATION IMPROVEMENTS	\$8,480.00	
	10/24/2013	20130087		COGENERATION PROJECT	\$46,765.44	
	10/24/2013	201002237		PRIMARY CLARIFIERS 1 - 4 REHABILITATION	\$380.00	
152099	10/24/2013	2547	DW NICHOLSON CORP	LIFT STATION #1 IMPROVEMENTS	\$69,415.55	\$69,415.55
152088	10/24/2013	133172403	BASF CORPORATION	44,960 LB WATER TREATMENT POLYMER	\$52,185.07	\$52,185.07
152222	10/31/2013	30102278	SYNAGRO TECHNOLOGIES	SEPTEMBER 2013 BIOSOLIDS DISPOSAL	\$46,978.22	\$46,978.22

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Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
152221	10/31/2013	901414997	SIEMENS WATER TECHNOLOGIES LLC	1,795 GALS HYDROGEN PEROXIDE	\$8,333.83	\$29,528.21
	10/31/2013	901414998		4,565 GALS HYDROGEN PEROXIDE	\$21,194.38	
152148	10/24/2013	2024163	WEST YOST & ASSOCIATES	MISC SS SPOT REPAIRS PHASE V	\$3,385.00	\$29,280.15
	10/24/2013	2024087		NEWARK FLAT TOPS AREA SEWER RELOCATION	\$4,285.50	
	10/24/2013	2024161		I-680 AT SABERCAT RD SEWER REPLACEMENT	\$1,813.50	
	10/24/2013	2024162		UPPER HETCH HECTCHY SS REHABILITATION	\$19,798.15	
152131	10/24/2013	1235	QUANTUM RESOLVE INC	HANSEN 8 UPGRADE	\$19,700.00	\$19,700.00
152217	10/31/2013	13101075	SCADA SUPPORT GROUP	THICKENER CONTROL BLDG INTERIM	\$14,762.92	\$14,762.92
152116	10/24/2013	9017356227	KEMIRA WATER SOLUTIONS, INC.	8.09 DRY TONS FERROUS CHLORIDE	\$5,458.40	\$10,721.13
	10/24/2013	9017356437		7.80 DRY TONS FERROUS CHLORIDE	\$5,262.73	
152193	10/31/2013	9017357618	KEMIRA WATER SOLUTIONS, INC.	7.92 DRY TONS FERROUS CHLORIDE	\$5,343.70	\$10,491.73
	10/31/2013	9017357557		7.63 DRY TONS FERROUS CHLORIDE	\$5,148.03	
152105	10/24/2013	2013106	FARALLON GEOGRAPHICS INC	PLANT GIS IMPROVEMENTS	\$9,343.03	\$9,343.03
152127	10/24/2013	86420131003	DAVID M O'HARA ATTY AT LAW	GENERAL LEGAL - SEPT 13	\$6,407.00	\$9,221.00
	10/24/2013	97720131003		CIP LEGAL - SEPT 13	\$2,814.00	
152093	10/24/2013	77001	CDW GOVERNMENT LLC	SWITCHES FOR CIP PLC IMPROVEMENTS PROJECT	\$5,306.93	\$7,452.44
	10/24/2013	71133		2 SWITCHES FOR CIP PLC IMPROVEMENTS PROJECT	\$2,145.51	

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152225	10/31/2013	580566	UNIVAR USA INC	5,011 GALS SODIUM HYPOCHLORITE	\$2,357.24	\$7,092.40
	10/31/2013	580359		5,048 GALS SODIUM HYPOCHLORITE	\$2,374.64	
	10/31/2013	581074		5,018 GALS SODIUM HYPOCHLORITE	\$2,360.52	
152143	10/24/2013	579133	UNIVAR USA INC	4,896 GALS SODIUM HYPOCHLORITE	\$2,303.14	\$7,040.19
	10/24/2013	578841		5,016 GALS SODIUM HYPOCHLORITE	\$2,359.59	
	10/24/2013	580924		5,054 GALS SODIUM HYPOCHLORITE	\$2,377.46	
152138	10/24/2013	20130930	STATE BOARD OF EQUALIZATION	SALES & USE TAX 07/13-09/13	\$7,001.00	\$7,001.00
152168	10/31/2013	20131001	COLLISON ENGINEERING	HAYWARD MARSH PERMIT METAL STUDY	\$6,268.80	\$6,268.80
152162	10/31/2013	11201726	BROWN & CALDWELL CONSULTANTS	BOYCE ROAD LIFT STATION	\$5,213.93	\$5,213.93
152207	10/31/2013	835075	POLYDYNE INC	42,320 LBS CLARIFLOC WE-539	\$4,819.40	\$4,819.40
152164	10/31/2013	54941	CDW GOVERNMENT LLC	ADDITIONAL GHOST SOFTWARE IMAGING LIC	\$3,400.00	\$4,651.55
	10/31/2013	69479		PLC16 OCB SWITCH, PLC IMPRVMT PROJECT	\$755.55	
	10/31/2013	49514		4 SWITCHES FOR CIP PLC IMPROVEMENTS PROJECT	\$496.00	
152157	10/31/2013	444	AUTOMATED NETWORK CONTROLS	PLC REPLACMENT - PHASE 1	\$4,645.86	\$4,645.86
152097	10/24/2013	241938	CURTIS & TOMPKINS LTD	30 LAB SAMPLE ANALYSIS	\$495.00	\$4,245.00
	10/24/2013	241880		1 LAB SAMPLE ANALYSIS	\$60.00	
	10/24/2013	241947		70 LAB SAMPLE ANALYSIS	\$3,690.00	
152122	10/24/2013	500911	MISSION CLAY PRODUCTS LLC	ASTD COUPLINGS	\$3,952.46	\$3,952.46
152206	10/31/2013	102816	PIIAN SYSTEMS LLC	6 PAILS ODOR NEUTRALIZER-INDUSTRIAL CONCENTRATE	\$3,612.60	\$3,612.60

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152147	10/24/2013	6755	WCCS, INC.	REFUND # 16752	\$3,300.00	\$3,300.00
152230	10/31/2013	6974	WEST COAST VALET	REFUND # 16757	\$3,300.00	\$3,300.00
152151	10/31/2013	4017275220131017	ALAMEDA COUNTY WATER DISTRICT	SERV TO: 10/17/13 - FREMONT BLVD	\$75.64	\$3,287.52
	10/31/2013	4088644120131014		SERV TO: 10/10/13 - BOYCE ROAD	\$67.68	
	10/31/2013	4017274120131017		SERV TO: 10/17/13 - FREMONT BLVD	\$3,114.34	
	10/31/2013	4017420220131018		SERV TO: 10/17/13 - FREMONT BLVD	\$29.86	
152226	10/31/2013	23778	VALLEY OIL COMPANY	3 DRS MOBIL PEGASUS 805 OIL	\$2,867.69	\$2,867.69
152117	10/24/2013	71240	KOFFLER ELECTRICAL MAR INC	1 EA MOTOR BRAKE FOR HEADWORKS BARSCREEN	\$2,717.64	\$2,717.64
152103	10/24/2013	20131001	EVANS BROTHERS INC	INKA DEMOLITION	\$2,500.00	\$2,500.00
152139	10/24/2013	7085	STEPHEN CIARI PLUMBING & HEAT.	REFUND # 16744	\$2,500.00	\$2,500.00
152189	10/31/2013	4566917	ISA	INSTALL, CALIB, & MAINT. ELECT EQUIP TRNG - TOM SOLARI	\$2,395.00	\$2,395.00
152183	10/31/2013	1332	BURLINGAME ENGINEERS INC	ASTD PARTS & MATERIALS	\$2,377.30	\$2,377.30
152223	10/31/2013	20131025	RUFUS TAI	EXP REIMB: DATA WAREHOUSE/BUSINESS	\$2,295.00	\$2,295.00
152156	10/31/2013	446	AUTOMATED NETWORK CONTROLS	BOYCE ROAD LIFT STATION	\$1,169.75	\$2,096.68
	10/31/2013	445		HEADWORKS AND EMERGENCY OUTFALL IMPROV	\$926.93	
152107	10/24/2013	226548	FUSIONSTORM	MIGRATE NETBACKUP	\$2,000.00	\$2,000.00
152195	10/31/2013	8327	LOOKINGPOINT INC	IRVINGTON VPN SETUP	\$2,000.00	\$2,000.00

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152145	10/24/2013	536846	VINCENT ELECTRIC MOTOR CO	NPS PUMP 4 RE-POTTING OF CAP	\$713.33	\$1,995.83
	10/24/2013	536841		NPS PUMP 4 ELECTRICAL INSPECTION	\$540.00	
	10/24/2013	536793		MEGGER, SURGE & HYPOTENTIAL TEST AC WINDINGS	\$742.50	
152211	10/31/2013	16791	RMC WATER AND ENVIRONMENT	LOCAL LIMITS & WASTEWATER TREATABILITY	\$945.00	\$1,924.75
	10/31/2013	16882		IRVINGTON BASIN SEWER MASTER PLAN UPDATE	\$979.75	
152181	10/31/2013	9247919898	GRAINGER INC	3 PACKS ASTD HAZARDOUS WAST LABELS & 3 EA FUNNELS	\$476.79	\$1,852.00
	10/31/2013	9252246765		1 EA EXPLOSION PROOF LMIT SWTCH, TOP ACTUATOR	\$318.32	
	10/31/2013	9252421897		1 EA THERMAL UNIT	\$17.09	
	10/31/2013	9248501737		ASTD THERMOCOUPLE PARTS	\$149.25	
	10/31/2013	9247208086		ASTD PARTS & MATERIALS	\$265.34	
	10/31/2013	9246891767		1 EA BALL END HEX KEY SET	\$30.37	
	10/31/2013	9252080933		1 EA STEP STAND	\$181.73	
	10/31/2013	9248400765		2 EA EXIT SIGN W/EMERGENCY LIGHTS	\$199.06	
	10/31/2013	9249120743		1 EA MAX LED CORDLESS WORKLIGHT	\$53.11	
	10/31/2013	9248400757		1 EA SURFACE TEMP PROBE	\$47.55	
	10/31/2013	9249120735		1 EA BATTERY PACK & CHARGER	\$113.39	
152133	10/24/2013	224798	RKI INSTRUMENTS INC	3 PERSONAL GAS DETECTORS	\$1,720.06	\$1,720.06
152154	10/31/2013	13082	AQUADYNE ASSOCIATES	1 INTERNAL FLOAT ASSEMBLY	\$1,472.52	\$1,472.52
152190	10/31/2013	5941301	JOHN FORD AND ASSOCIATES	ASSERTIVENESS TRAINING	\$1,400.00	\$1,400.00

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152125	10/24/2013	20131017	CHRIS NICOLETTI	COMPUTER NOTE	\$1,306.90	\$1,306.90
152146	10/24/2013	8055415321	VWR INTERNATIONAL LLC	10 PKS GF/C GLS MICFBR FILTERS 4.25CM DIA	\$668.17	\$1,306.02
	10/24/2013	8055420484		8 PKS PIPET BRUSH & 2 PKS VIAL COD DIGESTION	\$490.23	
	10/24/2013	8055450821		1 HYDROCHLORIC ACID INST RE 2.5L	\$99.54	
	10/24/2013	8055452521		1 CALCIUM CARBONATE, CHELOMETRIC STD A 100G	\$48.08	
152213	10/31/2013	70483801	ROSEMOUNT INC	1 TEMPERATURE TRANSMITTER	\$1,285.80	\$1,285.80
152200	10/31/2013	63353886	MCMaster SUPPLY INC	ASTD PARTS & MATERIALS	\$826.97	\$1,228.48
	10/31/2013	63384135		ASTD PARTS & MATERIALS	\$230.29	
	10/31/2013	63493182		10 PACKS THREADED ANCHORS FOR CONCRETE	\$95.36	
	10/31/2013	63039733		12 PACKS REPLACEMENT SCALER NEEDLES	\$75.86	
152115	10/24/2013	39087999	KELLY SERVICES INC	TEMP LABOR-RODRIGUEZ, M., WK END 09/29/13	\$1,216.00	\$1,216.00
152178	10/31/2013	171919321	FREMONT URGENT CARE CENTER	59 FLU VACCINES	\$1,180.00	\$1,180.00
152113	10/24/2013	7263	IRON MOUNTAIN	OFF-SITE STORAGE AND SERVICES SEPT 2013	\$274.78	\$1,063.00
	10/24/2013	72		OFF-SITE STORAGE AND SERVICES SEPT 2013	\$788.22	
152128	10/24/2013	301135	PACHECO BROTHERS GARDENING INC	WEED ABATEMENT WORK OCTOBER 2013	\$1,055.00	\$1,055.00
152180	10/31/2013	20131028	MICHAEL GILL	EXP REIMB: PRE-PAY AIRFARE, LODGING, & PARKING - SIEM TRNG	\$1,036.71	\$1,036.71

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Check No.	Date	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
152110	10/24/2013	9246071378	GRAINGER INC	1 EA HOUR METER	\$82.17	\$1,022.34
	10/24/2013	9237425070		CREDIT FOR 2 EA AIR IMPACT WRENCHES	\$-695.23	
	10/24/2013	9241225078		2 EA AIR IMPACT WRENCHES	\$695.23	
	10/24/2013	9241420364		1 EA EXIT SIGN W/EMERGENCY LIGHTS	\$99.52	
	10/24/2013	9243426328		2 EA AIR IMPACT WRENCHES	\$827.73	
	10/24/2013	9245539821		1 EA FUSE	\$12.92	
152098	10/24/2013	XJ3NWT2D4	DELL MARKETING LP C/O DELL USA	4 MONITORS	\$1,011.09	\$1,011.09
152124	10/24/2013	20131022	NACWA	APPLICATION FEE FOR EXEC. EDUCATION - ED MCCORMICK	\$1,000.00	\$1,000.00
152140	10/24/2013	502992190	TELEPACIFIC COMMUNICATIONS	WIRELESS INTERNET BACKUP - OCTOBER	\$960.00	\$960.00
152210	10/31/2013	58203	RESIDENCE INN BY MARRIOTT	PRE-PAY LODGING - TOM SOLARI - ISA TRNG	\$938.65	\$938.65
152083	10/24/2013	3092448	ALPHA ANALYTICAL LABORATORIES	133 LAB SAMPLE ANALYSIS	\$927.00	\$927.00
152121	10/24/2013	131043	METROMOBILE COMMUNICATIONS INC	RADIO SERVICE AGREEMENT - OCT 2013	\$879.40	\$879.40
152095	10/24/2013	20130927	COMMUNICATION & CONTROL INC	UTILITY FEE/ANTENNA RENTAL	\$869.72	\$869.72
152173	10/31/2013	3847421	DWYER INSTRUMENTS, INC.	3 VA15419 GLASS FLOWMETER	\$865.52	\$865.52
152092	10/24/2013	20131022	CURTIS BOSICK	TRAVEL REIMB: WEFTEC CHICAGO	\$857.78	\$857.78
152112	10/24/2013	600867908	HILLYARD/SAN FRANCISCO	ASTD JANITORIAL SUPPLIES	\$571.68	\$823.57
	10/24/2013	800105329		CREDIT FOR CITRUS SCRUB ON INV 600872769	\$-138.30	
	10/24/2013	600872769		ASTD JANITORIAL SUPPLIES	\$390.19	

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152136	10/24/2013	4868173101013	SIERRA SPRING WATER COMPANY	WATER SERVICE 09/13/13 - 10/10/13	\$557.67	\$798.67
	10/24/2013	8122768101013		BOTTLESS COOLERS RENTAL	\$239.00	
152204	10/31/2013	58036	PAC MACHINE COMPANY INC	GODWIN PUMP TECHNICAL SUPPORT	\$775.00	\$775.00
152202	10/31/2013	9416291.2	CITY OF NEWARK	ENCROACHMENT PERMIT - TENAYA AVENUE	\$190.00	\$760.00
	10/31/2013	94162913		ENCROACHMENT PERMIT - CHERRY ST @ GEORGE AVE	\$285.00	
	10/31/2013	9416291.1		ENCROACH PERMIT - CAST IRON LINING, VARIOUS LOCATIONS, JAN 2012	\$285.00	
152183	10/31/2013	1404231	HANSON AGGREGATES INC	10.10 TONS 1/2 MED TYPE A	\$754.06	\$754.06
152186	10/31/2013	490770	INDUSTRIAL SAFETY SUPPLY	REPAIR DBI DIGITAL WINCH	\$715.87	\$715.87
152212	10/31/2013	1052107	ROCHESTER MIDLAND CORPORATION	HOT WATER LOOP SERVICE	\$685.90	\$685.90
152086	10/24/2013	87896581209252013	AT&T	SERV: 08/18/13 - 09/17/13	\$671.55	\$671.55
152120	10/24/2013	62327830	MCMaster SUPPLY INC	1 EA SPOOL OF VELCRO	\$74.03	\$640.82
	10/24/2013	62254668		2 EA PIPE FITTINGS	\$74.94	
	10/24/2013	62443370		ASTD PARTS & MATERIALS	\$491.85	
152167	10/31/2013	30843	CLAREMONT BEHAVIORAL SERVICES	NOV 2013 EAP PREMIUM	\$634.80	\$634.80
152084	10/24/2013	7000989052	APPLIED INDUSTRIAL TECHNOLOGIE	1 BROWNING INTERCHANGE-GENERA	\$145.96	\$634.11
	10/24/2013	7000978277		2 SINGLE ROW BALL BRGS	\$488.15	
152177	10/31/2013	9354	FREMONT EXPRESS COURIER SVC	COURIER SERVICES: SEP 2013	\$600.00	\$600.00
152078	10/24/2013	9912979872	AIRGAS NCN	CYLINDER RENTAL	\$591.45	\$591.45
152134	10/24/2013	2309754002	S & S SUPPLIES & SOLUTIONS	49 SAFETY GLASSES & 30 SAFETY VESTS	\$565.37	\$565.37

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152150	10/24/2013	70408929	XEROX CORPORATION	MTHLY MAINTENANCE BASED ON USE	\$369.72	\$534.44
	10/24/2013	70408933		MTHLY MAINTENANCE BASED ON USE	\$111.30	
	10/24/2013	70408930		MTHLY MAINTENANCE BASED ON USE	\$24.87	
	10/24/2013	70408931		MTHLY MAINTENANCE BASED ON USE	\$28.55	
152114	10/24/2013	20131021	TODD JACOB	EXP REIMB: MISAC ANNUAL CONFERENCE	\$524.77	\$524.77
152079	10/24/2013	130901707	AIRTECH MECHANICAL INC	SERVICE CALL: BLDG 82 AC #1 & #3	\$507.36	\$507.36
152080	10/24/2013	7061	AJ BONO PLUMBING	REFUND # 16745	\$500.00	\$500.00
152102	10/24/2013	7081	LINDA ESCOVEDO	REFUND # 16742	\$500.00	\$500.00
152118	10/24/2013	8282	LOOKINGPOINT INC	MONTHLY PREMIER MAINTENANCE - OCT 2013	\$500.00	\$500.00
152123	10/24/2013	7107	MR. ROOTER - SAN JOSE	REFUND # 16740	\$500.00	\$500.00
152129	10/24/2013	6985	MUKESH MIKE PATEL	REFUND # 16741	\$500.00	\$500.00
152137	10/24/2013	7087	JAMES SOMERS	REFUND # 16743	\$500.00	\$500.00
152166	10/31/2013	6092	PHILIP CHEN	REFUND # 16442	\$500.00	\$500.00
152169	10/31/2013	242051	CURTIS & TOMPKINS LTD	30 LAB SAMPLE ANALYSIS	\$495.00	\$495.00
152155	10/31/2013	205192	AUTO BODY TOOLMART	ASTD PARTS & MATERIALS	\$486.95	\$486.95
152085	10/24/2013	457185	A-PRO PEST CONTROL INC	PIGEON ABATEMENT	\$475.00	\$475.00
152094	10/24/2013	42058	CITYLEAF INC	PLANT MAINTENANCE - OCT 2013	\$457.84	\$457.84

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152101	10/24/2013	137851047	ENTERPRISE GOV 43-1514861	RENTAL: A. ROBLES, LAS VEGAS, NV	\$182.21	\$435.72
	10/24/2013	137458932		RENTAL: S. NESGIS, BURBANK, CA	\$213.72	
	10/24/2013	137360953		RENTAL: D. WIES, PORTLAND, OR	\$39.79	
152141	10/24/2013	181045713	TRENCH PLATE RENTAL COMPANY	4 DAYS HI-CLEAR SHORE & LIFTING BAR	\$217.00	\$423.30
	10/24/2013	181036913		HAYWARD MARSH PIPELINE REHABILITATION	\$206.30	
152191	10/31/2013	54567	JWC ENVIRONMENTAL LLC	ASTD PARTS & MATERIALS	\$417.95	\$417.95
152184	10/31/2013	3G7382	HARRINGTON INDUSTRIAL PLASTICS	ASTD BUSHINGS/ADAPTERS/UNIONS	\$109.07	\$414.01
	10/31/2013	3G7451		ASTD BUSHINGS/ADAPTERS/UNIONS	\$304.94	
152224	10/31/2013	5980	THORNTON ENVIRONMENTAL CONST	BOYCE ROAD LIFT STATION	\$389.50	\$389.50
152228	10/31/2013	30239	WECO INDUSTRIES LLC	2 CABLE ASSY	\$386.93	\$386.93
152089	10/24/2013	16220600	BECK'S SHOES	SAFETY SHOES: L. CARDENAS	\$165.82	\$350.82
	10/24/2013	16258500		SAFETY SHOES: J. DONELAN HALL	\$185.00	
152215	10/31/2013	20131030	SAMUEL SALAZAR	THIRD PARTY CLAIM	\$344.87	\$344.87
152091	10/24/2013	9969250	BLAISDELL'S	ASTD OFFICE SUPPLIES	\$151.09	\$337.14
	10/24/2013	9976610		5 USB DRIVE	\$54.70	
	10/24/2013	9973730		1 CT SAMPLING PAPER	\$131.35	
152176	10/31/2013	11067	FREMONT CHAMBER OF COMMERCE	MEMBERSHIP DUES	\$330.00	\$330.00
152205	10/31/2013	20131024	MARY PEDRO	EXP REIMB: RECOGNITION CIP MEETING	\$106.71	\$327.56
	10/31/2013	20131023		EXP REIMB: MANAGEMENT MEETING LUNCH	\$220.85	

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152108	10/24/2013	222201	CITY OF FREMONT	CAST IRON LINING PHASE 4	\$321.84	\$321.84
152135	10/24/2013	901423389	SIEMENS WATER TECHNOLOGIES LLC	DI WATER SYSTEM	\$315.00	\$315.00
152142	10/24/2013	14131591	TRI DIM FILTER CORPORATION	125 TRI-DEK 15/40 2 PLY PADS	\$301.21	\$301.21
152149	10/24/2013	1204519052	WRA ENVIRONMENTAL CONSULTANTS	FORCE MAIN CONSTRUCTION	\$288.50	\$288.50
152170	10/31/2013	20131023.1	CWEA-NRTC	SEMINAR REG: L. BRENNER	\$70.00	\$280.00
	10/31/2013	20131023		SEMINAR REG: R. SIMONICH	\$70.00	
	10/31/2013	20131029		SEMINAR REG: A. LOPEZ	\$70.00	
	10/31/2013	20131024		SEMINAR REG: A. BERLING	\$70.00	
152214	10/31/2013	2319484001	S & S SUPPLIES & SOLUTIONS	1 DZ NEOPRENE GLOVES & 4 BXS EAR PLUGS	\$266.74	\$266.74
152199	10/31/2013	117865	MAZZEI INJECTOR	6 EA MAZZEI INJECTORS	\$262.16	\$262.16
152192	10/31/2013	40088762	KELLY SERVICES INC	TEMP LABOR-RODRIGUEZ, M., WK END 10/06/13	\$243.20	\$243.20
152160	10/31/2013	9981570	BLAISDELL'S	1 ELECTRIC STAPLER	\$47.07	\$235.10
	10/31/2013	9981990		1 BLK TONER	\$188.03	
152165	10/31/2013	378322	CHEMETRICS INC	5 NITRITE VACU-VIALS KIT. CHEMTRICS CAT	\$231.67	\$231.67
152188	10/31/2013	200067956	IRON MOUNTAIN	DATA/MEDIA OFF-SITE STORAGE - SEPT 2013	\$227.30	\$227.30
152109	10/24/2013	1183326808	GLACIER ICE COMPANY INC	168 EA 7-POUND BAGS OF ICE	\$215.04	\$215.04
152158	10/31/2013	20131030	ANDREW BAILE	EXP REIMB: GIFT CARDS EMPLOYEE RECOGINITION BBQ	\$205.00	\$205.00
152229	10/31/2013	20131030	WEF-WATER ENVIRONMENT FEDERATI	WEF MEMBERSHIP R PIPKIN	\$202.00	\$202.00
152216	10/31/2013	85340220131023	SAN FRANCISCO WATER DEPT	SERVICE 09/20/13 TO 10/21/13	\$196.05	\$196.05

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152194	10/31/2013	20131029	ANJALI LATHI	EXP REIMB: IPAD & ACCESSORIES PER POLICY 2165	\$195.87	\$195.87
152087	10/24/2013	4613416	AT&T	SERV: 07/13/13 - 08/12/13	\$94.49	\$188.98
	10/24/2013	4698950		SERV: 08/13/13 - 09/12/13	\$94.49	
152132	10/24/2013	8200000006901	RED WING SHOE STORE	SAFETY SHOES - RODRIGUES	\$185.00	\$185.00
152187	10/31/2013	719996	INTERNATIONAL PAINT LLC	ASTD PAINT SUPPLIES	\$182.66	\$182.66
152159	10/31/2013	152917	BAY CENTRAL PRINTING	750 BUS CARDS - D. CHIU/E. JOHNSON	\$164.25	\$164.25
152090	10/24/2013	16239000	BECK'S SHOES	SAFETY SHOES: R. CHAU	\$162.13	\$162.13
152111	10/24/2013	3G7348	HARRINGTON INDUSTRIAL PLASTICS	ASTD PVC FITTINGS	\$150.86	\$150.86
152161	10/31/2013	20131024	LURIE BRENNER	EXP REIMB: CWEA MEMBERSHIP RENEWAL	\$148.00	\$148.00
152219	10/31/2013	607003	SDES PORTUGUESE HALL	144 SODAS - EMPLOYEE RECOGNITION BBQ	\$144.00	\$144.00
152185	10/31/2013	600877786	HILLYARD/SAN FRANCISCO	1 CS PAPER PLATES	\$143.44	\$143.44
152231	10/31/2013	1841063322	WINGFOOT COMMERCIAL TIRE LLC	1 TIRE TRUCK SZ LT 225/75R16	\$135.71	\$135.71
152198	10/31/2013	20131030	KATHLEEN MARTIN	EXP REIMB: AIRFARE FOR JANUARY 2104 CAPPO CONF	\$134.80	\$134.80
152218	10/31/2013	20131025	MARIA SCOTT	EXP REIMB: CALPERS EDUCATIONAL FORUM	\$130.75	\$130.75
152126	10/24/2013	208180	OFI TESTING EQUIPMENT, INC.	OFITE METER REPAIR	\$119.49	\$119.49
152082	10/24/2013	5084598	ALL INDUSTRIAL ELECTRIC SUPPLY	1 HVVOLT II NEMA 10C TRANSFORMER OIL	\$116.80	\$116.80
152220	10/31/2013	800186541	SHARP BUSINESS SYSTEMS	MTHLY MAINTENANCE BASED ON USE	\$115.71	\$115.71
152182	10/31/2013	68341	GREEN LEAF CLEANERS	DRY CLEANING FOR 13 JACKETS - FMC	\$104.00	\$104.00
152179	10/31/2013	20131022	MOHAMMAD GHOURY	EXP REIMB: \$100 CASH PRIZE FOR EMP RECOG BBQ RAFFLE	\$100.00	\$100.00

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152203	10/31/2013	20131030	PAT O'NEAL	EXP REIMB: PARKING & MILEAGE FOR CALPERS ANNUAL FORUM	\$94.18	\$94.18
152201	10/31/2013	20131025	JAMES MCPHERSON	EXP REIMB: REFRESHMENTS FOR NASSCO TRNG	\$87.42	\$87.42
152081	10/24/2013	5375552832014	ALAMEDA COUNTY TREASURER	PROPERTY TAXES 37159 HICKORY ST	\$84.06	\$84.06
152227	10/31/2013	8055512469	VWR INTERNATIONAL LLC	2 PKS BUFFER BOD POWDER 6ML	\$82.50	\$82.50
152104	10/24/2013	102598	EXAMINETICS	HEARING TEST SUBMITTED DATA	\$70.00	\$70.00
152108	10/24/2013	20131023	MICHAEL GILL	EXP REIMB: MOVIE TICKETS - EMP RECOG BBQ	\$67.96	\$67.96
152196	10/31/2013	20131028	DUNG LU	CALL-OUT MILEAGE REIMBURSEMENT	\$57.71	\$57.71
152144	10/24/2013	9853393	UPS - UNITED PARCEL SERVICE	SHIPPING CHARGES W/E 09/28/13	\$55.57	\$55.57
152171	10/31/2013	615320131018	DISH NETWORK	NOV 2013 - SERVICE FEE	\$54.86	\$54.86
152209	10/31/2013	60225	REMOTE SATELLITE SYSTEMS INT'L	IRIDIUM SVC FEE NOV 2013	\$48.95	\$48.95
152152	10/31/2013	5084950	ALL INDUSTRIAL ELECTRIC SUPPLY	INBOUND FREIGHT	\$45.80	\$45.80
152197	10/31/2013	3778109	MALLORY SAFETY AND SUPPLY LLC	1 PAIR BOOTS	\$45.44	\$45.44
152174	10/31/2013	1000323752	ENVIRONMENTAL EXPRESS	1 SE STANDARD YTTRIUM 1000PPM	\$37.89	\$37.89
152119	10/24/2013	77691539	MATHESON TRI-GAS INC	CYLINDER RENTAL - SEPT 2013	\$33.10	\$33.10
152130	10/24/2013	512931	PUBLIC SURPLUS AUCTION	SURPLUS SALE FEE: TRUCK BOXES	\$27.66	\$27.66
152175	10/31/2013	118566	FASTENAL	4 S/S HCS 5/8-11X5	\$13.23	\$13.23

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<b>Invoices:</b>				<b>Checks:</b>		
Credit Memos :		2	-833.53			
\$0 - \$1,000 :		160	50,222.60	\$0 - \$1,000 :	96	35,405.99
\$1,000 - \$10,000 :		54	183,348.60	\$1,000 - \$10,000 :	44	141,272.99
\$10,000 - \$100,000 :		11	338,699.73	\$10,000 - \$100,000 :	10	381,408.42
Over \$100,000 :		5	1,711,199.68	Over \$100,000 :	4	1,723,549.68
<b>Total:</b>		<b>232</b>	<b>2,281,637.08</b>	<b>Total:</b>	<b>154</b>	<b>2,281,637.08</b>









