



BOARD MEETING AGENDA
Monday, September 24, 2018
Regular Meeting - 7:00 P.M.

Union Sanitary District
Administration Building
5072 Benson Road
Union City, CA 94587

Directors
Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers
Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

1. Call to Order.

2. Pledge of Allegiance.

3. Roll Call.

- Motion 4. Approve Minutes of the Special Meeting of August 27, 2018.

- Motion 5. Approve Minutes of the Regular Meeting of September 10, 2018.

- Information 6. Balanced Scorecard *(to be reviewed by the Legal/Community Affairs Committee)*.
 - a. Fourth Quarter Fiscal Year 2018 District-wide Balanced Scorecard Measures.
 - b. Balanced Scorecard for the Business Services Work Group.

7. Written Communications.

8. 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.*

- Motion 9. Consider a Resolution to Accept the Construction of the Chemical Tanks and Piping Replacement Project from D. W. Nicholson Corporation and Authorize Recordation of a Notice of Completion *(to be reviewed by the Engineering and Information Technology Committee)*.

- Information 10. Status of Priority 1 Capital Improvement Program Projects *(to be reviewed by the Engineering and Information Technology Committee)*.

- Information 11. Fourth Quarterly Report on the Capital Improvement Program for FY18 *(to be reviewed by the Engineering and Information Technology Committee)*.

- Information 12. Check Register.

Information

- 13. Committee Meeting Reports. *(No Board action is taken at Committee meetings):*
 - a. Engineering and Information Technology Committee – Thursday, September 20, 2018, at 12:30 p.m.
 - Director Handley and Director Lathi
 - b. Legal/Community Affairs Committee – Friday, September 21, 2018, at 10:30 a.m.
 - Director Fernandez and Director Handley
 - c. Legislative Committee – will not meet.
 - d. Audit Committee – will not meet.
 - e. Personnel Committee – will not meet.
 - f. Budget & Finance Committee – will not meet.

Information

- 14. General Manager’s Report. *(Information on recent issues of interest to the Board).*
-
- 15. Other Business:
 - a. Comments and questions. *Directors can share information relating to District business and are welcome to request information from staff.*
 - b. Scheduling matters for future consideration.
-
- 16. Adjournment – The Board will adjourn to a Special Meeting in the Alvarado Conference Room on Monday, October 1, 2018, at 6:00 p.m.
-
- 17. Adjournment – The Board will then adjourn to a Regular Meeting in the Boardroom on Monday, October 8, 2018, at 7:00 p.m.

The Public may provide oral comments at regular and special Board meetings; however, whenever possible, written statements are preferred (to be received at the Union Sanitary District at least one working day prior to the meeting).
 If the subject relates to an agenda item, the speaker should address the Board at the time the item is considered. If the subject is within the Board’s jurisdiction but not on the agenda, the speaker will be heard at the time “Oral Communications” is calendared. Oral comments are limited to three minutes per individual, with a maximum of 30 minutes per subject. Speaker’s cards will be available in the Boardroom and are to be completed prior to discussion of the agenda item.

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



Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

**ENGINEERING & INFORMATION TECHNOLOGY
COMMITTEE MEETING**

Committee Members: Director Handley and Director Lathi

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

AGENDA

Thursday, September 20, 2018

12:30 P.M.

Karen W. Murphy
Attorney

**Alvarado Conference Room
5072 Benson Road
Union City, CA 94587**

1. Call to Order

2. Roll Call

3. Public Comment

4. Items to be reviewed for the Regular Board meeting of September 24, 2018:
 - Consider a Resolution to Accept the Construction of the Chemical Tanks and Piping Replacement Project from D. W. Nicholson Corporation and Authorize Recordation of a Notice of Completion
 - Status of Priority 1 Capital Improvement Program Projects
 - Fourth Quarterly Report on the Capital Improvement Program for FY18

5. Adjournment

Items reviewed at committee meetings will be included in the agenda packet for the upcoming Board meeting. No action will be taken at committee meetings. The Public may provide oral comments at regular and special Board meetings; however, whenever possible, written statements are preferred (to be received at the Union Sanitary District at least one working day prior to the meeting). If the subject relates to an agenda item, the speaker should address the Board at the time the item is considered. If the subject is within the Board's jurisdiction but not on the agenda, the speaker will be heard at the time "Public Comment" is calendared. Oral comments are limited to three minutes per individual, with a maximum of 30 minutes per subject. Speaker's cards will be available and are to be completed prior to discussion of the agenda item.

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THE PUBLIC IS INVITED TO ATTEND



Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

LEGAL/COMMUNITY AFFAIRS COMMITTEE MEETING
Committee Members: Director Fernandez and Director Handley

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

AGENDA
Friday, September 21, 2018
10:30 a.m.

Karen W. Murphy
Attorney

Alvarado Conference Room
5072 Benson Road
Union City, CA 94587

1. Call to Order

2. Roll Call

3. Public Comment

4. Items to be reviewed for the Regular Board meeting of September 24, 2018:
 - Balanced Scorecard
 - Fourth Quarter Fiscal Year 2018 District-wide Balanced Scorecard Measures
 - Balanced Scorecard for the Business Services Work Group

5. Adjournment

Items reviewed at committee meetings will be included in the agenda packet for the upcoming Board meeting. No action will be taken at committee meetings.

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

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

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

THE PUBLIC IS INVITED TO ATTEND

**MINUTES OF THE SPECIAL MEETING OF THE
BOARD OF DIRECTORS OF
UNION SANITARY DISTRICT
August 27, 2018**

CALL TO ORDER

President Kite called the special meeting to order at 6:00 p.m.

ROLL CALL

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

STAFF: Paul Eldredge, General Manager
Karen Murphy, District Counsel

PUBLIC COMMENT

There were no oral communications.

CLOSED SESSION

The Board adjourned to Closed Session for the following matters:

CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION

Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Section 54956.9: One potential case

The Board reconvened to Open Session. President Lathi reported there was no reportable action.

ADJOURNMENT:

The special meeting was adjourned at approximately 6:45 p.m. to the next Regular Board Meeting in the Boardroom on Monday, August 27, 2018, at 7:00 p.m.

SUBMITTED:

ATTEST:

REGINA McEVOY
BOARD CLERK

JENNIFER TOY
SECRETARY

APPROVED:

ANJALI LATHI
PRESIDENT

Adopted this 24th day of September, 2018

**MINUTES OF THE MEETING OF THE
BOARD OF DIRECTORS OF
UNION SANITARY DISTRICT
September 10, 2018**

CALL TO ORDER

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

PLEDGE OF ALLEGIANCE

ROLL CALL

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

STAFF: Karen Murphy, District Counsel
Leah Castella, Special District Counsel
Armando Lopez, Treatment and Disposal Services Manager
James Schofield, Collection Services Manager
Sami Ghossain, Technical Services Manager
Robert Simonich, Fabrication, Maintenance, and Construction Manager
Laurie Brenner, Business Services Coach
Rollie Arbolante, Customer Service Team Coach
Regina McEvoy, Executive Assistant to the General Manager/Board Clerk

VISITOR: Howard Cin, East Bay Dischargers Authority Maintenance Manager

APPROVE MINUTES OF THE SPECIAL MEETING OF AUGUST 21, 2018

It was moved by Director Kite, seconded by Vice President Fernandez, to Approve the Minutes of the Special Meeting of August 27, 2018. Motion carried unanimously.

APPROVE MINUTES OF THE REGULAR MEETING OF AUGUST 27, 2018

It was moved by Secretary Toy, seconded by Director Kite, to Approve the Minutes of the Regular Meeting of August 27, 2018. Motion carried unanimously.

APPROVE MINUTES OF THE SPECIAL MEETING OF AUGUST 30, 2018

It was moved by Vice President Fernandez, seconded by Director Handley, to Approve the Minutes of the Special Meeting of August 30, 2018. Motion carried unanimously.

JULY 2018 MONTHLY OPERATIONS REPORT

Treatment and Disposal Services Manager Lopez provided an overview of the odor report included in the Board meeting packet. Business Services Coach Brenner reviewed the July 2018 financial reports. Staff responded to Board questions regarding the July 2018 monthly operations report.

WRITTEN COMMUNICATIONS

There were no written communications.

ORAL COMMUNICATIONS

There were no oral communications.

CONSIDER A RESOLUTION TO ACCEPT A SANITARY SEWER EASEMENT FOR TRACT 8399 – MISSION FALLS, LOCATED ON MISSION FALLS COURT AT MISSION FALLS LANE IN THE CITY OF FREMONT

This item was reviewed by the Legal/Community Affairs Committee. Customer Service Team Coach Arbolante stated Arroyo Cap V, LLC, will construct a residential development for Tract 8399 on Mission Falls Court and Mission Falls Lane in the City of Fremont. Arroyo Cap V, LLC, has granted the District a sanitary sewer easement for the existing sewer main located within the development while a new sewer main is constructed. Following District acceptance of the replacement sewer main, the District will quitclaim the easement and a new Grant of Easement for the replacement main will be brought to the Board for acceptance. Staff recommended the Board consider a resolution to accept a sanitary sewer easement for Tract 8399 – Mission Falls, located on Mission Falls Court at Mission Falls Lane in the City of Fremont.

It was moved by Director Kite, seconded by Director Handley, to Adopt Resolution No. 2834 to Accept a Sanitary Sewer Easement for Tract 8399 – Mission Falls, Located on Mission Falls Court at Mission Falls Lane, in the City of Fremont, California. Motion carried unanimously.

CONSIDER RECOMMENDATION ON THE EAST BAY DISCHARGERS AUTHORITY (EBDA) JPA NEGOTIATIONS FROM THE AD HOC COMMITTEE

District Counsel Murphy stated the Board created an ad hoc committee on EBDA JPA negotiations, and appointed Director Tom Handley and Secretary Jennifer Toy to the Committee at the Board meeting held August 13, 2018. The ad hoc committee recommended USD propose the following two payment options to the EBDA JPA members:

Option 1 - \$100,000 annual payment

Option 2 - \$200,000 annual payment; Two USD seats on the EBDA Board, with the EBDA Board membership remaining at five; An amendment that would require decision point that currently require unanimity be amended to require only a 4/5ths vote to the extent allowed by law.

The ad hoc committee further recommended the Board agree to a 20-year term, and provide direction to negotiate terms regarding: (1) an escape clause, which would allow member agencies to leave EBDA; (2) a spending cap, and (3) a penalty provision if a member agency exceeds its flows. Staff recommended the Board consider the recommendation from the ad hoc committee regarding the EBDA JPA negotiations.

It was moved by Director Handley, seconded by Vice President Fernandez, to Direct the General Manager to Set Forth the Direction Recommended by the EBDA JPA Ad Hoc Committee in Writing to EBDA and Continue EBDA JPA Negotiations. Motion carried unanimously.

DESIGNATE AND APPOINT TWO BOARD REPRESENTATIVES TO AD HOC SUBCOMMITTEE ON GENERAL MANAGER CONTRACT NEGOTIATIONS

District Counsel Murphy stated the Amended and Restated Employment Agreement between the Union Sanitary District and Paul R. Eldredge to serve as General Manager and District Engineer, dated October 23, 2017, provides the Board will review the General Manager's compensation annually. Staff recommended the Board designate and appoint two representatives to an ad hoc subcommittee on the General Manager's contract negotiations.

It was moved by Director Kite, seconded by Director Handley, to Appoint Vice President Fernandez and Secretary Toy to an Ad Hoc Subcommittee on the General Manager's Contract Negotiations. Motion carried unanimously.

INFORMATION ITEMS:

Annual Report to Union City for Fiscal Year 2017

This item was reviewed by the Legislative Committee. Treatment and Disposal Services Manager Lopez stated Union City Use Permit UP-4-95 requires the District submit a report annually to the City Manager's Office to document existing wastewater treatment plant flow, provide projection of plant flow for the following year, review compliance with effluent discharge limits, and provide a status report on progress made in development of any new treatment facilities outside the Union City limits. The District's annual report to Union City for Fiscal Year 2018 was included in the Board meeting packet.

Report on the East Bay Dischargers Authority (EBDA) Meeting of August 16, 2018

Director Handley provided an overview of the EBDA Commission meeting minutes included in the Board meeting packet.

Check Register

Staff answered Board questions regarding the Check Register.

COMMITTEE MEETING REPORTS:

The Budget & Finance, Engineering and Information Technology, and Legal/Community Affairs Committees met.

GENERAL MANAGER'S REPORT:

Treatment and Disposal Services Manager Lopez stated there was no General Manager's Report.

OTHER BUSINESS:

There was no other business.

ADJOURNMENT:

The meeting was adjourned at 7:21 p.m. to the next Regular Meeting in the Boardroom on Monday, September 24, 2018, at 7:00 p.m.

SUBMITTED:

ATTEST:

REGINA McEVOY
BOARD CLERK

JENNIFER TOY
SECRETARY

APPROVED:

ANJALI LATHI
PRESIDENT

Adopted this 24th day of September 2018



Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

DATE: September 24, 2018

MEMO TO: Board of Directors - Union Sanitary District

FROM: Paul R. Eldredge, General Manager/District Engineer
Laurie Brenner, Finance and Acquisition Services Coach
Karoline Terrazas, Organizational Performance Manager

SUBJECT: Agenda Item No. 6a - Meeting of September 24, 2018
Information Item: **Fourth Quarter Fiscal Year 2018 District-wide Balanced Scorecard Measures**

Recommendation

Information only.

Background

The report summarizes the District's progress meeting operational and safety objectives and targets for the fiscal year 2017-18 (July 1, 2017 through June 30, 2018).

Staff will be present to answer questions regarding the Strategic Performance Report and the District's balanced scorecard objectives, measures and results.



Strategic Performance Report

Fiscal year 2017 - 2018
(July 1, 2017 through June 30, 2018)



Presented September 24, 2018

Prepared by Laurie Brenner, Business Service Coach

and

Karoline Terrazas, Organizational Performance Manager

USD FY18 Strategic Performance Report

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USD FY18 Strategic Performance Report

Executive Summary

This report summarizes the performance of the District in the areas of operational excellence and safety for fiscal year 2017-2018 (July 1, 2017 through June 30, 2018).

The District performed well against published performance objectives in FY18.

Only one of the twenty-three measures (five are Track & Report only) in the Operational Excellence scorecard missed targeted values and two of the seventeen measures in the Safety scorecard missed targeted values in FY18. Specifics are presented in the Performance Exceptions sections of this report for each scorecard.

There are 4 additional financial measures only calculated at year end closing that have preliminary values or are not yet available. These financial measures have all been coded as “Neutral” per the color legend for the Balanced Scorecard. The impacted measures are “% Budget expended, Operating expenditures” (preliminary value is 90% against a target range of 95-103%), “% expended Priority 1 Special Projects (preliminary value is 49% against a target range of 80-110%),” “% Asset renewal/year: Plant,” and “% asset renewal/year: Collection System.”

All other measures met or exceeded targeted goals and the both District and individual staff members were presented with several industry and function specific awards during the year.

Human Resources successfully completed 18 internal and external recruitments across the District during FY18, all with a team consisting of only the Human Resources Manager, one Analyst, and one Administrative Specialist.

The District continues to experience significant staff turnover; primarily from planned retirements. This trend is expected to continue, so every effort has been made to preserve and pass on tacit staff knowledge to ensure business continuity.

The most recent past bi-annual safety survey (FY18) indicated the highest level of positive employee responses ever recorded at the District, at 94%, and the X-Mod for the coming year has been disclosed at just 0.78; the second lowest in District history, with FY18 being the lowest at just 0.72. Our deliberate focus on safety has clearly been effective.

Tables A-C below include all measures and actual performance compared to targets, as well as the performance from the two prior fiscal years for comparison.

USD FY18 Strategic Performance Report

Performance Measurement Process

During strategic planning, the Executive Team agrees on District-wide objectives and measures in the areas of customer service, financial performance, internal business processes, employee growth & development, and safety. Objectives, measures, and targets are reviewed and updated annually. A comprehensive, new Strategic Plan has been developed, will be presented to Board and rolled out to the District shortly after.

The balanced scorecards are reviewed and discussed by the Executive Team and the Board of Directors on a quarterly basis and continue to be valuable tools in monitoring the District's progress against strategic plan initiatives. The District-level operational and safety scorecards, along with the individual team scorecards (not included in this report), measure our success in serving our customers' needs; being good stewards of the environment and the public's money; doing our jobs safely, effectively and efficiently; ensuring employee growth and development, and the preservation of the District's unique team-based culture.

USD FY18 Strategic Performance Report

Table A: Operational Excellence Objectives and Measures

Objectives	Measures	FY18	Target	FY17	FY16	Comments
Stewardship: Demonstrate responsible stewardship of District assets and the environment	Progress implementing outreach plan milestones	91.8%	≥90%	98.36	92.8%	some activities are planned as cycling
	Response time to calls for service: % under 1 hour	96.83%	≥95%	97.28	97.5%	over 140 calls
Service: Provide reliable, high quality service	Response time to "Contact USD" inquiries: % within 3 business days	94.08%	≥ 90%	96.50	96.9%	Q1= 26/26; Q2= 21/23; Q3=29/32, Q4=34/36
	# Total adverse impacts on customers	4	≤10	4	10	Q1= 2 confirmed odor complaints of all received; one associated with a manhole; one associated with treatment plant equipment; Q2= 2 minor vehicle incidents; Q3- no incidents; Q4- no
Be prepared for emergencies	# USD or local drills or debriefs	5	3	3	2	"Q1- Combo Class Q2- Great ShakeOut Drill Q3- EOC Open House Q4- Tabletop and Emergency Flipchart"
Fiscal responsibility: Ensure funding for critical programs and projects, while maintaining comparable rates Accurately project and control costs	Residential SSC compared to surrounding areas	5.8th	<33rd percentile	11.5th	11.5th	Survey criteria expanded, and new survey completed in September 2017
	% Operating Budget expended	90%	95-103%	92%	93%	Annual Reporting Frequency; numbers are preliminary until year end close and financial audit are completed
	% Priority 1 Special Projects Budget expended	49%	80-110%	44%	80%	
	# regional projects/initiatives with financial benefit	3	≥3	3	3	
Asset Management: Manage and maintain assets and infrastructure	# Critical asset failures wo negative impacts	0	≤2	0	0	
	# critical asset failures with negative impacts	0	0	0	3	
	% asset renewal/year: Plant	NA	Track & Report	2.31%	2.52%	Annual Reporting Frequency
	% asset renewal/year: Collection System	NA	Track & Report	0.47%	0.45%	Annual Reporting Frequency
	Priority CIP Projects completed vs planned	85%	85%	93.32%	63%	See Report

USD FY18 Strategic Performance Report

Objectives	Measures	FY18	Target	FY17	FY16	Comments
Efficiency: Optimize processes; Use technology effectively	See Timeline and Team/Process scorecards					
Environmental protection: Maintain our ability to meet current and future regulations	# adverse impacts on environment	0	0	1	1	No Cat 1 spills all year
	Category 2/3 SSO's	3	< 10	3	5	10-4-17: ARV CAT 3, 501-Gal, 100% Recovery; Q3-1/4/18 Palm Esmt Wisteria, 3 Gal.
	# regional projects/initiatives with environmental benefit	3	≥3	3	3	
Employees: Maintain a highly competent, flexible workforce	Employee Turnover Rate	6.11%	Track and report	8.03%	9.77%	Annual Reporting Frequency, 2.29 non-retirement
	% Planned training milestones completed	147%	100%	100%	76.47%	aggregate measure (TPO, FMC, CS); Q1 updated, most workgroups exceeded their goals
	Individual Training assessments completed (CS only)	73	65	74	58	adjustments to totals made in Q4
	Labor relations: Foster a collaborative employee-management relationship that encourages new ideas and continuous improvement	Ave % non-mgmt employees participating in District committees and taskforces	45%	45-55%	46.15%	48.3%
	Total % non-mgmt employees participating in alternative compensation program	43%	Track and report	45.25%	52.5%	Annual Reporting Frequency

Green: Met or exceeded target

Yellow: Did not meet target ≤10%- needs attention

Red: Did not meet FY target by >10%- corrective action needed

USD FY18 Strategic Performance Report

Table B: Safety Objectives and Measures

Objectives	Measures	FY18	Target	FY17	FY15	Comments
Reduce the number of accidents	# OSHA reportable accidents with lost days	2	0	1	2	Other reportable cases turned into lost time cases; shoulder strain and lower left leg cut
	Other accidents	0	≤4	2	0	
Reduce the impact of accidents on employees and the District	Ave FTE lost time	0.3325	≤0.5	0.15	0.145	
	Cost lost time	\$32,052.64	≤\$44,623	\$16,450	\$9,883	
	Ave FTE limited duty	0.08	≤0.5	0.15	0.12	
	Cost limited duty	\$2,930.91	≤\$22,312	\$9,517	\$4,775	
	Total incidents of USD vehicle/equipment damage	2	≤2	1	3	Damage to the Vactor tank body , Cart rolled into a car.
Cost of claims associated with vehicle/equipment damage	\$0	≤\$5,000	\$0	\$540	Internal shop labor only on a surplus rig	
	Workers Compensation Rate Modifier (X-Mod)	0.78	≤1.0	.72	1.01	
Identify and correct poor practices and potential hazards	# Facility Safety Inspections	4	4	4	4	Q1-Collections and FMC buildings/areas; Q2- Treatment Plant; Q3 Pump Stations; Q4 Admin

USD FY18 Strategic Performance Report

	% of areas of concern identified during inspections resolved within 45 days	94.59%	≥90%	97%	90%	Q1= 30/33; Q2: 15/16; Q3 25/27; Q4 12/12
	# management work site observations	373	≥282/yr	297	337	
Implement industry best practices	# best practice site visits and/or practices adopted	1	2	0	1	EHSPM re-assuming responsibility for this metric; resumed at Central San in Q3
Communicate our commitment to safety	# GM communications on status of safety program and performance	7	≥4	8	8	See Report
	# safety strategy reviews conducted by ET and EHSPM	8	≥6	8	8	
Increase employee awareness	# of major safety training events offered	11	≥7	15	1	Q4- Heat Stress, Lock Out Tag out, Chemical Hygiene
Educate employees in safe work practices	% of targeted employees trained	94.1%	≥90%	95.18	77.8%	Surveys were completed and are currently being organized by workgroup for safety improvements

Green: Met or exceeded target

Yellow: Did not meet target ≤10%- needs attention

Red: Did not meet FY target by >10%- corrective action needed

USD FY18 Strategic Performance Report

Table C: Public Relations/Outreach Activities

Category	FY18 Activities
USD website	<ul style="list-style-type: none"> • Open House- Centennial Communication • Leadership School Graduation • Virtual Plant tour video
Press Releases, articles and Ads	<ul style="list-style-type: none"> • Certificate of Merit recipients announced • Earth Day activities announced • Open House ads
Civic Outreach	<ul style="list-style-type: none"> • Letters offering USD presentations sent to various groups (Rotary, Chamber of Commerce, etc.) • Presentations to Fremont, Newark Rotary Clubs
Community Outreach	<ul style="list-style-type: none"> • USD Open House • Earth Day
School Outreach	<ul style="list-style-type: none"> • Engineering presentation at Chabot College • Letters to 5th grade teachers offering presentations on wastewater treatment • Alameda County Science & Engineering Fair
Career Outreach/Fairs	<ul style="list-style-type: none"> • Career fair attended
Business Outreach	<ul style="list-style-type: none"> • Certificate of Merit Award ceremony • Facilitated Green Business Inspections • Industrial Advisory Council participation

USD FY18 Strategic Performance Report

Operational Excellence Scorecard Results

Performance Exceptions

The District is pleased to report that all Operational measures were at or exceeded targets.

Operational expenses consistently come in slightly under the approved annual budget and information related to the preliminary values calculated for financial measures was presented in the Executive Summary section of this report.

The percent Plant and Collection System annual asset renewal values for FY18 were not available as of this report date, as is typical; however, the updated FY17 final values are now available in Table A for reference.

85% of the Priority Capital Improvement Projects milestones were completed as planned in FY18. Although this measure met the targeted value of 85%, projects that did not meet goals are included in the table (*CIP Projects*) below for transparency:

CIP Projects

Project Name	Status at Year End
Hypochlorite Tanks and PVC Piping Replacement	Continued work on the Corrective Work Items List and Punch List.
Fremont/Paseo Padre Internal Lift Pumps	Substantial completion has not yet been issued due to final pump testing not meeting established criteria

Corrective and preventive actions have been discussed, developed, and implemented as necessary and lessons learned from each missed target will be recorded to prevent recurrence where possible. Other than the measures listed above, all Operational Excellence targets were achieved in FY18.

Narrative details and some graphic representations of operational excellence measures are provided below.

USD FY18 Strategic Performance Report

Customer Objectives and Measures

Customer objectives focus on both short and long-term customer service and stewardship of public assets and the environment, with measures targeting the provision of high quality, reliable service and outreach activities, and maintaining emergency preparedness throughout the District at all times.

Actual Measures:

- Percent progress implementing Outreach plan milestones
- Response time to customer calls for service
- Response time to “Contact USD” email inquiries
- Adverse impacts USD activities have on external customers
- Number of planned emergency preparedness activities

Progress Implementing Outreach Plan Milestones

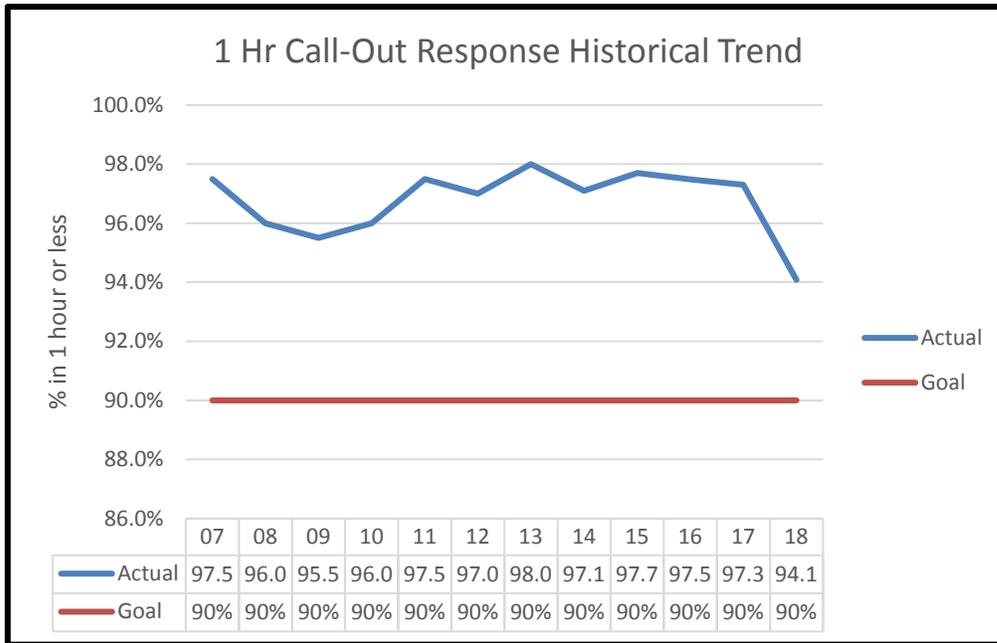
Annually, staff identifies specific events, activities and programs designed to educate public officials, businesses, potential employees, and the public about USD and our Mission. Overall, 91.8% of the planned activities in FY18 were accomplished as planned.

See Table C above for a summary of all Outreach activities in FY18.

Response Time To Customer Calls for Service

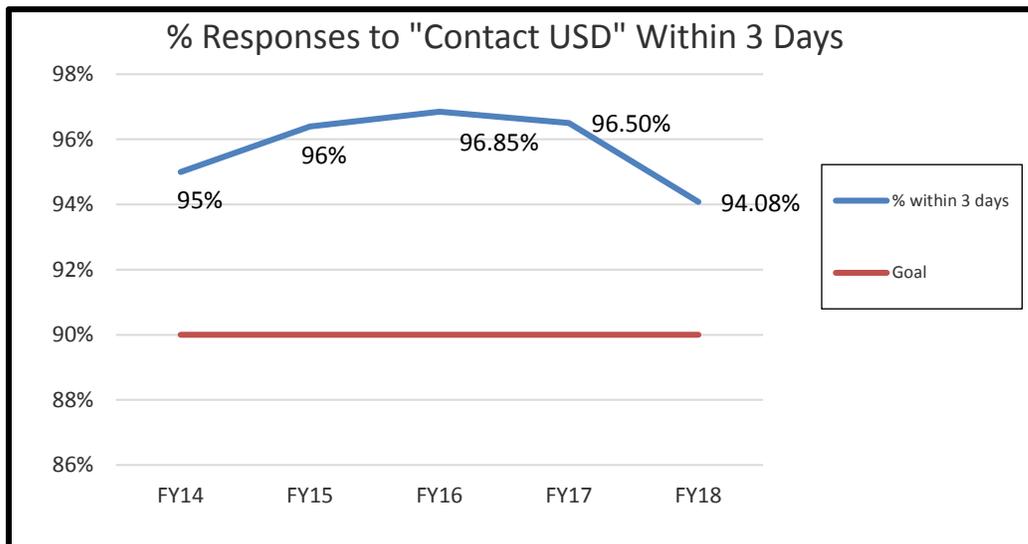
Responding to service calls from customers requires coordination between three teams: Customer Service, which takes the initial call and routes it to the proper staff person, the Maintenance-TV Team, which contacts the customer and takes appropriate action to resolve the problem, and the Total Productive Operations Team, which handles after-hour and weekend calls. The target to respond to a call, by either arriving on site or resolving the problem by phone, is 95% within one hour. In FY18, District staff responded to 96.83% of all calls within one hour, with an average response time of just 49 minutes, while handling over 140 recorded service call outs. District staff have exceeded this goal for over 10 years.

USD FY18 Strategic Performance Report



Response Time to “Contact USD” Email Inquiries

Responding to email inquiries from ratepayers and other system stakeholders requires careful coordination between all District teams. The receptionist monitors the District email queue and logs all inquiries into an internal tracking tool. Based on the nature of the inquiry, the request is then routed to the most appropriate internal resource for response. Once the actual response has been made, the resource designated to respond updates the tracking tool so progress against the three-day goal can be verified. Staff responded to 94% of the 117 total customer inquiries within the target range in FY18.



USD FY18 Strategic Performance Report

Adverse Impacts on Customers

The total number of customer adverse impacts reported came in at four events, against the target of ≤ 10 issues in FY18. The four issues reported (with claims filed against the District) throughout the year included two odor complaints in the 1st quarter (manhole, plant) and two minor vehicle accidents involving a District vehicle in the 2nd quarter. Respondents performing subsequent investigations confirmed that the odors were not coming from our facilities, therefore, no complaints were recorded; however, we continue to handle these allegations urgently and consistently.

Number of Planned Emergency Preparedness Activities

With 5 total preparedness activities completed in FY18, the District exceeded their target of 3. The activities focused our employees on preparedness and FEMA/SEMS operations; which included: an Incident Command Systems class, participation in the national Great Shake Out campaign, Emergency Operation Center Open House, development of a District-wide emergency preparedness flipchart, and a tabletop exercise that included all our workgroups. The District continues to be committed to maintaining its focus on partnering with local peer agencies and other entities to ensure readiness for a wide variety of unplanned emergency scenarios.

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Financial Objectives and Measures

Financial objectives focus on the prudent and responsible management of public funds entrusted to the District, with measures focused on keeping sewer service charges (SSC) comparable to other local agencies with similar treatment processes, accurately controlling and tracking project and program costs against planned budgets, and globally ensuring that the District is always compliant with the ethical, legal, and regulatory requirements associated with finance.

Actual Measures:

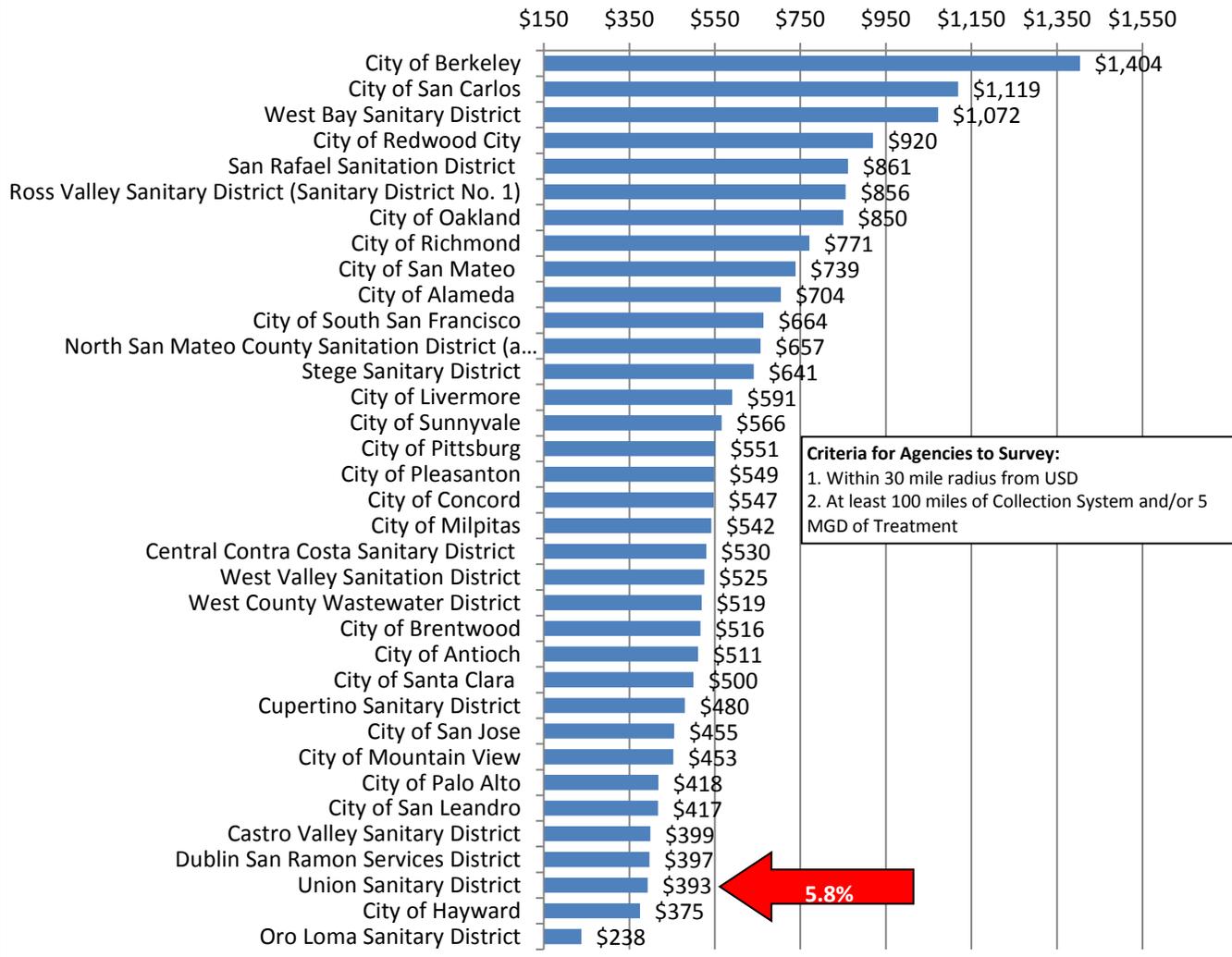
- Residential SSC compared to surrounding areas
- Percent operating budget expended against plan
- Percent priority 1 special project expenditures against plan
- Number of regional projects/initiatives with financial benefit

Residential SSC Compared to Surrounding Areas

Despite minimal, but necessary sewer service charge increases to rate-payers in FY18, through accurate planning and attention to operational efficiency, the District continues to provide an elevated level of service at a to residents at a cost that is significantly lower than wastewater treatment rates evidenced in most surrounding service areas. This is achieved through continual improvement efforts resulting in ever-increasing operational efficiency. During FY18, the residential SSC was \$393.35, which is well under target at just the 5.8th percentile compared to other San Francisco Bay Area agencies, per our October 2017 sewer survey report.

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Bay Area Annual Sewer Service Charges 2017-2018



* ...after facility name =Plants with tertiary treatment processes

Percent Operating Budget Expended Against Plan

This measure tracks the efficiency of all operational projects as compared to the planned budget for those activities. In FY18, preliminary reporting reflects that 90% of planned expenditures were made against the target range of 95-103%. The final value for this measure will be re-calculated and reported once all year-end statements are reconciled. This is not considered to be a material concern.

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Percent Priority 1 Special Project Expenditures Against Plan

This measure tracks the efficiency of critical (classified as priority 1 special) projects as compared to the planned budget for those activities. In FY18, preliminary reporting reflects that only 49% of planned expenditures were made against the target range of 80-110%. The final value for this measure will be re-calculated and reported once all year-end statements are reconciled. Several budgeted projects were carried forward into FY18 or otherwise delayed or cancelled for a variety of reasons in FY18.

Number of Regional Projects/Initiatives With Financial Benefit

The District seeks out opportunities to work with other agencies and organizations in ways that benefit the District. For FY18, the goal was to participate in at least three regional projects with financial benefit (same as the prior year). This goal was met through continued participation in the Bay Area Consortium of Water and Wastewater Education (BACWWE) operator training program, the Bay Area Chemical Consortium (BACC), and BAYWORK, a regional workforce development initiative focused on the water and wastewater industry. The District leverages these partnerships to reduce costs via the sharing of training resources/events and taking advantage of collective bargaining power related to the purchase of chemicals necessary for our treatment processes. The Executive Team will re-evaluate the existing projects and research additional opportunities during the Strategic Planning process.

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Internal Process Objectives and Measures

Internal process objectives focus on internal business processes critical to achieving the District's Mission, including, but not limited to, long-term project, financial, and workforce planning activities, the management and maintenance of District assets and infrastructure, appropriate use of technology, treatment process optimization, and environmental stewardship.

Actual Measures:

- Number of critical asset failures without negative impacts
- Number of critical asset failures with negative impacts
- Percent annual asset renewal- Plant
- Percent annual asset renewal- Collection System
- Percent priority capital improvement projects, milestones met vs. planned
- Number of adverse impacts on the environment, including Category 1 sanitary sewer overflows (SSO's)
- Number of regional projects/initiatives with environmental benefit
- Number of Category 2/3 SSO's

A comprehensive listing of District projects and initiatives to increase efficiency can be found on the Strategic Initiatives Timeline (Appendix A) and on individual team and workgroup scorecards (not presented in this report).

Number of Critical Asset Failures Without Negative Impacts

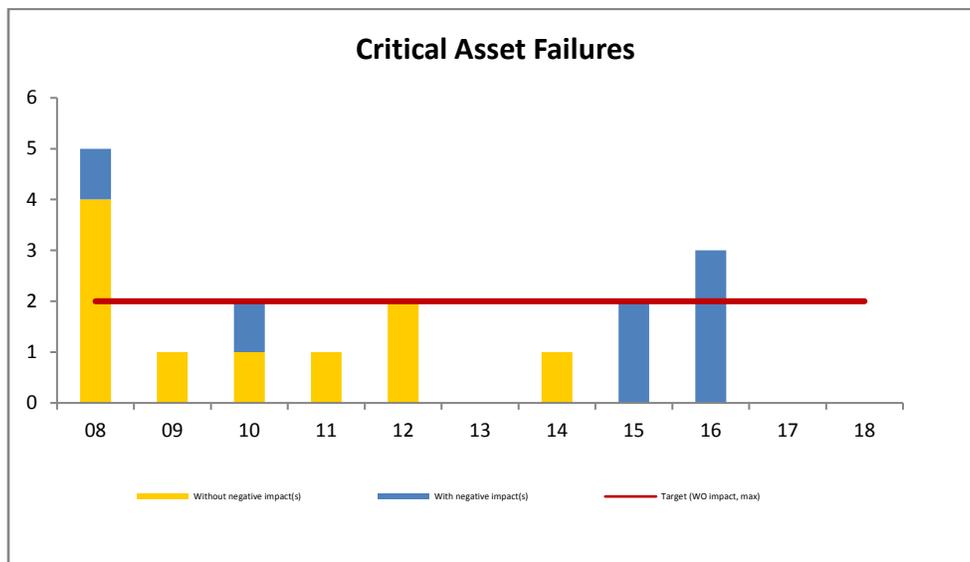
This measure reflects the number of critical asset failures (plant, collection system, and pump station assets) from a pre-defined listing showing the minimum number of specific asset types necessary for the uninterrupted provision of service to District stakeholders that *had no negative impacts*. This is typically true because redundant equipment or alternative processes are available for service, functionally preventing any negative impacts from being felt in the system. This list is periodically reviewed by the Executive Team to ensure it' accuracy so that the District can always provide seamless service to our customers. In FY18, there were no instances of critical asset failure without negative impacts against the target of ≤ 2 .

This is a significant accomplishment, reflecting positively on both the District's preventive maintenance programs and the exceptional efforts made by Collection Services (CS) Fabrication, Maintenance and Construction (FMC) and Total Productive Operations (TPO) staff to ensure that our assets and infrastructure remain in top notch, working condition.

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Number of Critical Asset Failures With Negative Impacts

This measure reflects the number of critical asset failures (from the same listing referenced in “Number of Critical Asset Failures Without Negative Impacts” above) where District stakeholders were actually or had the potential to be impacted negatively throughout the year. Usually, this entails a critical asset failure of greater than 24 hours in duration, without redundant equipment or an alternative/equivalent process being available for continued “normal” service. In FY18, there were no failures reported for the year against the target of zero. As stated in the measure above, this is a significant accomplishment reflecting the overall quality of the internal maintenance, repair, and procurement processes, and staff commitment to excellence throughout the District.



Percent Annual Asset Renewal- Plant

This measure had not been calculated as of 9/18/18 as previously indicated in the Executive Summary of this report (page 1, paragraph 4). Once the analysis is completed and verified, the balanced scorecard and this report will be updated, and that information communicated to stakeholders. This reflects the typical delay associated with the year-end closing process.

Percent Annual Asset Renewal- Collection System

This measure had not been calculated as of 9/18/18 as previously indicated in this report (page 1, paragraph 4). Once the analysis is completed and verified, the balanced scorecard and this report will be updated, and that information communicated to stakeholders. This reflects the typical delay associated with the year-end closing process.

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Percent Priority Capital Improvement Projects, Milestones Met vs. Planned

Our capital improvement activities we completed right at our target of 85%, see Table A above. Out of the ten planned projects, only Hypochlorite Tanks and PVC Piping Replacement and Fremont/Paseo Padre Lift Station Pump projects had fallen slightly behind schedule at the end of FY18. In both cases, contractor performance impacted District goals.

Number of Regional Projects/Initiatives With Environmental Benefit

As part of the strategic plan, the District seeks out opportunities to work with other agencies and organizations in ways that benefit the environment. For FY18, the goal was to participate in at least three regional projects with environmental benefit. In addition to participation in the Bay Area Pollution Prevention Group (BAPPG) and a variety of other regional pollution prevention and storm water activities managed by the Environmental Compliance Team, the District participated in a water conservation project with the Alameda County Water District and continued efforts to certify partner organizations as “Green Businesses.” The Executive Team will re-evaluate the existing projects and research additional opportunities during the Strategic Planning process.

Number of Adverse Impacts on the Environment (Including Category 1 Sanitary Sewer Overflows)

There were no Category 1 sanitary sewer overflow (SSO) in FY18. There were however two Category 3 spills reported. See following measure.

Number of Category 2/3 SSO’s

This measure reflects the annual number of Category 2 and 3 sanitary sewer overflows (SSO’s) within the District’s service area. The District was responsible for two total Category 3 (three) SSO’s in FY18, against the target of ≤ 10 of both types per year. The SSO Table below (*State Water Resources Control Board website) reflects the definitions for the three categories of overflows tracked. The District is “the enrollee” referenced in the table.

SSO Table

CATEGORIES	Definitions
CATEGORY 1	Discharges of untreated or partially treated wastewater of any volume resulting from an enrollee’s sanitary sewer system failure or flow condition that: Reach surface water and/or reach a drainage channel tributary to a surface water; or Reach a municipal separate storm sewer system and are not fully captured and returned to the sanitary sewer system or not otherwise captured and disposed of properly. Any volume of wastewater not recovered from the municipal separate storm sewer system is considered

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	to have reached surface water unless the storm drain system discharges to a dedicated storm water or ground water infiltration basin (e.g., infiltration pit, percolation pond).
CATEGORY 2	Discharges of untreated or partially treated wastewater of 1,000 gallons or greater resulting from an enrollee's sanitary sewer system failure or flow condition that do not reach surface water, a drainage channel, or a municipal separate storm sewer system unless the entire SSO discharged to the storm drain system is fully recovered and disposed of properly.
CATEGORY 3	All other discharges of untreated or partially treated wastewater resulting from an enrollee's sanitary sewer system failure or flow condition.

*Source-http://www.waterboards.ca.gov/water_issues/programs/ss/

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Employee Growth & Development Objectives

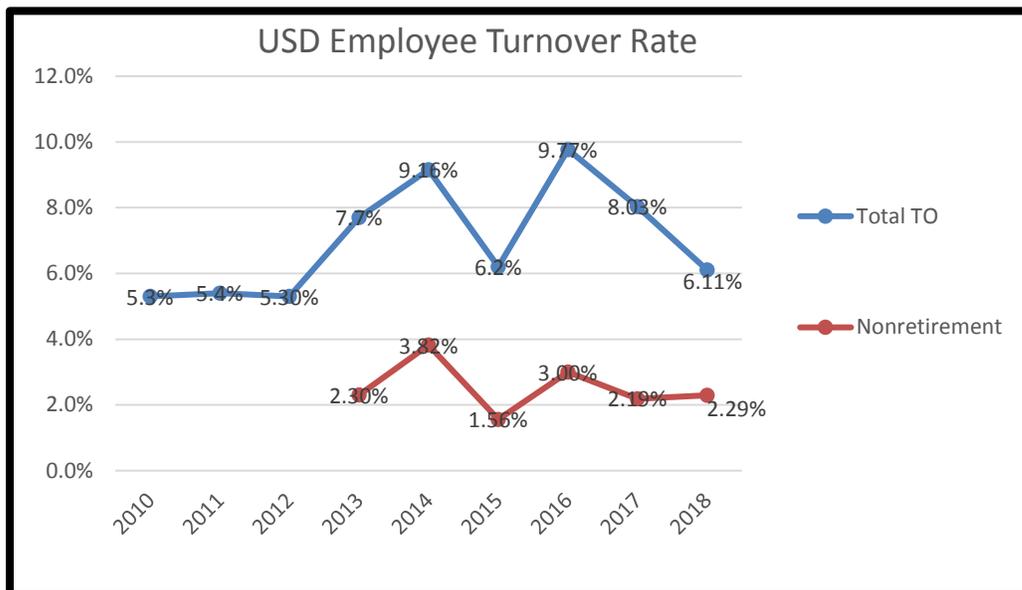
Employee growth and development objectives focus on employee training and maintaining a highly competent, flexible workforce, as well as protecting labor relations via the participative and collaborative employee-management culture of the District. This is accomplished by allowing employee engagement in planning and decision-making activities. Safety is measured in a separate, stand-alone scorecard (results later in this document) intended to demonstrate that safety is the top priority of the District.

Actual Measures:

- Percent employee turnover; total and non-retirement
- Training milestones completed/updated
- Number of competency assessments completed in Collection Services
- Average percent non-management employees participating in District Task Forces and Committees
- Percent employees (non-management) participating in the Alternative Compensation program

Percent Employee Turnover

This annually calculated measure shows the percent of total staff leaving the District, both through planned retirements and other separations. There is no goal for this measure, rather, it is tracked and reported for comparative reference year over year. In FY18, the District experienced 6.10% turnover, with 3.05% of that being voluntary, non-retirement separations (resignations).



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Training Milestones Completed/Updated

The target of 100% of planned activities for this measure was exceeded by all work groups. With the high percentage of recent staff turnover, management has recognized the need for an enhanced emphasis on training in all work groups.

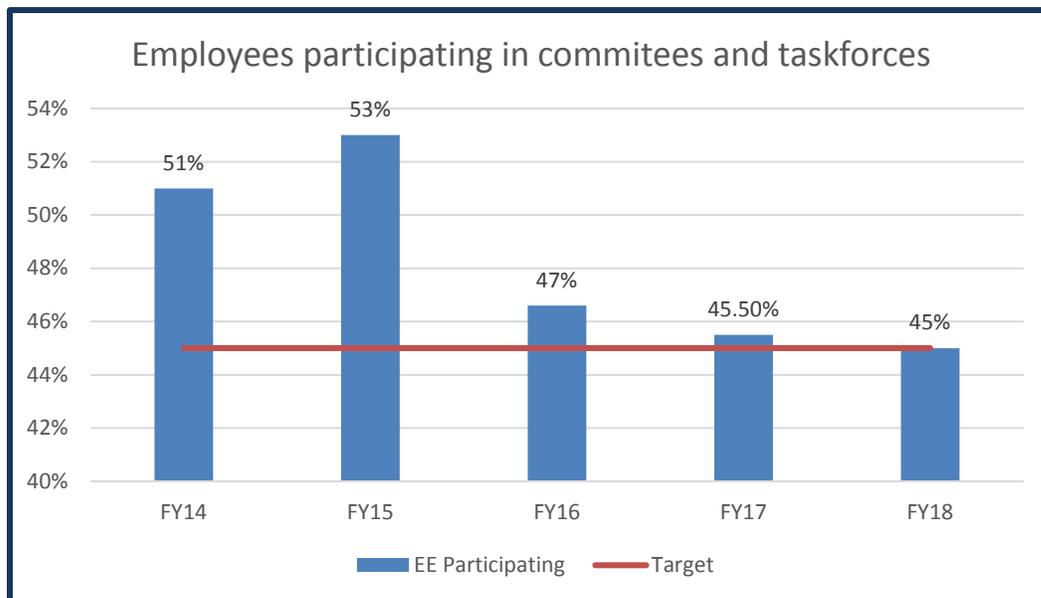
Number of Competency Assessments Completed in Collection Services

Collections Services management (and their designees) completed 73 total assessments during FY18, exceeding the target of 65 assessments. This activity was largely based on a focused effort throughout the year.

Average Percent Non-Management Employees Participating in District Task Forces and Committees

District employees are encouraged to contribute ideas for continuous improvement in a variety of ways. In addition to participating in the business of their work teams, employees have the opportunity to participate in standing committees and taskforces with a variety of focal areas covered.

Participation is measured twice a year and the average is reported annually. An average of 45% of non-management employees participated in at least one committee or taskforce in FY18, despite two large Committees being “retired” during the prior fiscal year. The District’s Safety Committee represents a large Committee initiated in FY18, including participants from most District teams.



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Percent Employees (Non-Management) Participating in the Alternative Compensation Program

This measure reflects the total number of non-management employees that elect to participate in the voluntary Alternate Compensation program. This program offers District teams with at least two interested Classified personnel the opportunity to identify, develop and work together on a rigorously documented project benefitting the District in a material way in one of more defined categories (workflow/process, financial, safety, green/environmental, improved workplace, or customer satisfaction). Applications for program inclusion are reviewed by classified employees (one from each work group) who ensure that program requirements are all met, and milestones and progress are then tracked throughout the year. Projects must be completed and verified by the last day of the fiscal year to merit awards associated with the program.

In FY18, 43% of non-management employees from District teams participated in the Alternate Compensation program, including both Classified and Unclassified staff. The program is currently under review and participation is tracked and reported on an annual basis, at the end of each fiscal year.

FY18 Projects

Team	Project
FMC Mechanics	Removal of Decommissioned Cogen Equipment
Capital Improvements Projects	CIP Training Program
Environmental Compliance	Industry Sector Review
Customer Service	Improving Communication of Inspection Requirements for Repairs
Finance & Acquisition Services	General Ledger Account Cheat Sheets for Internal Customers
Research and Support	Lab Supplies Master List and Requisition Log
Collections Support	Remodel Projects
MTV	CCTV improvements

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Safety Scorecard Results

Performance Exceptions

The District missed the targets on two measures in safety performance in FY18; one is not considered a material or programmatic failure.

The target of zero lost time accidents was not met, as was the case in FY17. There were two lost time injuries in FY18. The incidents did not drive the total costs of lost-time above the targeted values for the “Wages Only” or Limited Duty/Other ½ Wages” measures, which is positive. Thankfully, the injury reported was not life-threatening or serious, and the affected employees were able to return to full duty with no lingering effects from the incidents.



District staff completed one benchmarking/best management practices site visit in FY18, against the target of ≥ 2 for the year. Members of the Safety committee had the opportunity to meet with employees at Central Sanitary in Martinez, Ca. After the meeting of shared best practices, the group also had the opportunity to tour the facility. The Environmental Health and Safety Program Manager will resume responsibility for coordinating these activities. Despite failure to meet targeted objectives, this is not considered to be a material concern, since the District’s Safety record is excellent overall.

Lastly, the Employee Safety survey was executed in late FY18 with a historical high of 94.1% positive responses. This is an indicator that the Safety efforts at the District are effective.

Narrative details and some graphic representations of safety measures are provided below.

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Safety Objectives and Measures

Safety objectives focus on reducing the number of staff injuries and vehicle and equipment accidents/damage, including reducing negative impacts and costs associated with those events. Safety measures have been developed and refined over time to identify and support the correction of poor practices and potential hazards at the District, ensure that industry best practices for safety are implemented when practicable, educate employees in safe working practices, and maintain two-way communication between staff and management related to safety. All these activities are intended to support the positive safety culture and attitude exhibited throughout the District.

In order to keep striving for additional improvements in the District's safety record and associated measures, teams continue to discuss "near misses," debrief each accident, and develop resolutions to help avoid recurrence in the future. Resolutions are shared with all teams as lessons learned. The Executive Team reviews the District safety strategy at a minimum of six times per year and all teams review their work for potential hazards and identify ways to minimize risks on at least an annual basis. These team "safety strategies" have been very effective in engaging employees and increasing employee ownership of the safety program.

Actual Measures:

- Number of total accidents with lost days
- Number of other OSHA reportable accidents
- Number of incidents of vehicle or equipment accidents/damage
- Costs associated with vehicle/equipment accidents
- Average full-time equivalent lost time
- Total costs: Lost time wages only
- Average FTE limited duty time
- Total costs: Limited duty/other ½ wages
- X-Mod
- Number facility safety (SIT) inspections completed
- Percent areas of concern identified in SIT inspections resolved within 45 days
- Number of work site inspections completed
- Number of benchmarking/best management practice site visits
- Number of safety related communications from the General Manager
- Number of major safety training events offered
- Average percentage of targeted employees trained versus plan
- Average percentage of positive responses on the employee safety survey

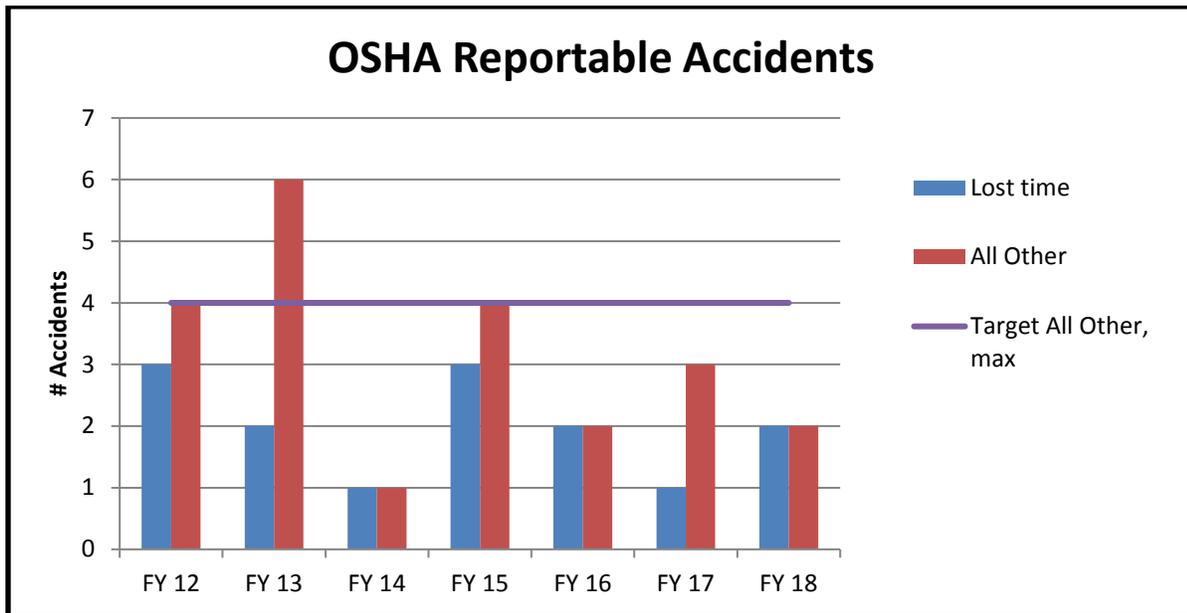
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Number of Total Accidents With Lost Days

There were two accidents that resulted in lost time; however, thankfully they were not life threatening and a pleasure to report both employees are back at work.

Number of Other OSHA Reportable Accidents

There were zero “other” OSHA reportable accidents or injuries evidenced against the target of ≤ 4 in FY18.



Number of Incidents of Vehicle or Equipment Accidents/Damage

The District had two incidents of vehicle damage against the annual goal of ≤ 2 in FY18. One incident involved a cart rolling into a District vehicle and the other incident was damage to a tank of our surpluses Vactor truck. Both had minor repairs were accomplished in-house at no material expense to the District.

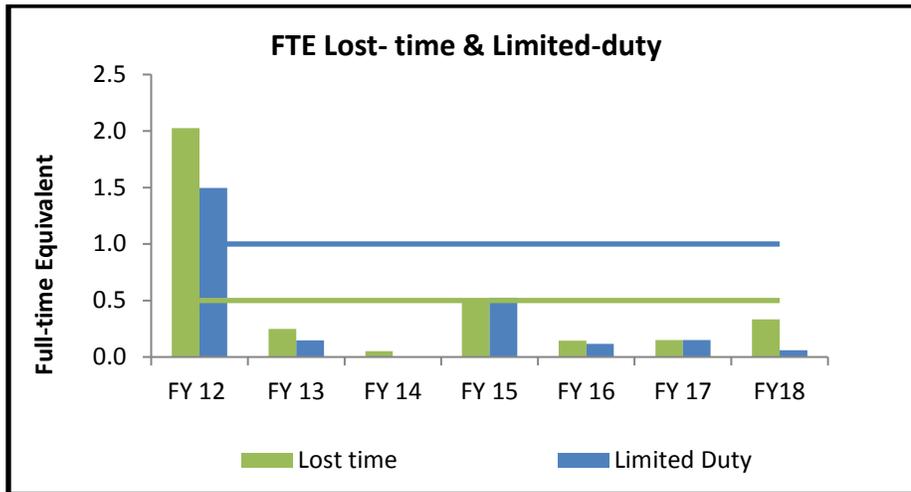
Costs Associated With Vehicle/Equipment Accidents

The actual cost associated with the number of incidents of vehicle or equipment damage was \$0 in FY18, against the target of $\leq \$5000$.

Average Full-Time Equivalent (FTE) Lost Time

This measure reflects the impacts of accidents and injuries as expressed by full-time staff equivalents (a standard industry measure). In FY18, the average FTE for lost time was 0.33, against the annual target of ≤ 0.5 FTE.

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Total Costs: Lost Time Wages Only

A total of \$32,052 was expended against the budgeted target of \$46,883 (just over 2/3's of the total target amount) for the costs of lost time wages in FY18.

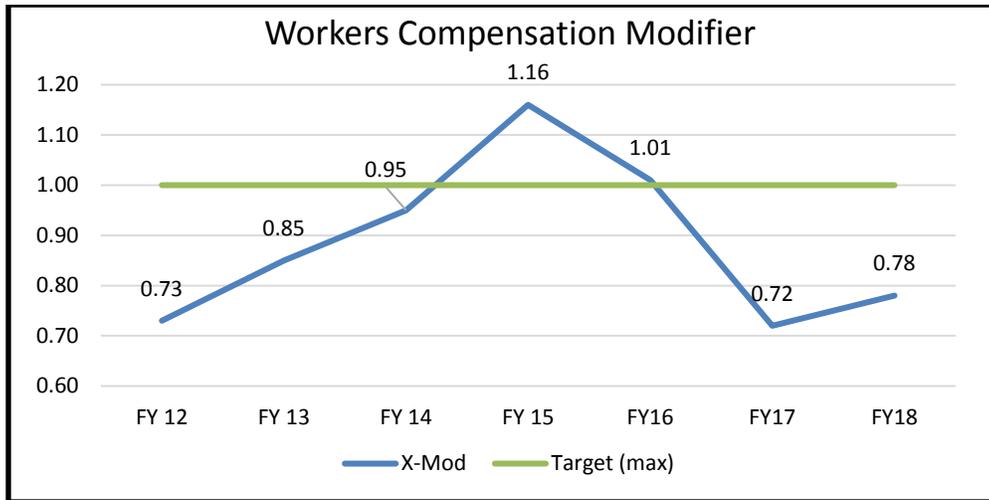
Average FTE Limited Duty Time

This measure reflects the impacts of accidents and injuries as expressed by limited duty staff equivalents (another standard industry measure). This tracks average hours for employees that have returned to work, but cannot fulfill all their normal duties. In FY18, the average FTE for limited duty time was 0.08, against the annual target of ≤ 0.5 FTE.

Total Costs: Limited Duty/Other 1/2 Wages

\$2,931 was expended against the budgeted target of \$23,441 for the costs of limited duty and other 1/2-time wages in FY18.

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X-Mod

The X-Mod was only 0.78 against the target of 1.0 in FY18. The District continues to stay low in this measurement which continues to impact us positively with reduced insurance premiums.

Number Facility Safety (SIT) Inspections Completed

The Safety Committee (comprised of representatives from each team) performs scheduled quarterly facility safety (SIT) inspections in clearly delineated plant buildings and work areas, using “fresh” eyes to audit and record safety concerns for corrective action. The Committee completed the four inspections scheduled in FY18; inspections were completed in Collection/FMC buildings, at the Treatment Plant and at Pump Stations.

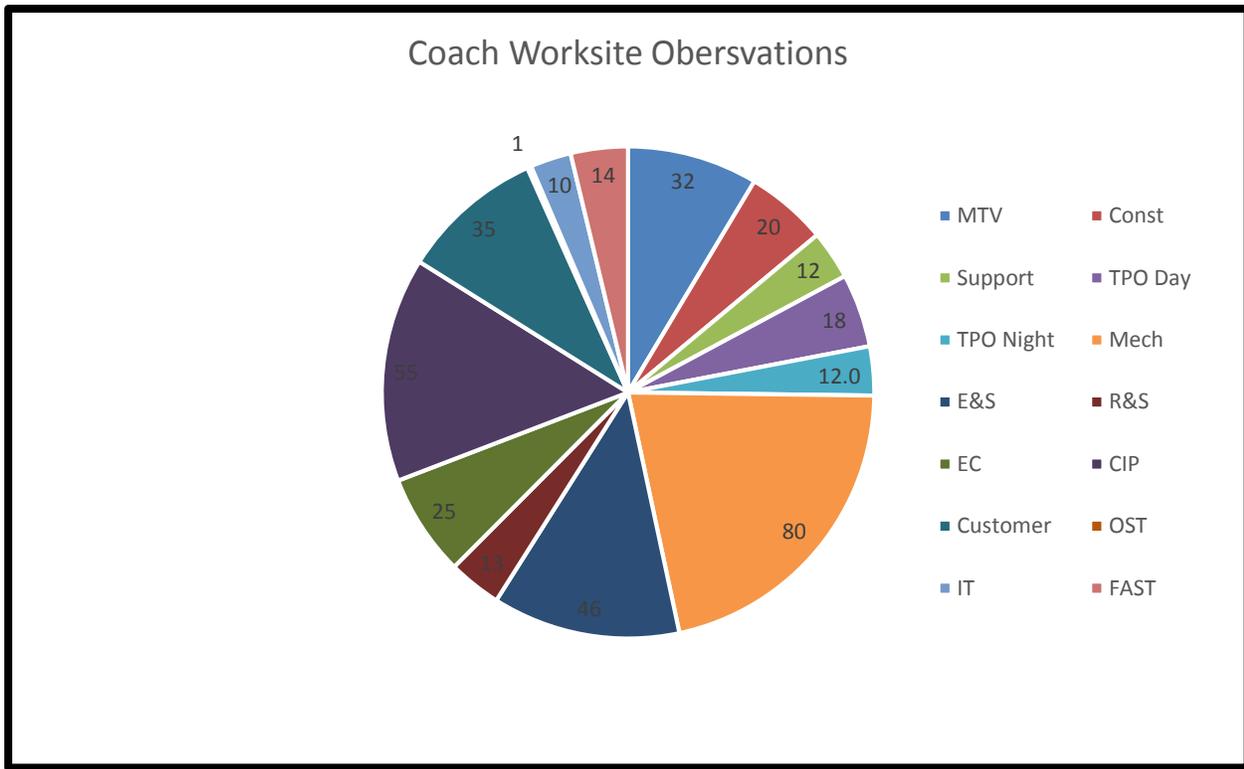
Percent Areas of Concern Identified in SIT Inspections Resolved Within 45 Days

The observations and findings from the SIT inspections performed by the Safety Committee are documented and shared with affected teams for corrective action within 45 days. The percent completed in 45 days in FY18 was 94.59% (completion of 82 inspections), exceeding the targeted value of $\geq 90\%$. The list of findings is now being reviewed year over year to ensure that causal factors for repeat issues in a given area are eliminated to prevent recurrence.

Number of Work Site Inspections Completed

Each year, the District reviews the accidents and injuries in each work group and team. Based on that review, goals are established for team Coaches to perform a specific number of worksite or employee inspections/observations, to reinforce the District’s focus on safety and identify both positive and negative behaviors in the workplace. This enables teams to address actual and potential safety issues proactively. The Coaches performed 373 total inspections against the target of 282 in FY18, taking the initiative to perform more because of the proliferation of new staff across the teams.

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Number of Benchmarking/Best Management Practice Site Visits

Historically, District staff has sought out peer agencies to visit and review their safety programs to determine whether any of their best practices might benefit the District. In FY18 Safety Committee members exchanged best practices with Central Sanitary. This measure did not meet the target of 2 sits, as called out in the Performance Exceptions section for the Safety Scorecard.

Number of Safety Related Communications From the General Manager

The District measures the number of communications to staff issued by the General Manager throughout the course of the year. These communications may be via email, Town Hall meetings or at event presentations. This measure supports the District culture of open communication. In FY18, there were seven such communications, against the goal of four for the year. A few of these qualifying events included the following:

- Color coding of vaults/manholes in the plant
- Poison Oak exposure warnings
- Blog response to the cleanliness of handrails
- Xmod and safety at Open House

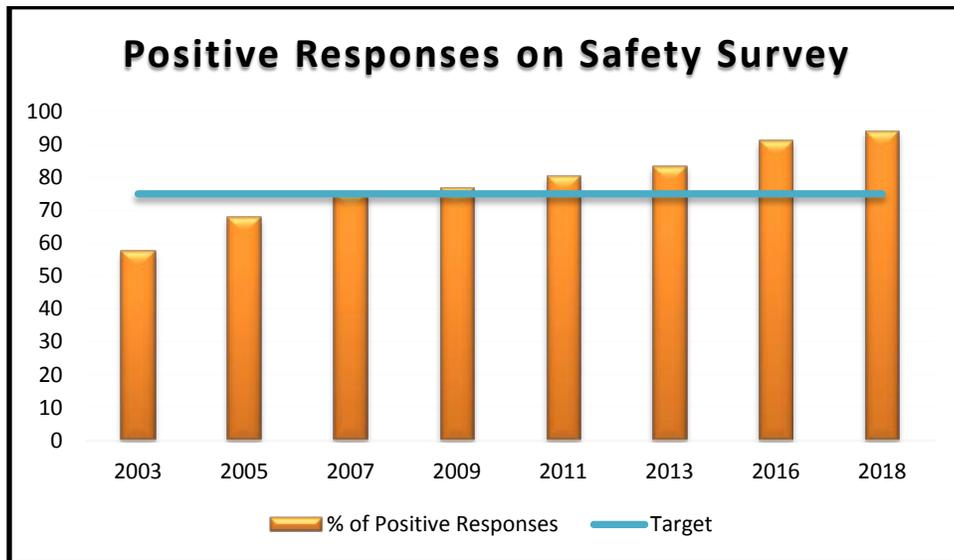
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Number of Major Safety Training Events Offered

The District offered eleven major safety training in FY18, against the established target of only seven such activities. Training will remain a District priority moving forward, and a new system for tracking both internal and external training should be fully implemented sometime during FY18 (we are currently piloting/validating functions of the software selected to make the process more efficient).

Average Percentage of Targeted Employees Trained Versus Plan

94% of the employees targeted for safety training received training against plan in FY18. This concludes the focus of ensuring all required employees are in training compliance within less than two years from the Training & Emergency Response Program Managers start. This focus will remain as the District continues to find new ways to improve the training program.



Average Percentage of Positive Responses on the Employee Safety Survey

The District distributes a comprehensive, anonymous, bi-annual safety survey (issued to all employees), to gauge the level of awareness and compliance to published safety protocols and policies throughout the District. The Employee Safety Survey was issued in late FY18 and resulting in 94.1% positive response. The survey instrument was changed for more clarity. The feedback is currently under review with the expectation to provide an overall summary to the Executive Team and employees.

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Appendix A: Strategic Initiatives Timeline

Strategic initiatives are developed as an integral part of the District's strategic planning process and are currently documented via the Strategic Initiatives Timeline. Progress against milestones established is discussed during Executive Team meetings.

Completed initiatives in the following Strategic Initiatives Timeline are changed from the color legend reflecting the affected work group(s) to grey.

Initiatives still showing as incomplete are in progress and considered to be on track. Many will be carried over and merged with all new Initiatives in the next comprehensive Initiatives Timeline expected to result from the Strategic Planning efforts being finalized at the District. The new Initiatives Timeline will likely be rolled out sometime in Q2 of FY19.

Perspective	Sub-Category	Project Name	Ranking (Priority)	Description	Work Group(s)	Owner(s)	Planned Start Date	Expected End Date
Customer Service	Service	CS Lateral Outreach	Low	Educational piece (video) to share related to trouble calls; outreach related (brochures to direct to website and link on website)	CS	James	3/1/2018	3/1/2019
Customer Service	Service	Forcemain Relocation	Medium	Service arrangement to enable Developer project (William Lyon Homes) to relocate a section of our forcemain to facilitate a development. Side benefit to negotiation is the developer has assumed responsibility for the demolition of the old Newark treatment plant.	TSCS, FMC	Sami, Robert	9/1/2017	10/15/2019
Customer Service	Employee Growth	GM Presentation for Staff	Business Necessity	Annual or Bi-Annual "State of the District" communication by GM to all staff	GM	Paul	3/1/2018	9/1/2018
Customer Service	Service	Rebranding Initiative	High	Cross-functional effort to explore options for rebranding and updating the District's public image and logo; Kick off meeting and Committee selected	GM	Paul, BOD	3/1/2018	3/1/2020
Customer Service	Service	Odor Study	High	Ongoing; Comprehensive odor study in plant and throughout the USD service area (collection system) to determine types and intensity of odors potentially impacting the public; late summer 2018 report due from CH2M Hill	T&D, TSCS	Armando, Sami	1/1/2017	12/1/2018

Financial	Fiscal Responsibility	EBDA JPA Renewal	High	Involvement in ongoing negotiations related to USD inclusion in and share of the EBDA system capacity and related services/responsibilities	GM	Paul, BOD	1/1/2017	12/1/2019
Financial	Planning	Plant Master Plan	High	New plant versus rehab; based on financial modeling; inputs from many sources (Solids capacity etc.	All	ET (Paul or Sami contact)	7/1/2016	12/30/2018
Internal Process	Asset Management	Back-Up Power Generation	High	Design phase (B&C); pre-design completed; late winter design then out to bid for construction (contingent on permits); build may start 2019	TSCS, T&D, FMC	Sami, Armando, Robert	2/1/2018	6/30/2021
Internal Process	Service	Evaluation of Lab Certification (TNI)	Business Necessity	Gap analysis, determination to proceed with certification; activities for conformance to standard identified and implemented, certification by third party registrar, if we move forward	T&D	Armando	9/1/2018	6/1/2019
Internal Process	Planning	IT Master Plan (update)	Business Necessity	Complete update of plan; technology moves rapidly		Robert	FY 19	12 months
Internal Process	Efficiency	Document & Records Management System	Business Necessity	Reassemble a cross-functional TF to review options for this important function; research and propose viable solutions to management for budgeting, acquisition, implementation and training	GM, FMC	Paul, Regina M., Robert	4/1/2017	TBD

Internal Process	Capacity	Digester 7	Business Necessity	Design phase (B&C); pre-design completed; late summer design then out to bid for construction (contingent on permits); build may start 2019	TSCS, T&D	Sami, Armando	2/1/2018	12/30/2020
Internal Process	Asset Management	Forcemain Location Strategy	Medium	Where are they? USA Markings et al; ongoing; should be completed by late summer	CS, TSCS, FMC	James, Sami, Robert	9/1/2017	10/1/2018
Internal Process	Asset Management	Forcemain Corrosion Repair	Medium	Let's fix it; Phase 1 complete (East side North of Newark); Phase II is West side North of Newark ;	TSCS, FMC	Sami, Robert	3/1/2016	6/1/2021
Internal Process	Asset Management	Forcemain Condition Assessment	Low	To perform destructive testing on relocated sections ; also other work spanning relocation area	TSCS	Sami	3/1/2016	6/1/2021
Internal Process	Environmental	Operating Permits	Business Necessity	NPDES (3) plus BAAQMD and Watershed (multiple-Nutrient, Mercury and PCB)	T&D	Armando	Varies	Varies
Internal Process	Environmental	Wet Weather Effluent Management	High	Future of Hayward Marsh, equalization, et al	GM, TSCS, T&D	Paul, Sami, Armando	7/1/2016	12/30/2018

Internal Process	Asset Management	IT Disaster Plan Assessment	Business Necessity	Needs definition; Robert to get more info; recovery plan is completed; need to look at rebalancing physical components	FMC	Robert	TBD	12 months
Internal Process	Efficiency	CS PM Schedule Review	Low	TF evaluating West Yost study recommendations to determine if we can modify our existing business practices and still maintain acceptable risk	CS	James	Feb-18	24-36 months
Internal Process	Efficiency	Mobile Technologies	Low	Phase II still needs to be implemented (EC, CST, other field inspectors); likely still only tablets involved	FMC	Robert	7/1/2018	7/2/2019
Internal Process	Asset Management	Hansen PM Project	Low	Ongoing; matching O&M's with tasks and ensuring serial and model #'s are accurate in Hansen	FMC	Robert	3/1/2018	3/1/2020
Internal Process	Planning	Newark Basin Master Plan	Medium	Condition assessment in FY18 and capacity assessment in FY19	TSCS	Sami	7/1/2017	6/1/2019
Internal Process	Asset Management	Plant Condition Assessment	Medium	Determining the overall condition of treatment plant infrastructure and assets; CIP study	TSCS,T&D, FMC	Sami, Armando, Robert	7/1/2017	6/30/2018
Internal Process	Capacity	Plant Solids Capacity Study	High	Ongoing, study almost completed; results will feed into many other initiatives (interim RAS control, aeration system rehab- both near term and long-term)	TSCS, T&D	Sami, Armando	7/1/2016	6/30/2018
Safety/Employee Growth	Emergency Response	Emergency Preparedness	Business Necessity	Establish a continuing and robust schedule for ER training and related activities to promote awareness, including quarterly activities	BS	Gene	6/6/2016	

Safety/Employee Growth	Stewardship	Regional Workforce Development	Low	Collaboration with various external entities and development of internship programs and other conduits for trained and skilled staff for succession planning and future District needs	BS, T&D	Gene , Laurie, Armando		
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Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

DATE: September 24, 2018

MEMO TO: Board of Directors - Union Sanitary District

FROM: Laurie Brenner, Finance & Acquisition Services Coach
Gene Boucher, Human Resources Manager

SUBJECT: Agenda Item No. 6b - Meeting of September 24, 2018
Information Item: **Balanced Scorecards for the Business Services Workgroup**

Recommendation

Information only.

Background

On a rotating annual basis, each District Work Group presents information and results on the balanced scorecards maintained by each constituent team to the Board of Directors. This is the 2018 update for the Business Services Work Group.

Business Services has undergone significant changes over the last several years from process, personnel and management perspectives.

The District has put measures in place to ensure service levels would continue to meet or exceed performance measures previously established.

The OST FY18 balanced scorecard was updated to better reflect the diversity in disciplines covered by the team. That scorecard is included in this report for review and the HR Manager will share highlights of the year for the OST.

The FAST balanced scorecard was completely revamped during FY18, as the newly-merged team determined what measures would provide more meaningful information for use in decision-making, establishing new performance baselines and driving desired behaviors. All

measures from the previous year continued to be tracked and discussed during monthly team meetings, to ensure that some performance measures remained in place while we re-assessed our critical functions for the new scorecard.

The new FAST scorecard is also included in this report for your review, and the FAST Coach will share the rationale behind the selection of the new measures.

The team will begin reporting in Q2 of FY19.

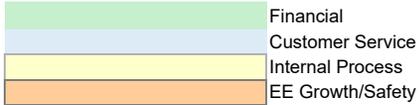
FY 18 Balanced Scorecard

Team: Organizational Support Team

Perspective	Objectives	Measures	Responsible Team Member to Report	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	FY18 TO DATE	Target	Comments/ Progress Toward Target	Previous Years					
											FY17	FY16	FY15	FY14	FY13	
Customer	Provide accurate, timely products, services and information specific to our customers' needs.	# of Recruitments closed per Quarter	HR	6	7	3	2	18	Track & Report	Q1: ASI-CIP (close 9/25); ASI-FMC (close 9/20); CFO (close 9/8); AFAll (close 8/11); Lab Director (close 9/15); Technical Writer Intern (close 9/22) Q2: Casual Receptionist (10/12); Eng Tech II/III (10/24); PO III (11/3); PO III Trainee (11/3); TPO Trainer (11/8);Receptionist (11/20); Purchasing Agent (12/8) Q3: Eng Tech I/II (close 1/25/18); CFO (close March, 2018); Purchasing Agent (close 3/9/15) Q4: Assistant/Associate Engineer (close 4/26/18); CS Coach (close 6/1/18)	22	22	100	100	100	
		# Tests administered in support of recruitments per Quarter	HR	3	4	1	1	9	Track & Report	Q1: ASI-CIP (written exam); ASI-FMC (written exam); AFAll (written exam) Q2: Casual Receptinist (written exam); Eng II/III (written exam); PO III Trainee (Written exam); Receptionist (written exam) Q3:		13				
	Provide Organizational Support (OPPM) Facilitation, Debriefing, Other Special Organizational Assistance requests received.	# unplanned organizational support activities	OPPM	0	0	0	0	0	Track & Report	SEE TAB BELOW	NA					
	Provide Organizational Support (HR) Recruitment, EE Relations, Labor Relations, Including minimizing organizational risk, Other Special Organizational Assistance requests received	# unplanned organizational support activities	HR	1	1	1	1	4	Track & Report	SEE TAB BELOW	21					
	Provide Organizational Support (TERPM) Facilitation, document or program development, Other Special Organizational Assistance requests received	# unplanned organizational support activities	TERPM	1	1	2	1	5	Track & Report	SEE TAB BELOW	4					
	Provide Organizational Support (EHSPM) Other Special Organizational Assistance requests received	# unplanned organizational support activities	EHSPM	0	0	0	0	0	Track & Report	SEE TAB BELOW	NA					
	OST Survey Sent very other FY to offset Safety survey. Includes cust service questions as it relates to OST Support. (FY2017 start of track and report).	% of positive responses	ALL						0%	≥ 95%	ACTION: OST to meet and develop survey in March/April Send in May/June of FY2017	NA				
	Financial	Maintain team expenses within budget	% Team budget spent	Budget SP	17.4%	12.6%	6.4%	4.6%	41.0%	<100%	SEE OST BUDGET: http://portal/workgroups/BS/OS/Documents/Budget/FY18/OST_Budget_FY18.xlsx	60.2	?	86.5	79.3	84
Cost per Safety Training per EE on District Calendar		\$ per EE for Safety Training	TERPM	\$37.34	\$18.84	\$0.00	\$98.33	\$154.51	Track & report	(DISTRICT BSC MEASUREMENT) Q1- Ergonomics (\$4,650) 118 EE , Battery Handling (\$1,100) 36 EE Q2- Fall Protection (\$1,300) 69 EE, Hazmat Handler/SPCC (\$0 TBD), 811 Utility Awareness (\$0) Q3- Forklift Assessment (\$0), Defensive Driving (\$0), Commercial Driving Safety (\$0) EE, DOT for Coaches/Managers (\$0), Confined Space (\$0) Q4-Heat Stress (\$0), LOTO (\$0), Harrass/Bullying (\$900), Chem Hvg (\$0), Traffic Flagging Refresher (\$175)	\$146.9					

Internal Process	Provide OH&S Services Investigation, Inspection, Consultation Including minimizing organizational risk	See Safety Scorecard	EHSPM															
	# of Days Position Vacant	Total # of days of EE last physical last day to start date of new hire, only includes workdays	HR	OPPM (240); AFAll (208); Lab Director (54); AS I CIP (39); ASI FMC (39); CFO (79); Eng Tech (98); Janitor (118); CSFA(58); CSFA (2); Casual Recept (107)	OPPM (301); A&FAI(362); Casual Recept (146); Eng Tech (159); Lab Director (84); AS I - FMC (69); AS I - CIP (77); CFO (140); PO III (61); Purchasing Agent (44); Receptionist (31)	OPPM (362); Eng Tech (220); CFO (201); PO III (73); PO III (2); Receptionist (48);Purchasing Agent (105); Assistant/Associate Engineer (16)	OPPM (426); Eng Tech (230); CFO (265); Assistant/Associate Engineer (80)	0		SEE TAB BELOW								
	Provide Training Services Development, Delivery, Assessment	Employee satisfaction with on-site Safety training	TERPM	3.3	4	4.7	N/A	3.99	≥3.6	(DISTRICT BSC MEASUREMENT) Q1- Ergonomics- Overall opportunities, will look to new trainer next year, Battery Handling- Neutral opinion, not having instructor back, topic being developed into a training video Q2- Fall Protection (andy bull) everyone enjoyed. Hazmat-								
	See Safety scorecard for: # safety training events delivered, % affected employees trained	# attendance tracking	TERPM	2	154/171	4	184/196	5	343/357	3	170/179	94.02%	Track & Report	(DISTRICT BSC MEASUREMENT) total # respondents; list how many trainings and total targeted (from Safety scorecard)				
EE Growth & Dev.	Maintain or enhance our professional expertise	Team training plan milestones met/qtr	Training SP	100%	100%	44%	67%	78%	≥ 90%	OST Training Plan http://portal/workgroups/BS/OS/Documents/Training/FY18%20OST%20Training%20Plan.xlsx								
	Ensure that external learning adds value	# Actionable Learnings in OST	ALL	3	4	4	2	13		SEE TAB BELOW								

Balanced Scorecard



Team: FAST

Report Date: Starting use in FY19

Objectives	Measures	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	FY 19 To Date	Target	Comments/ Progress Toward Target	Responsible Team member
To identify causal factors for and act to reduce correcting GL entries (rework)	# Correcting entries required on a quarterly basis (may be measured monthly)						Track & Report for baseline		AFA II's
To identify and track cost savings resulting from Buyer/PA research on purchased goods/services	Estimated or actual \$\$ saved in purchasing goods or services- \$ less than requestor source quotes								Buyer II/PA
Reinforce appropriate purchasing processes internally	# Requisitions received with an invoice already generated								Buyer II/PA
WHSE Cycle count	review specifics of old measure								Storekeepers
Track and minimize premium freight and special orders to the extent possible	Number of special orders; \$ associated with premium freight (and not used urgently)								Storekeepers/Buyer II
Track/analyze and then reduce # packages received without "Ship To" information	# packages received with no named recipient								Storekeepers
Ensure that all invoices received at USD are paid on time and within agreed upon terms; track/analyze and implement corrective actions	# invoices not paid on time							Also a Financial item	AT's
Establish a baseline for # of special projects/educational requests, et al are received by the FAST team	# special requests (outside scope of normal JD's) team receives on a quarterly basis (may be measured monthly)							also a Customer Service item	All FAST resources



Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

DATE: September 17, 2018

MEMO TO: Board of Directors - Union Sanitary District

FROM: Paul R. Eldredge, General Manager/District Engineer
Sami E. Ghossain, Manager of Technical Services
Raymond Chau, CIP Coach
Thomas Lam, Associate Engineer

SUBJECT: Agenda Item No. 9 - Meeting of September 24, 2018
Consider a Resolution to Accept the Construction of the Chemical Tanks and Piping Replacement Project from D. W. Nicholson Corporation and Authorize Recordation of a Notice of Completion

Recommendation

Staff recommends the Board consider a resolution to accept the construction of the Chemical Tanks and Piping Replacement Project (Project) from D. W. Nicholson Corporation (DWN) and authorize recordation of a Notice of Completion.

Background

Chemical Tanks

The sodium hypochlorite tanks at the Odor Control Building (OCB) and Maintenance Shop Building (MSB), along with their associated piping and chemical metering pumps, are used as part of the final effluent disinfection process at the Alvarado Wastewater Treatment Plant (Plant). Prior to this Project, the final effluent was disinfected using sodium hypochlorite delivered from the MSB tanks to the Chlorine Contact Mixing Chamber before being discharged into the EBDA force main. The OCB tanks served as a backup to the MSB tanks for final effluent disinfection in addition to providing sodium hypochlorite to the odor control system and other processes throughout the Plant.

The four tanks at the OCB were installed in 2000. The tanks, manufactured of high density polyethylene (HDPE), have surpassed their expected useful life of between eight and ten years. Staff determined the four HDPE tanks located at the OCB should be replaced.

Chemical Metering Pumps

Prior to this Project, the final effluent disinfection process utilized the chemical tanks and metering pumps located at the MSB as the primary system to deliver sodium hypochlorite to the Chlorine Contact Mixing Chamber. The chemical tanks and metering pumps located at the OCB served as the secondary system for final effluent disinfection, should the primary system become unavailable due to maintenance or failure with the equipment, controls, or piping. However, staff needed to manually switch the chemical piping, pumps and controls to the secondary system which could take up to 15 to 20 minutes to complete. The switch between the primary and secondary systems was time consuming and put the plant at risk of a discharge violation. As part of this project, the effluent dosing method will be revised to utilize both the MSB and OCB systems simultaneously to supply sodium hypochlorite for disinfection. In the event one source is not available for effluent dosing, the other source can continue the process without any disruption.

Chemical Piping

Polyvinyl chloride (PVC) pipe was used for the piping system inside the OCB and within the tank enclosures located at the OCB and MSB. Maintenance staff had to frequently replace sections of the PVC piping due to leaks. The leaks were caused by PVC glue failure at the joints due to exposure to sodium hypochlorite. The PVC piping at both OCB and MSB was replaced with an advanced HDPE piping system which has proven to better withstand the corrosivity of the chemical and will result in a much longer service life than PVC. The primary advantage of the HDPE pipe system is that there are no glue-on joints as all the pipes and fittings are heat-fused together.

Project Scope

The Project included the following improvements:

1. Replacement of four sodium hypochlorite tanks, and PVC piping at the OCB tank enclosure.
2. Replacement of four chemical metering pumps, and PVC piping in the OCB.
3. Replacement of two chemical metering pumps and PVC piping, electrical conduits and installation of a PLC at the MSB.
4. Installation of precast concrete trench from the MSB to Water Champ chemical mixer area and a new chemical pipe that will transport sodium hypochlorite for final effluent disinfection.

West Yost Associates completed the design in June 2016.

The attached Figure 1 shows the locations of these improvements in the Plant.

Construction Contract

On August 8, 2016, the Board awarded the Project's construction contract to DWN in the amount of \$2,101,633. Staff issued the Notice to Proceed to DWN on August 18, 2016. The 426-day project was scheduled to be completed on October 17, 2017. DWN substantially completed the Project on June 4, 2018.

Staff provided construction management and inspection services for the Project.

Figures 2 through 9 are photos showing some of the before and after improvements.

Change Orders

The Project included twenty-three change orders in the amount of \$124,669.04, which is approximately 5.93% of the original contract amount. All negotiations have been finalized and the change orders have been executed. Staff granted a total time extension of two hundred and thirty days due to the additional work for Change Order Nos. 15 through 23. A summary of these change orders is included in the attachment Table 1.

A summary of the notable change orders is provided below.

Change Order Nos. 2, 3, 4, and 6, totaling \$38,660.62, was for additional excavations and installation of additional HDPE piping to construct the precast concrete trench and piping from the MSB to the Water Champ chemical mixer. During excavation, the contractor encountered underground utilities that obstructed the construction of the precast concrete trench and piping. In order to cross these utilities, additional excavation and piping installation were required.

Change Order No. 23, in the amount of \$15,863.62, was for the construction of a temporary water tank and miscellaneous items that were not included in the contract. A temporary water tank was required for the testing and startup of the new chemical feed system at the OCB. The Contractor initially submitted a total cost of \$31,727.23 for the work in the change order. The District and Contractor negotiated a final cost of \$15,863.62.

This change included a time extension of 201 calendar days, which accounted for the time DWN needed to make repairs to the steel covers for the precast concrete trench between the MSB and the Water Champ chemical mixer area. The precast concrete trench was designed with removable steel covers to withstand heavy vehicle loads since the trench was installed in a high vehicle traffic area of the plant. The steel covers should have been manufactured to install flush with the surrounding pavement. Instead, portions of some of the covers were ¼" to ½"

higher than the pavement, which created potential tripping hazards for personnel. Staff notified DWN to make repairs to the covers. However, DWN was unable to convince the concrete trench manufacturer to make the necessary corrections, primarily because the contract did not specify cover-to-pavement tolerances. After several months of negotiations, DWN responded and decided to make repairs to the covers with their own forces, at no additional cost to the District. Considering the District was able to utilize the concrete trench for its intended purpose, staff negotiated a reduction of the Change Order No. 23 cost in exchange for the time extension.

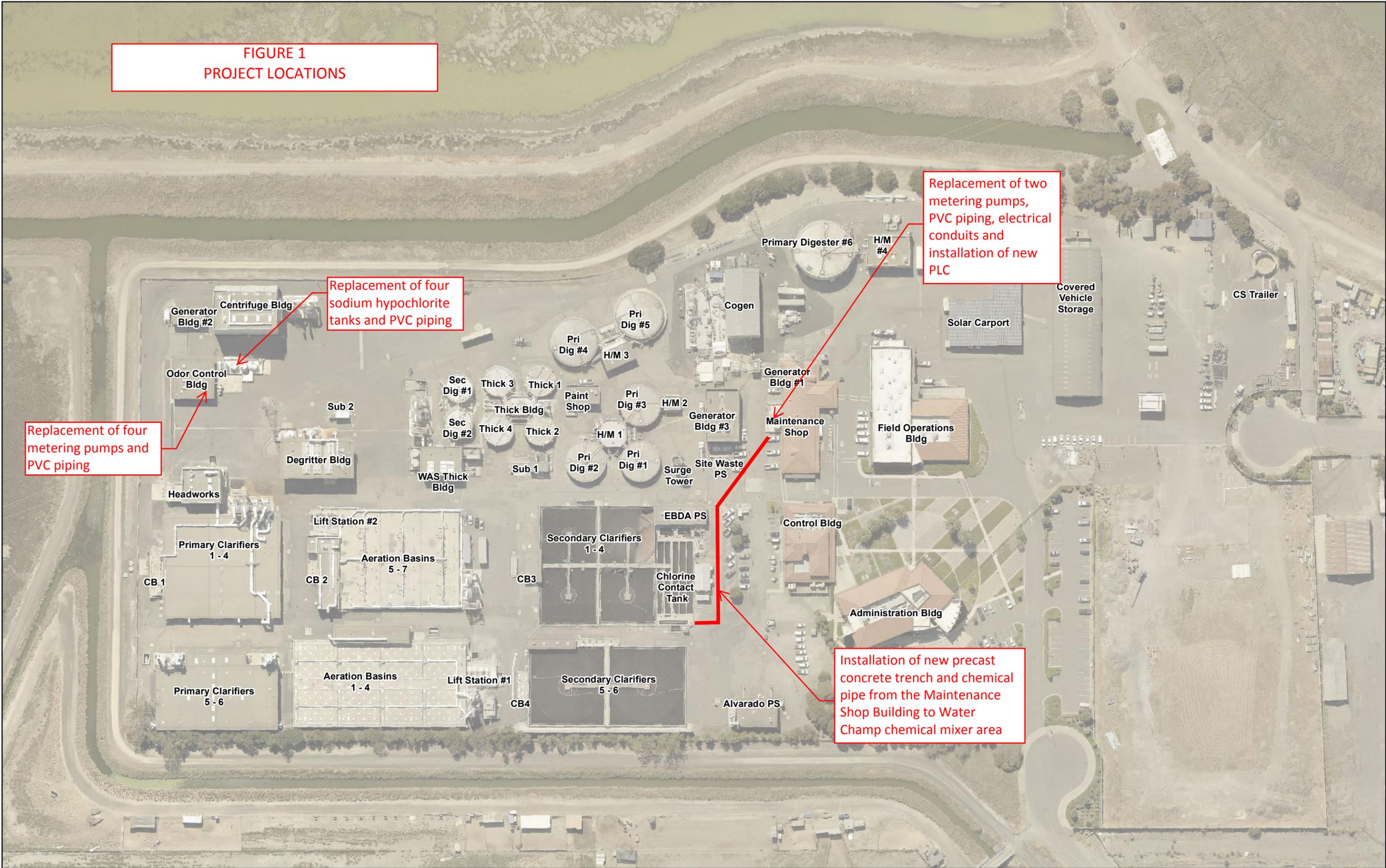
DWN completed all punch list items on September 17, 2018.

Staff recommends the Board accept the construction of the Chemical Tanks and Piping Replacement Project from D. W. Nicholson Corporation by resolution and authorize recordation of a Notice of Completion.

PRE/SEG/RC/TL;dl

Attachment: Figure 1 – Project Locations
Figures 2 through 9 – Photos
Table 1 – Change Order Summary
Resolution
Notice of Completion

**FIGURE 1
PROJECT LOCATIONS**



Replacement of four metering pumps and PVC piping

Replacement of four sodium hypochlorite tanks and PVC piping

Replacement of two metering pumps, PVC piping, electrical conduits and installation of new PLC

Installation of new precast concrete trench and chemical pipe from the Maintenance Shop Building to Water Champ chemical mixer area



Figure 2 - OCB Chemical Tanks before the Project



Figure 3 – New OCB Chemical Tanks



Figure 4 - OCB Chemical Metering Pumps and piping before the Project



Figure 5 – New OCB Chemical Metering Pumps, piping and pipe rack



Figure 6 - MSB Chemical Metering Pumps and Piping before the Project



Figure 7 – New MSB Chemical Metering Pumps and Piping



Figure 8 – New Chemical Piping at the OCB



Figure 9 – New Precast Concrete Trench Between the MSB and the Water Champ Chemical Mixer Area

**Table 1
Change Order Summary**

No.	Description	Amount
1	Installation of a Temporary Hypo Pipeline (Unforeseen Condition)	\$6,717.00
2	Installation of piping to cross utility obstructions (Unforeseen Condition)	\$12,789.00
3	Additional Effort in Trench Excavation (Unforeseen Condition)	\$9,682.00
4	Installation of Additional HDPE Pipe (Unforeseen Condition)	\$2,000.00
5	Replace one wafer type butterfly valve (Owner Request)	\$320.00
6	Additional excavation for the installation of precast concrete trench (Unforeseen Condition)	\$14,189.62
7	Add Camlock fittings at the Water Champ Chemical Mixer (Owner Request)	\$2,000.00
8	Remove additional concrete floor at the OCB Chemical Room (Unforeseen Condition)	\$5,208.00
9	Asphalt concrete pavement repair (Owner Request)	\$7,145.00
10	Installation of a temporary vent line (Owner Request)	\$4,410.00
11	OCB Piping Modifications (Owner Request)	\$3,722.00
12	Modify 4Water piping at the OCB (Unforeseen Condition)	\$1,100.00
13	Replace lighting conduit in OCB Chemical Room (Unforeseen Condition)	\$6,290.00
14	Modify OCB effluent piping (Owner Request)	\$4,961.00
15	Install enclosure to protect OCB pipes (Owner Request)	\$3,729.00
16	Modify PRV drain pipes in OCB pump room (Owner Request)	\$9,100.00
17	Relocate leak sensor in the OCB Pump Room (Owner Request)	\$3,860.00
18	Install protective plexiglass at MSB tank containment wall (Owner Request)	\$3,939.00
19	Modify OCB Tank Enclosures (Unforeseen Condition)	\$1,043.55
20	Modify OCB and MSB fill pipes (Owner Request)	\$1,969.16
21	Concrete Trench Construction at the Odor Control Building (Unforeseen Condition)	\$3,250.00
22	Flushing Connections to Bag Filter (Owner Request)	\$1,411.09
23	Construct miscellaneous items and temporary water tank not stated in the contract (Errors and Omissions)	\$15,863.62
Change Order Total		\$124,669.04

RESOLUTION NO. _____

**ACCEPT CONSTRUCTION OF THE
CHEMICAL TANKS AND PIPING REPLACEMENT PROJECT
LOCATED IN THE CITY OF UNION CITY, CALIFORNIA
FROM D. W. NICHOLSON CORPORATION**

RESOLVED, by the Board of Directors of the UNION SANITARY DISTRICT that it hereby accepts the Chemical Tanks and Piping Replacement Project from D. W. Nicholson Corporation, effective September 24, 2018.

FURTHER RESOLVED: That the Board of Directors of the UNION SANITARY DISTRICT authorize the General Manager/District Engineer, or his designee, to execute and record a "Notice of Completion" for the Project.

On motion duly made and seconded, this resolution was adopted by the following vote on September 24, 2018:

AYES:

NOES:

ABSENT:

ABSTAIN:

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:**

**Regina McEvoy
Union Sanitary District
5072 Benson Road
Union City, CA 94587**

NO RECORDING FEE – PER GOVERNMENT CODE SECTIONS 6103 & 27283 (R&T Code 11911)

NOTICE OF COMPLETION

NOTICE IS HEREBY GIVEN by the **UNION SANITARY DISTRICT**, Alameda County, California, that the work hereinafter described, the contract for the construction of which was entered into on August 8, 2016, by said District and **D.W. NICHOLSON CORPORATION**, 24747 Clawiter Road, Hayward, CA 94545, Contractor for the Project, “Chemical Tanks and Piping Replacement Project,” was substantially completed on June 4, 2018 and accepted by said District on September 24, 2018.

The name and address of the owner is the **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.

PAUL R. ELDREDGE, P.E.
GENERAL MANAGER/DISTRICT ENGINEER
UNION SANITARY DISTRICT



Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

DATE: September 13, 2018

MEMO TO: Board of Directors - Union Sanitary District

FROM: Paul R. Eldredge, General Manager/District Engineer
Sami E. Ghossain, Manager of Technical Services

SUBJECT: Agenda Item No. 10 - Meeting of September 24, 2018
Information Item: **Status of Priority 1 Capital Improvement Program Projects**

Recommendation

Information only.

Background

In June 2017, the Board approved the Capital Improvement Program (CIP) budget for FY18 in the amount of \$10.08 million for the design and construction of 30 CIP projects.

These 30 projects are ranked as Priority 1, 2, or 3 projects based on 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 FY18, 10 projects are ranked as Priority 1 projects and the remaining 20 are ranked as Priority 2 or Priority 3 projects.

Also attached is a tabular summary of the number and nature of the ongoing CIP projects at the District during FY18.

Agenda Item No. 10
Meeting of September 24, 2018
Page 2

PRE/SEG:dl

Attachments: Priority 1 CIP Projects for FY18 - Status Report
Summary of CIP Projects for FY18
Priority 1 CIP Project Criteria
Priority 2 & 3 CIP Project Criteria

Priority 1 CIP Projects for FY18 – Status Report

	CIP Project	Planned Milestones	Status after 1st Quarter	Status after 2nd Quarter	Status after 3rd Quarter	Status after 4th Quarter
1	Digester No. 3 Insp and Rehab	a) Award construction by November 2017. b) Substantial completion by September 2018. c) Project acceptance by the Board in December 2018.	Opened sole bid on September 13 th . Board will reject the bid in October and will re-advertise.	Construction contract awarded on November 15 th .	Construction of two new manways, concrete repairs, and floor drain installation.	Construction of thickener scum pit improvements, digester gas blower switches, and Cogen Bldg. emergency lights.
2	Digester 7	a) Complete predesign by November 2017. b) 100% design by September 2018.	Draft preliminary design report is due in October.	Due to additional project scope, the predesign should be completed during the design phase.	Design criteria workshop for the additional project scope was conducted.	Conducted 50% design workshop. Submitted the application for the Air Board permit.
3	Force Main Corrosion Repairs – Phase 1	Project acceptance by the Board in December 2017.	Contractor completed the repairs. Staff will put the east force main back in service in October.	The Board accepted the project on December 4 th .	Completed.	Completed.
4	Force Main Corrosion Repairs – Phase 2	a) 100% design by February 2018. b) Bid opening and award by May 2018.	Negotiated the scope and fee with consultant for the Phase 2 design. Staff will ask Board for authorization in October.	100% design submittal received on December 22 nd .	Project was awarded on March 26 th .	Completed manhole repairs and site access improvements.
5	Fremont & Paseo Padre Lift Stations Internal Lift Pumps	a) Construction Substantial Completion by January 2018. b) Project acceptance by the Board in April 2018	Confirmed capacity deficiency in Pump No. 1 at Fremont LS. Contractor has ordered new pump to be delivered by November.	Staff issued the project substantial completion certificate on November 28 th .	Continued negotiations of remaining contractual issues.	Continued negotiations of remaining contractual issues.

6	Hypochlorite Tanks and PVC Piping Replacement	a) Complete construction at the Odor Control Bldg. by October 2017. b) Complete construction at the Maintenance Shop Building by January 2018. c) Substantial Completion by February 2018. d) Project acceptance by the Board in April 2018.	Completed construction at the Odor Control Bldg. in August. Construction began at the Maintenance Shop Building in September.	Completed construction at the Maintenance Shop Building in November.	Continued work on the Corrective Work Items List and Punch List.	Continued work on the Corrective Work Items List and Punch List.
7	Newark Pump Station Mod Valve and Boost Line Mods	a) Award construction contract by July 2017. b) Substantial completion by June 2018. c) Project acceptance by the Board in August 2018.	Awarded construction contract in July.	Ductbank between the influent valve box and pump station building was constructed. Continued with submittals review.	Modulating valve actuator and the boost mode pipeline into Wet Well 3 were replaced.	Continued work on the Corrective Work Items List and Punch List.
8	Standby Power Generation System Upgrade	a) Complete predesign by December 2017. b) 100% design by December 2018.	Consultant worked on a number of alternatives.	Staff began negotiations of the design scope and fee.	Design task order was authorized on February 12 th .	Evaluate the electrical loads of future plant upgrades.
9	Thickener Control Bldg. Modifications Project	Project acceptance by the Board in December 2017.	Contractor continued with construction punch list. Staff continued with contract change order negotiations.	The Board accepted the project on January 8 th .	Completed.	Completed.
10	Wet Weather Flow Management	Effluent Management Technical Memorandum in April 2018, pending the completion of the EBDA hydraulics evaluation by others.	Consultant and staff held a meeting with permitting agencies regarding the feasibility of using a neighboring property for equalization storage.	Received future CIP projects information from the Plant Solids Capacity / Assessment Study in November and began evaluation of plant site layout alternatives.	Board workshop was conducted on March 19 th . Plant site layout alternatives were presented.	Met with Water Board to discuss the Master Plan and incentives for Early Action on Nutrient Limits.

SUMMARY OF CIP PROJECTS FOR FY18

Type of Project	Number of Projects	Names of Projects
Administrative Facilities	One	1. Plant Paving
Collection System	One	2. Cast Iron/Pipe Lining, Phase IV
Transport System	Seven	1. Equalization Storage at Alvarado 2. Force Main Corrosion Repairs – Phase I 3. Force Main Corrosion Repairs – Phase 2 4. Fremont & Paseo Padre Lift Stations Internal Lift Pumps 5. Newark Pump Station Mod Valve & Boost Line Mods 6. Newark Pump Station Wet-well Exhaust Fan Replacement 7. Wet Weather Flow Management
Treatment System	Twenty-One	1. 3rd Degritter System 2. Aeration Tank (East) Baffling and Improvements 3. Alvarado Influent Pump Station Pumps and VFDs 4. Alvarado Influent Pump Station Roof Replacement 5. Alvarado Influent Pump Station Switchboard 5 Replacement 6. Cathodic Protection Improvements - Plant 7. Cogeneration Project, Phase II 8. Cogen Engine Rebuild

<p>Treatment System (continued)</p>		<ul style="list-style-type: none"> 9. Digester Inspection and Rehab 10. Digester No. 3 Inspection and Rehab 11. Digester No. 7 12. Emergency Outfall Improvements 13. Gravity Belt Thickener 14. Headworks 3rd Bar Screen 15. Headworks Valve Box Gate Valves 1 – 3 16. Hypochlorite Tanks and PVC piping replacement at OCB and NPS 17. Odor Scrubber System Improvements 18. Plant Grating Replacement 19. RAS Control Interim Improvements 20. Standby Power Generation System Upgrade 21. Thickener Control Bldg. Improvements Project
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Total:

30

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.



Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

DATE: September 13, 2018

MEMO TO: Board of Directors - Union Sanitary District

FROM: Paul R. Eldredge, General Manager/District Engineer
Sami E. Ghossain, Manager of Technical Services

SUBJECT: Agenda Item No. 11 - Meeting of September 24, 2018
Information Item: **Fourth Quarterly Report on the Capital Improvement Program for FY18**

Recommendation

Information only.

Background

In June 2017, the Board approved the Capital Improvement Program (CIP) budget for FY18 in the amount of \$10.08 million for the design and construction of 30 CIP projects. The fourth quarter expenditures for FY18 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 expenditures up to June 30, 2018, were under the approved budget by approximately \$1,885,000. The main projects that incurred less than the approved budget are the Wet Weather Flow Management, Cogen Phase II, Cogen Engine Rebuild, and the Standby Power Generation System Upgrade projects. And, the main projects that incurred more than the approved budget are the Forcemain Corrosion Repairs – Phases 1 and 2, and, the Primary Digester No. 7 projects.

These primary variances are tabulated as follows:

Project	Approximate Variance at the end of the 4th Quarter (x \$1000)	Comments
Wet Weather Flow Management	-2,115	Pending the opportunity to locate a viable property.
Cogen Engine Rebuild	-270	Pending the resolution of Engine No. 1 failure analysis.
Cogeneration Project - Phase II	-450	Pending the resolution of a few issues including engine rebuild, engine cooling, and building ventilation.
Standby Power Generation System Upgrade	-500	The preliminary design portion of the project took longer than expected.
Forcemain Corrosion Repairs - Phase 1	450	The low bid for the first phase of this project exceeded the Engineers Estimate and the project budget.
Forcemain Corrosion Repairs - Phase 2	600	Progress payments expected in in the first quarter of FY19 were made in the fourth quarter of FY18.
Primary Digester No. 7	400	Consultants made significant progress in the project design.
Total Variance at the end of the 4th Qtr.	-1,885	

In addition to the seven (7) projects listed above, the following high-priority projects were either in design or in construction during FY18:

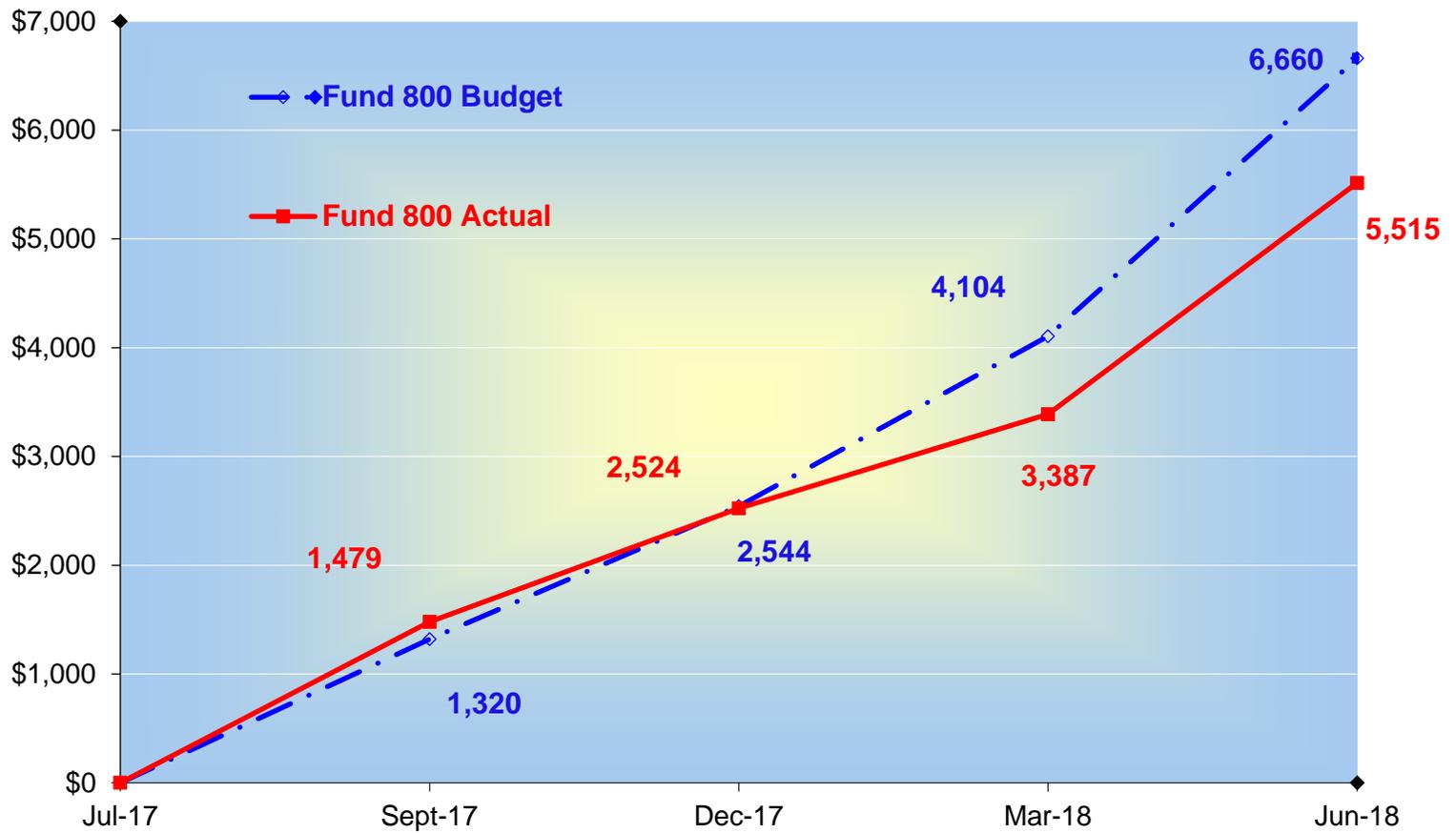
1. Digester No. 3 Insp. and Rehab.
2. Fremont & Paseo Padre Lift Stations Internal Lift Pumps
3. Hypochlorite Tanks and PVC Piping Replacement
4. Newark Pump Station Mod Valve and Boost Line Mods.
5. Thickener Control Bldg.

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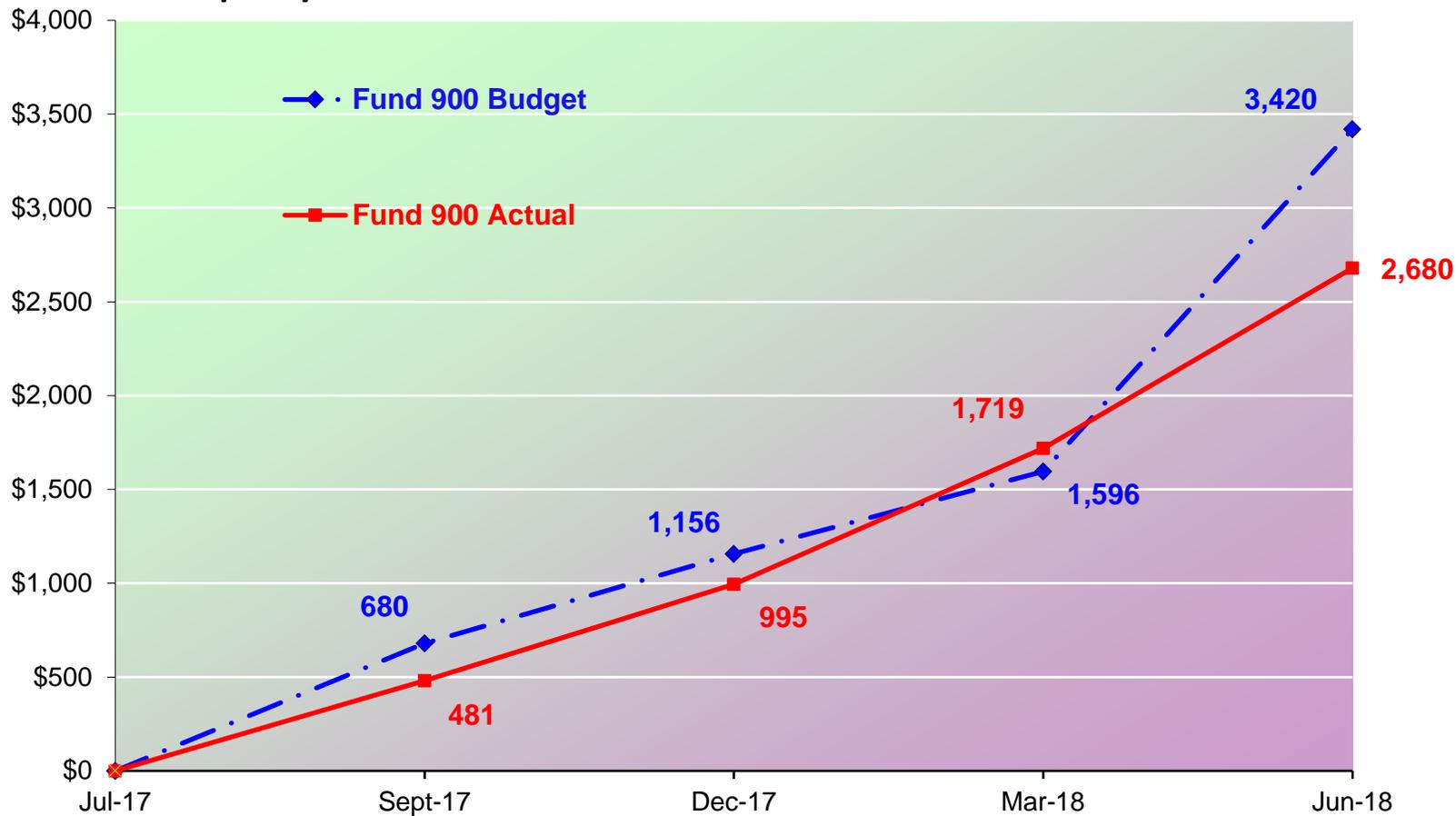
Also, there were eighteen (18) other smaller projects that were either in design or in construction during FY18.

PRE/SEG:dl
Attachment: Budget Graphs

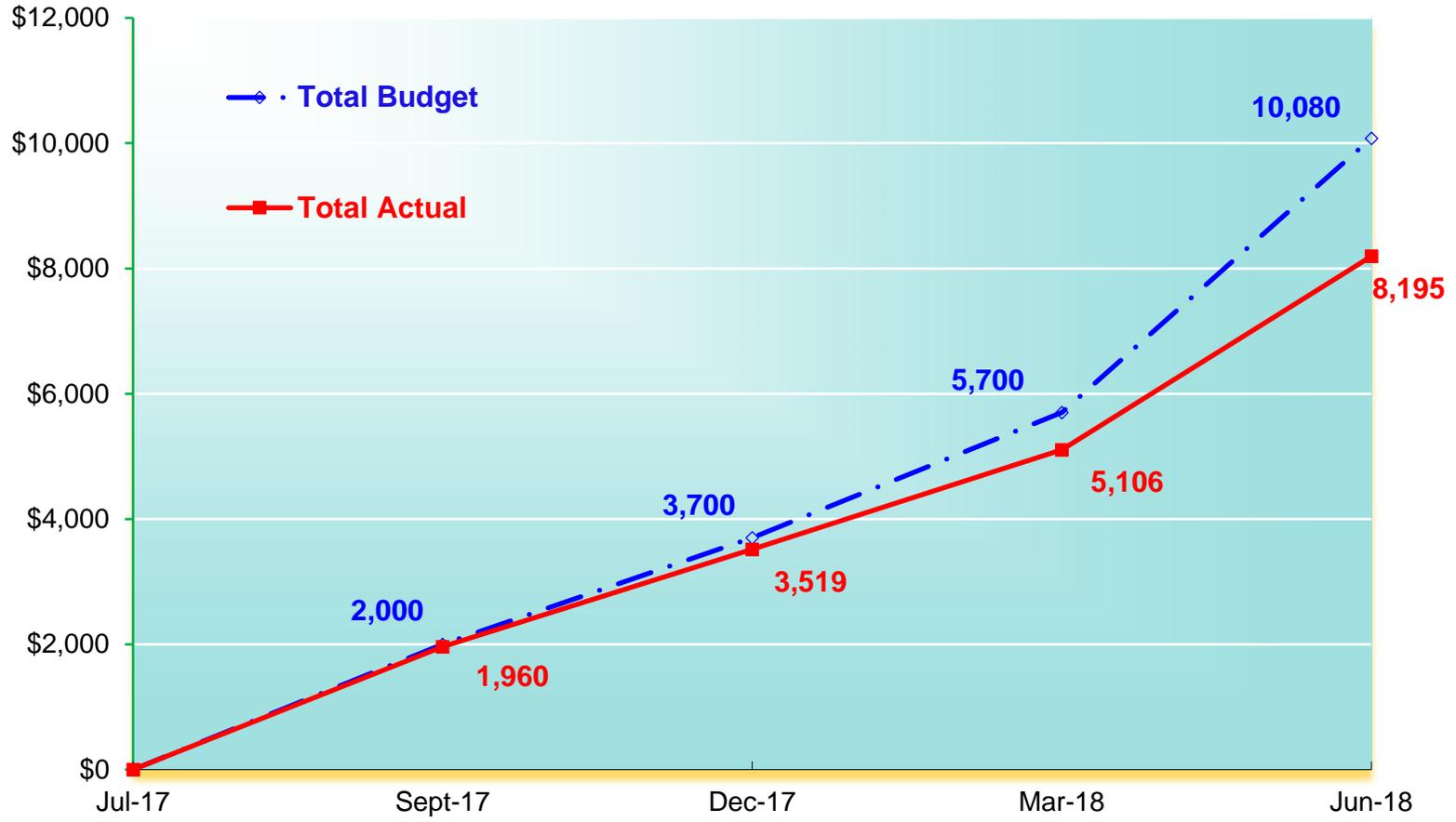
Structural R&R



Capacity



Total Cumulative



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Check No.	Date	Dept	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
168849	9/6/2018	143	19171906	MONTEREY MECHANICAL CO	DIGESTER NO. 3 INSP & REHAB		
						\$364,947.20	\$364,947.20
168903	9/13/2018	110	892820180906	PACIFIC GAS AND ELECTRIC	SERV TO 08/29/18 HAYWARD MARSH		
						\$58.21	\$107,835.50
	9/13/2018	170	140120180906		SERV TO 09/03/18 IRVINGTON PS		
						\$21.35	
	9/13/2018	170	898220180906		SERV TO 08/29/18 FREMONT PS		
						\$290.96	
	9/13/2018	170	096020180830		SERV TO 08/29/18 CATHODIC PROJECT		
						\$51.11	
	9/13/2018	110	170120180906		SERV TO 08/20/2018 PLANT		
						\$107,413.87	
168867	9/13/2018	171	7103940120	ABB INC	SPARE TURBO AND SEAL KITS		
						\$39,785.90	\$39,785.90
168881	9/13/2018	143	381150330	CH2M HILL INC	ODOR CONTROL ALTERNATIVES STUDY		
						\$37,080.54	\$37,080.54
168834	9/6/2018		10257604032	DELL MARKETING LP C/O DELL USA	FY19 Q1 DESKTOPS - (10)		
						\$25,054.90	\$25,054.90
168853	9/6/2018	110	224720180828	PACIFIC GAS AND ELECTRIC	SERV TO 08/21/18 CS TRAINING TRAILER		
						\$24.98	\$24,922.37
	9/6/2018	170	380420180830		SERV TO 08/29/18 CHERRY ST PS		
						\$274.67	
	9/6/2018	170	761520180824		SERV TO 08/23/18 NEWARK PS		
						\$24,622.72	
168846	9/6/2018	123	40786	LMK TECHNOLOGIES LLC	ASTD COATED SECTIONAL KITS & O-RINGS		
						\$16,147.33	\$24,866.16
	9/6/2018	123	40787		ASTD COATED SECTIONAL KITS & O-RINGS		
						\$8,718.83	
168835	9/6/2018		3010025C	DELTA DENTAL SERVICE	AUGUST 2018 DENTAL		
						\$18,307.22	\$20,846.43
	9/6/2018		3010025A		AUGUST 2018 DENTAL		
						\$2,539.21	
168851	9/6/2018	132	8	MUSGRAVES CONSULTING SERVICES	SPECIALTY FINANCIAL SERVICES CONSULTANT		
						\$17,138.30	\$17,138.30

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168861	9/6/2018	110	896187	UNIVAR USA INC	4797.5 GALS SODIUM HYPOCHLORITE		\$17,076.47
	9/6/2018	110	896156		4799.3 GALS SODIUM HYPOCHLORITE	\$3,442.96	
	9/6/2018	110	896647		4598.3 GALS SODIUM HYPOCHLORITE	\$3,444.24	
	9/6/2018	110	897343		4800.2 GALS SODIUM HYPOCHLORITE	\$3,300.00	
	9/6/2018	110	897075		4799.5 GALS SODIUM HYPOCHLORITE	\$3,444.89	
						\$3,444.38	
168854	9/6/2018	170	104178	PIIAN SYSTEMS LLC	(2) ADVANCED BELT DRIVE INDUSTRIAL PUMP	\$14,841.49	\$14,841.49
168875	9/13/2018	170	148456	BABBITT BEARING CO INC	CONVEYOR HANGER BEARING ASSEMBLIES	\$12,072.50	\$12,072.50
168837	9/6/2018	110	903665165	EVOQUA WATER TECHNOLOGIES	2370 GALS HYDROGEN PEROXIDE	\$11,678.83	\$11,678.83
168829	9/6/2018		33674	CALIFORNIA WATER TECHNOLOGIES	39,780 LBS FERROUS CHLORIDE	\$4,888.69	\$10,394.76
	9/6/2018	113	33701		42,100 LBS FERROUS CHLORIDE	\$5,506.07	
168879	9/13/2018	110	33772	CALIFORNIA WATER TECHNOLOGIES	45,240 LBS FERROUS CHLORIDE	\$5,678.71	\$9,171.12
	9/13/2018	110	33738		42,240 LBS FERROUS CHLORIDE	\$3,492.41	
168878	9/13/2018	143	11324575	BROWN & CALDWELL CONSULTANTS	STANDBY POWER SYSTEM UPGRADE	\$8,915.89	\$8,915.89
168839	9/6/2018	123	304788	CITY OF FREMONT	ENCROACHMENT PERMITS	\$5,617.93	\$8,874.74
	9/6/2018	123	304786		ENCROACHMENT PERMITS	\$3,256.81	
168913	9/13/2018	171	900085616	SUEZ TREATMENT SOLUTIONS INC	HEADWORKS BARSCREEN OVERHAUL ASSISTANCE	\$8,611.72	\$8,611.72
168866	9/13/2018	121	68116	3T EQUIPMENT COMPANY INC	(2) WIRE NOZZLE EXTENSIONS	\$324.79	\$8,207.04
	9/13/2018		68126		(14) PIPE PATCH KITS	\$7,882.25	
168845	9/6/2018		37432209012018	LINCOLN NATIONAL LIFE INS COMP	LIFE & DISABILITY INSURANCE - SEPT 2018	\$7,603.41	\$7,603.41

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168891	9/13/2018	143	903669660	EVOQUA WATER TECHNOLOGIES	TEMPORARY FERROUS CHEMICAL STORAGE & FEED SYSTEM	\$7,495.93	\$7,495.93
168876	9/13/2018	143	6488	BAY AREA COATING CONSULTANT	COATING & LINING INSPECTION SERVICES	\$1,800.00	\$6,131.25
	9/13/2018	143	6461		FMCR2 - COATINGS INSPECTION	\$4,331.25	
168855	9/6/2018	110	1269039	POLYDYNE INC	42,660 LBS CLARIFLOC WE-539	\$5,618.32	\$5,618.32
168898	9/13/2018	173	20658527	INFOR PUBLIC SECTOR, INC	INFOR SERVICES TO UPGRADE PACP TO V7	\$5,562.50	\$5,562.50
168828	9/6/2018	143	11323916	BROWN & CALDWELL CONSULTANTS	EMERGENCY OUTFALL OUTLET IMPROVEMENTS	\$5,496.94	\$5,496.94
168836	9/6/2018		1123455	ENTHALPY ANALYTICAL LLC	45 LAB SAMPLE ANALYSIS	\$1,985.00	\$5,455.00
	9/6/2018		1123453		22 LAB SAMPLE ANALYSIS	\$840.00	
	9/6/2018		1123454		39 LAB SAMPLE ANALYSIS	\$2,630.00	
168910	9/13/2018	110	18082216	S&S TRUCKING	GRIT HAULING 08/01,02,07,09,13/2018	\$3,881.30	\$5,407.87
	9/13/2018	110	18082403		GRIT HAULING 08/16,20/2018	\$1,526.57	
168900	9/13/2018	170	1707811	MOBILE MODULAR MANAGEMENT CORP	FMC TRAILER RENTAL - AUG 2018	\$762.77	\$4,519.47
	9/13/2018	171	1718287		REMOVAL OF OLD FMC TRAILER	\$4,519.47	
	9/13/2018	170	1712892		CREDIT FOR FMC TRAILER RENTAL - AUG 2018	-\$762.77	
168909	9/13/2018	143	26366	RMC WATER AND ENVIRONMENT	FORCE MAIN CONDITION ASSESSMENT	\$4,094.00	\$4,094.00
168874	9/13/2018		11803158	AT&T	SERV: 07/20/18 - 08/19/18	\$21.00	\$3,837.07
	9/13/2018		11803182		SERV: 07/20/18 - 08/19/18	\$219.77	
	9/13/2018		11803160		SERV: 07/20/18 - 08/19/18	\$3,596.30	
168917	9/13/2018	110	898183	UNIVAR USA INC	4951.8 GALS SODIUM HYPOCHLORITE	\$3,553.68	\$3,553.68

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168857	9/6/2018	120	916003582709	REPUBLIC SERVICES #916	RECYCLE & ROLL OFF - SEP 2018		
						\$3,189.67	\$3,189.67
168830	9/6/2018		19111808	CANON SOLUTIONS AMERICA INC	LEASE 6 CANON COLOR COPIERS		
						\$3,154.15	\$3,154.15
168863	9/6/2018		20180901	VISION SERVICE PLAN - CA	SEPTEMBER 2018 VISION STMT		
						\$3,152.16	\$3,152.16
168841	9/6/2018	170	9858883482	GRAINGER INC	2 FLANGES		
						\$216.65	\$3,097.19
	9/6/2018		9861380500		2 HOSE CLAMPS		
						\$58.34	
	9/6/2018	170	9863559655		2 PATCH CORDS		
						\$12.05	
	9/6/2018	170	9858755417		1 FLANGE		
						\$108.31	
	9/6/2018	113	9860552612		1 VACUUM PUMP		
						\$880.82	
	9/6/2018		9861233097		ASTD PARTS & MATERIALS		
						\$1,722.10	
	9/6/2018	113	9862501211		CREDIT FOR 1 VACUUM PUMP INV 9860552612		
						\$-880.82	
	9/6/2018		9860949735		20 PACKS ANTISEPTIC WIPES		
						\$25.46	
	9/6/2018	170	9865017413		1 EXTENSION LADDER		
						\$438.52	
	9/6/2018		9860552620		3 PACKS BANDAGES		
						\$2.82	
	9/6/2018	170	9863573268		ASTD PARTS & MATERIALS		
						\$512.94	

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168899	9/13/2018		72559434	MCMASTER SUPPLY INC	ASTD PARTS & MATERIALS		
	9/13/2018		72953629		ASTD PARTS & MATERIALS	\$683.45	\$2,644.29
	9/13/2018	122	72905766		ASTD PARTS & MATERIALS	\$463.02	
	9/13/2018		68837048		ASTD PARTS & MATERIALS	\$63.66	
	9/13/2018	170	72795754		ASTD PARTS & MATERIALS	\$1,051.19	
	9/13/2018	170	72574957		50 SANDING ELTS	\$224.85	
	9/13/2018		68932223		ASTD PARTS & MATERIALS	\$62.46	
	9/13/2018	170	72359186		3 PACKS BUTTON CELL BATTERIES	\$74.06	
						\$21.60	
168859	9/6/2018		720321923701	STAPLES CONTRACT & COMMERCIAL	JANITORIAL SUPPLIES	\$1,158.78	\$2,564.31
	9/6/2018		720321923702		JANITORIAL SUPPLIES	\$65.83	
	9/6/2018		720241085602		JANITORIAL SUPPLIES	\$535.95	
	9/6/2018		720126647602		JANITORIAL SUPPLIES	\$497.80	
	9/6/2018		720241085601		JANITORIAL SUPPLIES	\$305.95	
168918	9/13/2018	122	34651	VALLEY WINDOW CLEANING	WINDOW CLEANING SERVICES	\$2,328.00	\$2,328.00
168832	9/6/2018	173	NRW5114	CDW GOVERNMENT LLC	PATCH SERVER SYSTEM UPDATES (FORMERLY SHAVLIK PROTECT	\$2,300.00	\$2,300.00
168894	9/13/2018		9869498775	GRAINGER INC	ASTD PARTS & MATERIALS	\$1,006.55	\$2,286.43
	9/13/2018	113	9865999735		1 VACUUM PUMP	\$955.47	
	9/13/2018		9869498767		3 THREADED RODS	\$324.41	
168920	9/13/2018		9813717496	VERIZON WIRELESS	WIRELESS SERV 08/02/2018 - 09/01/2018	\$2,285.77	\$2,285.77

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168905	9/13/2018	171	357262	PENN TOOL CO INC	ASTD PARTS & MATERIALS		\$2,117.00
	9/13/2018	171	357281		ASTD PARTS & MATERIALS	\$1,829.50	
						\$287.50	
168888	9/13/2018	171	49578345	EATON CORP	PXG900 POWER XPERT INSIGHT GATEWAY	\$1,931.60	\$1,931.60
168840	9/6/2018	140	20180816.1	SAMI GHOSSAIN	EXP REIMB: TS WORK GROUP RECOGNITION LUNCH	\$763.83	\$1,603.96
	9/6/2018	140	20180816.3		EXP REIMB: LODGING/PER DIEM/PARKING/TIPS - CASA MONTEREY	\$796.80	
	9/6/2018	140	20180816.2		EXP REIMB: RECOGNITION LUNCH M. DUNNING - 15TH ANNIVERSAR	\$43.33	
168856	9/6/2018	113	024104	PSMJ RESOURCES INC	PM BOOTCAMP - LI, CONGNA	\$1,595.00	\$1,595.00
168893	9/13/2018	132	3089	GOKHALE METHOD ENTERPRISE INC	3 ERGO CLASSES & 2 BOOKS	\$1,564.24	\$1,564.24
168901	9/13/2018		20180831	NAPA AUTO PARTS	MONTHLY AUTO PARTS STMT - AUG 2018	\$1,421.74	\$1,421.74
168858	9/6/2018	143	26355	RMC WATER AND ENVIRONMENT	USD PLANT MASTER PLAN	\$1,334.84	\$1,334.84
168826	9/6/2018		12825900	BLAISDELL'S	1 MULTI GRIP PEN	\$16.45	\$1,328.96
	9/6/2018	143	12828730		3 TONERS CIP COLOR PRINTER	\$1,296.06	
	9/6/2018	144	12819090		1 DR GROP PEN	\$16.45	
168887	9/13/2018	113	2	DMJ GAS MARKETING CONSULTANTS	GAS MARKETING CONSULTANTS	\$1,267.50	\$1,267.50
168850	9/6/2018	170	24041581	MOTION INDUSTRIES INC	2 PACKS O-RINGS	\$12.08	\$1,250.98
	9/6/2018		24042003		15 MINI LUBERS	\$959.89	
	9/6/2018	170	24041368		1 PACK O-RINGS	\$0.74	
	9/6/2018		24041567		6 ASTD V BELTS	\$278.27	

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168873	9/13/2018	170	638814	A-PRO PEST CONTROL INC	PEST CONTROL - RODENTS		
	9/13/2018	170	641566		AUGUST PEST CONTROL	\$90.00	\$1,095.00
						\$1,005.00	
168868	9/13/2018		9820	ABOVE ALL PLUMBING, INC.	REFUND # 21355		
	9/13/2018		9835		REFUND # 21357	\$500.00	\$1,000.00
						\$500.00	
168848	9/6/2018	173	42464	METROMOBILE COMMUNICATIONS INC	ZETRON 30 DEVICE FOR PHONE-TO-RADIO		
						\$996.29	\$996.29
168824	9/6/2018		11772164	AT&T	SERV: 07/13/18 - 08/12/18		
	9/6/2018		11772162		SERV: 07/13/18 - 08/12/18	\$87.59	\$955.66
	9/6/2018		11772163		SERV: 07/13/18 - 08/12/18	\$42.94	
	9/6/2018		11772160		SERV: 07/13/18 - 08/12/18	\$66.05	
						\$759.08	
168907	9/13/2018		36807	R & S ERECTION OF S ALAMEDA	1 LOT MATERIAL TO REPAIR DAMAGED		
						\$930.00	\$930.00
168922	9/13/2018	121	41681	WECO INDUSTRIES LLC	SMALL TRUCK/CAMERA REPAIRS & PARTS		
						\$881.40	\$881.40
168895	9/13/2018	123	1448648	GRANITE CONSTRUCTION COMPANY	10.1 TONS 1/2"HMA64-10R15		
						\$858.70	\$858.70
168831	9/6/2018	143	169794	CAROLLO ENGINEERS	ALVARADO INFLUENT PS PUMPS AND VFDS		
						\$836.81	\$836.81

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168877	9/13/2018	143	12834480	BLAISDELL'S	1 INK CARTRIDGE	\$80.35	\$733.79
	9/13/2018	120	12843370		1 TONER	\$241.07	
	9/13/2018	130	12842220		1 CALCULATOR	\$141.11	
	9/13/2018	113	12842011		4 RULERS	\$3.35	
	9/13/2018	113	12842012		2 RULERS	\$15.34	
	9/13/2018	113	12842010		ASTD OFFICE SUPPLIES	\$43.21	
	9/13/2018	120	12842720		ASTD OFFICE SUPPLIES	\$209.36	
168897	9/13/2018		944720180828	HOME DEPOT CREDIT SERVICES	MONTHLY HARDWARD STMT - AUGUST 2018	\$720.02	\$720.02
168865	9/6/2018	110	20180831	WQI	GRADE IV/V REVIEW - BERLING, A	\$700.00	\$700.00
168886	9/13/2018	132	43145	CLAREMONT BEHAVIORAL SERVICES	SEP 2018 EAP PREMIUMS	\$639.40	\$639.40
168896	9/13/2018		603089597	HILLYARD/SAN FRANCISCO	ASTD JANITORIAL SUPPLIES	\$612.10	\$612.10
168915	9/13/2018	123	180964318	TRENCH PLATE RENTAL COMPANY	3 DAYS TRENCH SHORING EQUIPMENT RENTAL	\$588.00	\$588.00
168884	9/13/2018		54K132280	CINTAS CORPORATION NO. 2	UNIFORM LAUNDERING SERVICE	\$225.67	\$557.09
	9/13/2018	122	54K132281		ASTD DUST MOPS, WET MOPS & TERRY TOWEL	\$17.22	
	9/13/2018		54K132282		UNIFORM LAUNDERING & RUGS	\$314.20	
168843	9/6/2018		1063249	INDUSTRIAL SAFETY SUPPLY	(13) DZ MAXIFLEX NITRILE COATED GLOVES - M, XL, XXL	\$517.27	\$517.27
168872	9/13/2018		9803	ALLSTAR PLUMBING	REFUND # 21349	\$500.00	\$500.00
168882	9/13/2018		9807	CHALLENGE ROOTER	REFUND # 21350	\$500.00	\$500.00
168889	9/13/2018		8289	ROGER EMMETT	REFUND # 21026	\$500.00	\$500.00

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168904	9/13/2018		7790	PACIFIC PLUMBING & SEWER SERV	REFUND # 21024	\$500.00	\$500.00
168906	9/13/2018		9534	JOANNE PHO	REFUND # 21348	\$500.00	\$500.00
168919	9/13/2018		9821	VANGO ROOTER	REFUND # 21356	\$500.00	\$500.00
168852	9/6/2018	120	20180904	SHAWN NESGIS	EXP REIMB: SAFETY RECOG BREAKFAST CS TEAMS	\$476.06	\$476.06
168833	9/6/2018		54K131246	CINTAS CORPORATION NO. 2	UNIFORM LAUNDERING & RUGS	\$190.01	\$424.74
	9/6/2018		54K131244		UNIFORM LAUNDERING SERVICE	\$217.51	
	9/6/2018		54K131245		ASTD DUST MOPS, WET MOPS & TERRY TOWEL	\$17.22	
168870	9/13/2018	111	278045964	ALFA LAVAL ASHBROOK SIMON-HART	100 SEAL HORIZ WASHBOX	\$387.92	\$387.92
168825	9/6/2018	170	617010	AUTOMATION PRODUCTS GROUP	THICKENER SUMP FLOAT CONTROL	\$369.24	\$369.24
168912	9/13/2018	171	251554600	STEVEN ENGINEERING INC	PHOENIX POWER SUPPLY	\$367.65	\$367.65
168844	9/6/2018	113	20180831	CONGNA LI	EXP REIMB: WEF & CWEA MEMBERSHIP FEES	\$328.00	\$328.00
168860	9/6/2018	141	9957	TURNER RISK CONSULTING INC	FALL PROTECTION TRAINING - PETROSYAN	\$300.00	\$300.00
168864	9/6/2018	113	8083327339	VWR INTERNATIONAL LLC	LAB SUPPLIES	\$206.98	\$265.64
	9/6/2018	113	8083305117		LAB SUPPLIES	\$58.66	
168923	9/13/2018	173	6019575	WEST SAFETY SERVICES INC	E911 CLOUD SERVICE	\$250.00	\$250.00
168871	9/13/2018	170	5191145	ALL INDUSTRIAL ELECTRIC SUPPLY	MILWAUKEE TOOL REPAIR	\$239.34	\$239.34
168892	9/13/2018	120	484977086	GLACIER ICE COMPANY INC	144 7-LB BAGS OF ICE	\$231.26	\$231.26
168902	9/13/2018	170	197334	NAYLOR STEEL INC	ASTD PARTS & MATERIALS	\$215.97	\$215.97
168823	9/6/2018		5190465	ALL INDUSTRIAL ELECTRIC SUPPLY	ASTD PARTS & MATERIALS	\$204.49	\$204.49

**UNION SANITARY DISTRICT
CHECK REGISTER
09/01/2018-09/14/2018**

Check No.	Date	Dept	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
168890	9/13/2018	113	1000520824	ENVIRONMENTAL EXPRESS	2 PROWEIGH FILTERS	\$200.39	\$200.39
168885	9/13/2018	120	29235	CIWA, INC	E-WASTE REMOVAL & RECYCLING	\$175.00	\$175.00
168911	9/13/2018	141	20180831	SPOK INC	SEPTEMBER 2018 PAGER SERVICE	\$166.65	\$166.65
168842	9/6/2018		603107612	HILLYARD/SAN FRANCISCO	3 CS TRASH LINERS	\$85.51	\$155.21
	9/6/2018		603107611		20 BOXES STIR STICKS	\$69.70	
168914	9/13/2018	111	20180906	SWRCB - STATE WATER RESOURCES	GRADE V OPERATOR CERTIFICATE RENEWAL - R. PIPKIN	\$150.00	\$150.00
168916	9/13/2018	122	124221	TRI-SIGNAL INTEGRATION INC	FIRE PROTECTION SERVICE - MONTHLY CHARGE MONITORING AGI	\$133.34	\$133.34
168847	9/6/2018	170	72175390	MCMASTER SUPPLY INC	ASTD PARTS & MATERIALS	\$32.35	\$118.33
	9/6/2018	122	72189242		1 GRINDING WHEEL	\$53.91	
	9/6/2018	122	72189241		1 BENCH & PEDESTAL GRINDING WHEEL	\$32.07	
168862	9/6/2018	136	98XW53338	UPS - UNITED PARCEL SERVICE	SHIPPING CHARGES W/E 08/18/18	\$108.23	\$108.23
168908	9/13/2018	170	356786	RKI INSTRUMENTS INC	(4) FILTERS	\$82.31	\$82.31
168869	9/13/2018	170	4088644120180826	ALAMEDA COUNTY WATER DISTRICT	SERV TO: 08/24/18 - BOYCE ROAD	\$73.58	\$73.58
168921	9/13/2018	113	8083382026	VWR INTERNATIONAL LLC	LAB SUPPLIES	\$40.15	\$40.15
168883	9/13/2018	113	453985	CHEMETRICS INC	2 FORMALDEHYDE ACTIVATOR SOLUTIONS	\$29.85	\$29.85
168838	9/6/2018		627947960	FEDERAL EXPRESS CORPORATION	SHIPPING SERVICE - BS	\$21.28	\$21.28
168827	9/6/2018	132	20180831	SOMPORN BOONSALAT	EXP REIMB: PRE-EMPLOYMENT LIVESCAN FEE	\$18.00	\$18.00
168880	9/13/2018		305875	CENTERVILLE LOCKSMITH	2 FIC TRAILER KEYS/2 MASTER PADLOCK KEYS	\$10.10	\$10.10

NEWS

Uploaded: Tue, Aug 21, 2018

DSRSD: Recycled water plant expansion complete, residential fill station not reopening

New recycling capacity would allow for over 16 million gallons a day

by Erika Alvero / Pleasanton Weekly



Secondary effluent, or wastewater that has already undergone a few steps of treatment, flows over weirs at the beginning of its journey through the recycling plant. (Photo by Erika Alvero)

The \$18.8 million expansion of the Tri-Valley's largest water recycling plant is complete, allowing for millions of more gallons of nonpotable recycled water to flow through purple pipes for large-scale irrigation customers in the region.

But though construction has wound down, the once-popular residential fill station, which allowed residents to take free recycled water to use for personal irrigation purposes, won't be reopening for the foreseeable future, according to Sue Stephenson, community affairs supervisor for Dublin San Ramon Services District (DSRSD).

Stephenson expects, though, that decision will be revisited "when" (not "if") California experiences extreme drought conditions again -- like conditions were in 2014, when DSRSD opened the first-of-its-kind residential station before closing it in late 2016 amid the plant expansion project and as the drought subsided.

For now, Tri-Valley leaders are commending the completion of work at the Jeffrey G. Hansen Water Recycling Plant in Pleasanton, with about 70 water service engineers, operators and local officials marking the occasion at a ceremony there on Aug. 15.

The purpose of the expansion has been to increase the plant's recycled water production from 9.7 million gallons a day to ultimately reach 16.2 million gallons a day, keeping pace with the growing demand.

"Moving forward, we are excited to offset more potable water use than ever before," said Pat Howard, board member for DSRSD, which provides wastewater treatment services for the city of Pleasanton by contract.

The expansion project has been a collaboration between three entities: DSRSD, the East Bay Municipal Utility District and the city of Pleasanton. The trio split the nearly \$19 million price-tag according to the proportion of the increased water supply each agency would receive: 46% for DSRSD and 27% for EBMUD and Pleasanton, respectively.

DSRSD and EBMUD jointly opened the plant in 2006, in order to operate their San Ramon Valley Recycled Water Program. The city of Pleasanton joined the recycled water effort in 2014.

The recycled water from the plant primarily services large customers in the Tri-Valley, and is delivered through purple piping to irrigate schoolyards, parks, roadway medians and golf courses. In Pleasanton, the recycled water is distributed to the Hacienda Business Park and city parks including Ken Mercer Sports Park, Tennis and Community Park, Val Vista Park, Creekside Park, Owens Park and Harding Park, along with Hart Middle School.

Pleasanton also purchases water from the Livermore Water Reclamation Plant to serve some customers in eastern Pleasanton -- including Pacific Pearl, CarMax, Stoneridge Chrysler Jeep Dodge and Stoneridge Creek Park -- but about 95% of its recycled water comes from the Jeffrey G. Hansen plant.

By increasing the capacity, officials say, the plant is able to save drinking water from being used for these large-scale irrigation purposes.

Residents hoping to access free recycled water for their own personal use, however, will have to look elsewhere.

The residential fill station, which operated from June 2014 through December 2016 and was the first of its kind in the state, won't be online again at least for now, due to high cost and diminished need -- California is no longer experiencing the same drought conditions as when it was established, Stephenson said.

The expansion and improvement project specifically revolves around the installation of the new ACTIFLO process, along with new ultraviolet modules and increased pumping capacities.

The ACTIFLO Turbo system is a pretreatment process, activated as water enters the water recycling facility. (The wastewater entering the facility, or "secondary effluent," has already undergone primary and secondary treatment at the wastewater treatment plant, which removes up to 95% of suspended solids. Secondary effluent meets the requirements to be released into the San Francisco Bay.)

ACTIFLO increases the water recycling capacity by removing additional particulates and improving the secondary effluent's turbidity -- or cloudiness of the water. The clearer and cleaner water can then move through the subsequent sand filtration step at a faster pace.

"As the number of particles in the water increases, the treatment ability of the sand filters decreases," said Levi Fuller, an operations supervisor at the plant. "The ACTIFLO process unit pretreats the incoming water by removing additional particulate matter. Therefore, the ACTIFLO pretreatment unit allows the operators to treat a large volume of water resulting in a recycled water plant with a higher production capacity."

Additionally, the project added 10 new ultraviolet modules to the existing 60, in order to handle the increased flow of recycled water. The modules are used for the final stage of the water filtration, in which the ultraviolet lights kill any lingering bacteria and viruses, simulating the disinfecting powers of sunlight.

And the increased pumping capacities are designed to match the new recycling capacity rates.

Since the project's completion, the plant now has a permit to produce 12.3 million gallons a day. In the upcoming year, DSRSD will be testing the plant's sand filters in the upcoming year, in order to receive Regional Board approval to increase the capacity further to 16.2 million gallons a day.

While 16 million gallons is certainly an increase over the previous 9.7 million, it still may not be enough in the long term. Todd Millison, a DSRSD senior wastewater treatment operator who gave attendees a tour of the recycled water plant at the celebration, said that at maximum buildout, the recycled water demand in the area could be as high as 21 million gallons a day. And the wastewater supply doesn't equal the demand.

"We're in a little bit of a pickle because we only have about 10 or 11 million gallons a day coming into the plant," Millison said. "So we're in the unusual situation of going around, trying to beg neighboring districts for some of their wastewater."

Water supplies and allocations remain thorny issues statewide, and local water agencies continue seeking to diversify their water sources, particularly in preparation for the increased water demand of the summer.

The Zone 7 Water Agency, which serves as a water wholesaler for water service providers in the Tri-Valley, including DSRSD, recently announced that they were able to meet customers' July water demands of 5,360 acre-feet (AF) of water -- with surplus.

About 80% of Zone 7's water supply comes from the State Water Project. The rest of the supply comes from other sources, such as through special transfer agreements and purchases from other agencies and farmers.

In July, the agency received 3,760 AF from the State Water Project and 1,000 AF of its allocated water from the Yuba Accord, a partnership aiming to provide a long-term water supply for fish and wildlife and supplemental water supplies for cities and farms. Zone 7 has also set up a transfer of 800 AF of water from River Garden Farms in Knights Landing, part of which came through in July.

Zone 7 also has 104,100 AF of water stored in groundwater banks in Kern County, but the agency does not plan on drawing from them this year.

For the rest of the year, the supply appears well-equipped to meet demand -- the water agency estimates a demand of 17,200 AF for the remainder of 2018, with a total estimated available supply of 251,000 AF, including both incoming sources and water storage.

S.F. gets big EPA loan to upgrade sewage plant

August 24, 2018

By Trisha Thadani



Sophia Germer / The Chronicle 2015.

Material testing aide Jonathan Smith walks through San Francisco's Southeast Treatment Plant in 2015. The city will use a \$699 million low-interest federal loan to renovate its 60-year-old solid-wastewater-treatment facilities.

San Francisco has received a \$699 million low-interest loan from the U.S. Environmental Protection Agency to help offset the costs of modernizing its wastewater treatment facility.

The San Francisco Public Utilities Commission will use the loan — the largest granted under the EPA's Water Infrastructure Finance and Innovation Act, or WIFIA — to help finance the Southeast Treatment Plant Biosolids Digester Facilities Project. The project will renovate the city's 60-year-old solid-wastewater-treatment facilities, according to a Thursday statement from environmental engineering and construction firm Brown and Caldwell, which is leading the project.

The Southeast Treatment Plant is located in Bayview-Hunters Point and is the largest wastewater facility in the city. Once the upgrades are complete, the facility will be able to transform wastewater solids into high-quality biosolids that could be used as fertilizer, or biogas, which can be used to produce heat or electricity.

The upgraded digesters will also be located farther away from existing residences, have advanced odor control and will be more resilient in earthquakes.

"Rebuilding our biosolids digester facilities is crucial to realizing our vision to transform San Francisco's largest wastewater treatment plant into a modern resource recovery facility," Harlan L. Kelly Jr., the PUC's general manager, said in a statement when the loan was announced last month. "With the federal government's low-cost loan program, we can realize significant savings for our ratepayers and create high quality employment and contracting opportunities in parts of the city that need it most."

The SFPUC received the largest loan issued under the WIFIA program to date, according to the EPA.

The project is estimated to cost \$1.43 billion. Construction is expected to begin early next year with the facilities operational by 2025.

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