



BOARD MEETING AGENDA
Monday, September 9, 2019
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. Salute to the Flag.

3. Roll Call.

- Motion 4. Approve Minutes of the Board Meeting of August 26, 2019.

- Information 5. Balanced Scorecard *(to be reviewed by the Legal/Community Affairs Committee)*.
 - a. Fourth Quarter FY19 District-Wide Balanced Scorecard Measures and Annual Strategic Report.
 - b. Balanced Scorecard for the Business Services Work Group.

6. Written Communications.

7. Public Comment.

Public Comment is limited to three minutes per individual, with a maximum of 30 minutes per subject. If the comment relates to an agenda item, the speaker should address the Board at the time the item is considered. Speaker cards will be available in the Boardroom and are requested to be completed prior to the start of the meeting.

- Motion 8. Authorizing the General Manager to Execute an Agreement with HF&H, LLC to Perform a New Cost of Service Analysis (COSA) *(to be reviewed by the Budget & Finance Committee)*.

- Motion 9. Authorizing the General Manager to Execute an Agreement with Fieldman, Rolapp & Associates for Financial Advisory Services *(to be reviewed by the Budget & Finance Committee)*.

- Information 10. Check Register.

- Information 11. Committee Meeting Reports. *(No Board action is taken at Committee meetings)*:
 - a. Budget & Finance Committee – Thursday, September 5, 2019, at 11:30 a.m.
 - Director Kite and Director Lathi

- b. Legal/Community Affairs Committee – Thursday, September 5, 2019, at 12:00 p.m.
 - Director Fernandez and Director Kite
- c. Audit Committee – will not meet.
- d. Engineering and Information Technology Committee – will not meet.
- e. Legislative Committee – will not meet.
- f. Personnel Committee – will not meet.

Information

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- 12. General Manager’s Report. *(Information on recent issues of interest to the Board).*
-
- 13. 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.
-
- 14. Adjournment – The Board will adjourn to the next Regular Board Meeting in the Boardroom on Monday, September 23, 2019, at 7:00 p.m.

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.



BUDGET & FINANCE COMMITTEE MEETING
Committee Members: Director Kite and Director Lathi

Directors
Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

AGENDA
Thursday, September 5, 2019
11:30 A.M.

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

Alvarado Conference Room
5072 Benson Road
Union City, CA 94587

Karen W. Murphy
Attorney

1. Call to Order

2. Roll Call

3. Public Comment
Public Comment is limited to three minutes per individual, with a maximum of 30 minutes per subject. If the comment relates to an agenda item, the speaker should address the Board at the time the item is considered. Speaker cards will be available and are requested to be completed prior to the start of the meeting.

4. Items to be reviewed for the Regular Board meeting of September 9, 2019:
 - Authorizing the General Manager to Execute an Agreement with HF&H, LLC to Perform a New Cost of Service Analysis (COSA)
 - Authorizing the General Manager to Execute an Agreement with Fieldman, Rolapp & Associates for Financial Advisory Services

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.

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LEGAL/COMMUNITY AFFAIRS COMMITTEE MEETING

Committee Members: Director Fernandez and Director Kite

Directors

Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

AGENDA

Thursday, September 5, 2019

12:00 P.M.

Alvarado Conference Room

5072 Benson Road

Union City, CA 94587

Officers

Paul R. Eldredge
*General Manager/
District Engineer*

Karen W. Murphy
Attorney

1. Call to Order

2. Roll Call

3. Public Comment

Public Comment is limited to three minutes per individual, with a maximum of 30 minutes per subject. If the comment relates to an agenda item, the speaker should address the Board at the time the item is considered. Speaker cards will be available and are requested to be completed prior to the start of the meeting.

4. Items to be reviewed for the Regular Board meeting of September 5, 2019:

- Balanced Scorecard
 - Fourth Quarter FY19 District-Wide Balanced Scorecard Measures and Annual Strategic Report
 - Balanced Scorecard for the Business Services Work Group
-

5. Adjournment

<p>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.</p>
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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.

**MINUTES OF THE MEETING OF THE
BOARD OF DIRECTORS OF
UNION SANITARY DISTRICT
August 26, 2019**

CALL TO ORDER

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

SALUTE TO THE FLAG

ROLL CALL

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

STAFF: Paul Eldredge, General Manager/District Engineer
Karen Murphy, District Counsel
Armando Lopez, Treatment and Disposal Services Manager
James Schofield, Collection Services Manager
Gene Boucher, Human Resources Manager
Laurie Brenner, Business Services Coach
Raymond Chau, Technical Services Coach
Chris Pachmayer, Fabrication, Maintenance, and Construction Coach
Regina McEvoy, Executive Assistant to the General Manager/Board Clerk

VISITORS: Dave Richardson, Woodard & Curran
Irene Chu, Hazen and Sawyer
Marc Soloman, Hazen and Sawyer

APPROVE MINUTES OF THE BOARD WORKSHOP OF JULY 9, 2019

It was moved by Secretary Kite, seconded by Director Lathi, to Approve the Minutes of the Board Workshop of July 9, 2019.

APPROVE MINUTES OF THE BOARD WORKSHOP OF JULY 15, 2019

It was moved by Director Fernandez, seconded by Vice President Handley, to Approve the Minutes of the Board Workshop of July 15, 2019.

APPROVE MINUTES OF THE BOARD MEETING OF AUGUST 12, 2019

It was moved by Vice President Handley, seconded by Secretary Kite, to Approve the Minutes of the Board Meeting of August 12, 2019.

JULY 2019 MONTHLY OPERATIONS REPORT

General Manager Eldredge reviewed the Odor Report and Work Group reports included in the Board meeting packet. Business Services Coach Brenner provided an overview of the financial reports included in the Board meeting packet.

WRITTEN COMMUNICATIONS

There were no written communications.

PUBLIC COMMENT

There was no public comment.

CONSIDER RESCINDING POLICY NO. 2040, EXCEPTIONS TO ORDINANCE FEES

District Counsel Murphy stated Policy No. 2040, Exceptions to Ordinance Fees, was first adopted in 1990 and provided direction on how District staff should address protests and appeals related to District Ordinances 31, 34, 35, and 36. At the April 22, 2019, Board meeting, staff noted three of the four Ordinances already included language outlining appeals processes. The Board directed staff to amend Ordinance 34 to include an appeals provision and bring back an item to rescind Policy No. 2040. Staff recommended the Board rescind Policy No. 2040, Exceptions to Ordinance Fees.

It was moved by Vice President Handley, seconded by Secretary Kite, to Rescind Policy No. 2040, Exceptions to Ordinance Fees. Motion carried unanimously.

AUTHORIZE THE GENERAL MANAGER TO EXECUTE AN AGREEMENT AND TASK ORDER NO. 1 WITH CAROLLO ENGINEERS, INC. FOR THE PLANT NETWORK ARCHITECTURE STUDY

This item was reviewed by the Engineering and Information Technology Committee. Technical Services Coach Chau stated the existing information network system at the District's Alvarado Wastewater Treatment Plant (WWTP) was originally built in 1986 and had been expanded over the past 30 years to accommodate new construction. The plant network system allows for information to be transferred from anywhere in the network to the supervisory control and data acquisition system (SCADA) located in the plant operations control room. Plant Operators use the plant network system to monitor and adjust various treatment processes to ensure the WWTP operates without problems and remains in permit compliance. The upcoming Enhanced Treatment & Site Upgrade (ETSU) Program will upgrade significant portions of the WWTP which will provide an opportunity for a study to provide recommendations for improving network resilience and performance that may be incorporated into the ETSU program projects. Staff initiated a Request for Proposal process and selected Carollo to conduct the study due to their knowledge of the District's infrastructure and experience with similar network system evaluations. Staff anticipate Carollo will complete the Study by Spring 2020. Staff recommended the Board authorize the General Manager to execute an Agreement and

Task Order No. 1 with Carollo Engineers, Inc. in the amount of \$99,955 for the Plant Network Architecture Study.

It was moved by Director Fernandez, seconded by Vice President Handley, to Authorize the General Manager to Execute an Agreement and Task Order No. 1 with Carollo Engineers, Inc. in the Amount of \$99,955 for the Plant Network Architecture Study. Motion carried unanimously.

ADOPT A RESOLUTION APPROVING THE FINAL REPORT FOR THE ENHANCED TREATMENT & SITE UPGRADE PROGRAM (CEQA REVIEW: EXEMPT UNDER CEQA GUIDELINES SECTION 15061(b)(3) AND 15262)

This item was reviewed by the Engineering and Information Technology Committee. General Manager Eldredge stated the Enhanced Treatment & Site Upgrade (ETSU) Program was the study culminating the District's planning efforts and was based upon the outcomes of the Administration/Control/FMC Building Evaluation, Effluent Management Study, and Secondary Treatment Process Improvements Project. The Program will include projects recommended for implementation that will be phased to address both immediate drivers (poor sludge settleability, treatment capacity, effluent disposal, and aging infrastructure), while preparing for potential future nutrient regulations for discharge in the Bay that will be considered by the Regional Water Quality Control Board in consultation with the Bay Area Clean Water Association (BACWA). The improvements to be implemented in Phase I were summarized in the Board meeting packet. Staff recommended the Board adopt a resolution approving the Final Report for the Enhanced Treatment and Site Upgrade Program (CEQA Review: Exempt Under CEQA Guidelines Section 15061(b)(3) and 15262).

It was moved by Director Fernandez, seconded by Director Lathi, to Adopt Resolution No. 2864 Approving the Final Report for the Enhanced Treatment and Site Upgrade Program (CEQA Review: Exempt Under CEQA Guidelines Section 15061(b)(3) and 15262). Motion carried unanimously.

REJECT THE SOLE BID RECEIVED FOR THE PRIMARY DIGESTER NO. 7 PROJECT AND AUTHORIZE STAFF TO RE-BID THE PROJECT

This item was reviewed by the Engineering and Information Technology Committee. General Manager Eldredge stated the Primary Digester No. 7 Project was one of the outcomes of the Plant Solids System/Capacity Assessment, Phase I that was completed in November 2016. The assessment concluded the Plant's anaerobic digestion process was at or nearing capacity and Primary Digester No. 6, the largest existing digester, could not reliably be taken out of service for cleaning and maintenance without additional digestion capacity provided. Staff advertised the Project for bids and the sole bid received was opened August 6, 2019. Kiewit Infrastructure West Co. was the sole bidder with a total bid that was 23% above the Engineer's Estimate. Since Kiewit's bid exceeded the Engineer's Estimate by a large percentage and was the only bid received, staff believe it would be best to reject the bid and re-bid the project. Staff will engage contractors prior to re-bidding the Project to inquire about their interest in the Project and any potential schedule conflicts. Staff will also engage consultant firms to inquire about projects from

other agencies out to bid to enable the District to select a bid opening date with no conflicts. Staff recommended the Board reject the sole bid received for the Primary Digester No. 7 Project and authorize staff to re-bid the project.

It was moved by Secretary Kite, seconded by Director Lathi, to Reject the Sole Bid Received for the Primary Digester No. 7 Project and Authorize Staff to Re-Bid the Project. Motion carried unanimously.

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

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

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

INFORMATION ITEMS:

Check Register

Staff responded to Boardmember questions regarding the Check Register.

COMMITTEE MEETING REPORTS:

The Budget & Finance, Personnel, and Legal/Community Affairs Committees met.

GENERAL MANAGER'S REPORT:

General Manager Eldredge stated:

- The Hayward Marsh was taken offline for East Bay Regional Park District maintenance activities.
- General Manager Eldredge attended the California Association of Sanitation Agencies (CASA) conference and provided a brief overview of sessions attended.
- The District received the NACWA (National Association of Clean Water Agencies) Platinum 10 Award in honor of 14 consecutive years without effluent quality exceedances.

OTHER BUSINESS:

There was no other business.

ADJOURNMENT:

The meeting was adjourned at 7:36 p.m. to the next Regular Meeting in the Boardroom on Monday, September 9, 2019, at 7:00 p.m.

SUBMITTED:

ATTEST:

REGINA McEVOY
BOARD CLERK

PAT KITE
SECRETARY

APPROVED:

JENNIFER TOY
PRESIDENT

Adopted this 9th day of September 2019



Directors
Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

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

Karen W. Murphy
Attorney

**SEPTEMBER 9, 2019
BOARD OF DIRECTORS MEETING
AGENDA ITEM # 5a**

TITLE: Fourth Quarter FY 19 District-Wide Balanced Scorecard Measures and Annual Strategic Report (*This is an Information Item*)

SUBMITTED BY: Paul R. Eldredge, General Manager/District Engineer

Gene Boucher, Organizational Support Team Coach
Karoline Terrazas, Organizational Performance Manager
Jason Yeates, Organizational Performance Coordinator

Recommendation

Information only.

Previous Board Action

None.

Background

This Annual Strategic Report summarizes the District's progress meeting operational and safety objectives, and targets for the fiscal year 2018-19 (July 1, 2018 through June 30, 2019).



Strategic Performance Report

Fiscal Year 2019
(July 1, 2018 through June 30, 2019)

Presented September 9, 2019

Karoline Terrazas, Organizational Performance Manager

Jason Yeates, Organizational Performance Coordinator

USD FY19 Strategic Performance Report

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Executive Summary

This report summarizes the performance of the District in the areas of Operational Excellence and Safety for fiscal year 2018-2019 (July 1, 2018 through June 30, 2019).

The District exceeded many of the published performance objectives in FY19, and had many exceptional achievements in each of the core perspective.

Measures focused on customer service illustrated the outstanding work of staff to respond to customer issues and follow up on inquiries. There are some opportunities to update the scope of the District's outreach measures to better capture our efforts.

The fiscal responsibility of the organization continues to be of paramount importance, and the dedication of staff to prepare accurate budgets and thorough accounting is remarkable. There are several measures dealing with the budget that need to be verified by audit before they can be reported. These measures will be reported in the 2nd quarter of FY20.

Internal coordination between Work Groups is a hallmark of the team culture at the District, and the collaboration and coordination on critical projects are proof of the success of this model. Several important capital projects made significant progress due to the dedicated engineers and operations staff's efforts to work together.

Employee development was highlighted by several internal promotions, which reaffirms the exceptional training and development opportunities provided. The long-term staffing continues to be a concern as the retirement rate is still high, but the flexibility and quality of the staff has reduced the impacts of this trend.

There were only a few safety incidents during the reporting year, and this verifies the embedded safety culture of the District.

A complete discussion of all elements of the Operational Excellence and Safety Scorecard is presented in this 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 was developed and presented to the Board last fall.

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.

Tables 1 and 2 include all measures and actual performance compared to targets, as well as the performance from the two prior fiscal years for comparison.

Key for Balanced Scorecard Table:

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 FY19 Strategic Performance Report

Table I.a: Customer, Operational Excellence Balanced Scorecard

Objectives	Measures	1st	2nd	3rd	4th	YTD Actual	Target	FY18	FY17	Comments
Stewardship: Demonstrate responsible stewardship of District assets and the environment	Progress implementing outreach plan milestones: % planned events completed	24%	16%	24%	24%	88%	≥90%	91.80%	98.36%	Completed 22 of 25 planned milestones; exceeded the total number of School Outreach and Plant Tours.
Service: Provide reliable, high quality service	Response time to calls for service: % under 1 hour	97.5%	96.4%	95.8%	97.9%	96.9%	≥95%	96.83%	97.28%	
	Response time to contact USD inquiries: % within 3 business days	100%	100%	100%	100%	100%	≥90%	94.08%	96.50%	
	# Total adverse impacts on customers	2	0	1	0	3	≤10	4	4	
Be prepared for emergencies	# emergency preparedness events (drills, training, debriefs, tabletop exercises, etc.)	0	2	0	2	4	3	5	3	

Table I.b: Financial, Operational Excellence Balanced Scorecard

Objectives	Measures	1st	2nd	3rd	4th	YTD Actual	Target	FY18	FY17	Comments
Fiscal responsibility: Ensure funding for critical programs and projects, while maintaining comparable rates	Residential SSC compared to other agencies					5.8th	≤33rd percentile	11.5	11.5	Survey criteria expanded, and new survey completed in October 2018
Accurately project and control costs	% Budget expended, Operating Expenditures					NA	95-103%	105.00%	92%	Post Year End
	% expended Priority 1 Special Projects					NA	80-110%	107.00%	44%	Post Year End
	# regional projects/initiatives with financial benefit	3	3	3	3	3	≥3	3	3	

USD FY19 Strategic Performance Report

Table I.c: Internal Processes, Operational Excellence Balanced Scorecard

Objectives	Measures	1st	2nd	3rd	4th	YTD Actual	Target	FY18	FY17	Comments
Asset Management: Manage and maintain assets and infrastructure	# Critical asset failures wo negative impacts	0	0	1	1	2	≤2	0	0	CoGen, Temp Boiler Costs
	# critical asset failures with negative impacts	0	0	0	0	0	0	0	0	
	% asset renewal/year: Plant					NA	Track & Report	1.74%	2.31%	Annual Reporting Frequency
	% asset renewal/year: Collection System					NA	Track & Report	0.18%	0.47%	Annual Reporting Frequency
	Priority CIP Project milestones met vs. planned	100%	100%	75%	58%	83%	85%	85%	93%	7 of 12 projects on schedule
Environmental Protection: Maintain our ability to meet current and future regulations Implement projects and programs that benefit the environment	# adverse impacts on environment (Cat 1 SSO)	0	0	0	0	0	0	0	1	
	Category 2/3 SSOs	0	1	1	0	2	≤10	2	3	
	# regional projects/initiatives with environmental benefit	3	3	3	3	3	≥3	3	3	

USD FY19 Strategic Performance Report

Table I.d: Employee Growth & Development, Operational Excellence Balanced Scorecard

Objectives	Measures	1st	2nd	3rd	4th	YTD Actual	Target	FY18	FY17	Comments
Employees: Maintain a highly competent, flexible workforce	Employee Turnover Rate-total					5.11%	Track and report	6.11%	8.03%	Annual Reporting Frequency
	Employee Turnover Rate-nonretirement					2.00%	Track and report	2.29%	2.19%	Annual Reporting Frequency
	% Training System Milestones Completed (accumulative total)	37%	53%	79%	105%	105%	100%	100%	100%	
	# competency assessments completed	5	0	19	24	48	43	73	74	
Safety: Work safely; reduce accidents and injuries	See Safety Scorecard									
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		43%		43%	43%	45-55%	45.00%	46.15%	2x Frequency Reporting
	% non-mgmt. employees participating in alternative compensation program (accumulative total)					42%	Track & Report	43.00%	45.25%	Annual Reporting Frequency

USD FY19 Strategic Performance Report

Table 2: Safety Balanced Scorecard

Objectives	Measurements	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD Actual	Target	FY18	FY17	Comments
Reduce the number of accidents	Total accidents with lost days	0	0	1	0	1	0	2	1	
	Other OSHA reportable accidents	0	0	0	0	0	≤4	0	2	
	# Incidents of vehicle or equipment accidents/damage	0	1	1	0	2	≤2	2	1	
Reduce the impact of accidents on employees and the District	Cost associated with vehicle/equipment accidents	\$0.00	\$0.00	\$646.00	\$0.00	\$646.00	≤\$5000	\$0	\$0	
	Ave FTE lost time	0.03	0	0.06	0	0.0225	<0.5	0.33	0.15	
	Total Costs: Lost time Wages only	\$597.90	\$0.00	\$1,566.60	\$0.00	\$2,164.50	≤\$46,883	\$32,052.64	\$16,450.00	
	Ave FTE limited duty time	0	0	0	0	0	≤0.5	.08	0.15	
	Total costs: Limited duty/Other 1/2 wages	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	≤\$23,441	\$2,930.91	\$9,517.03	
	X-Mod					0.82	≤1.0	0.78	0.72	

USD FY19 Strategic Performance Report

Safety Balanced Scorecard (Con't)

Objectives	Measurements	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	YTD Actual	Target	FY18	FY17	Comments
Identify and correct poor practices and potential hazards	# Facility inspections completed (SIT)	0	0	2	2	4	4	4	4	
	% of areas of concern identified during internal facility inspections that are resolved within 45 days of report	N/A	N/A	97.5%	88.5%	93%	≥90%	94.59%	96.50%	
	# work site inspections completed	87	88	77	83	335	282	373	297	
Implement industry best practices	# site visits (for potential BMPS) completed and discussed by ET	0	0	1	0	1	≥2	1	0	
Communicate our commitment to safety	# GM communications on status of safety program and performance	3	1	2	1	7	≥4	7	8	
	# safety strategy reviews conducted by ET and EHSPM	1	1	1	1	4	4	8	8	
Educate employees in safe work practices	# of major safety training events offered	3	1	2	5	11	7	11	15	
	Ave % of targeted employees trained vs. plan	95.14%	92.59%	95.05%	80.16%	90.73%	≥90%	94.02%	95.08%	Commercial driving class was rescheduled.
Create a positive safety culture	% Positive responses on the employees safety survey (ave)					N/A	≥75%	94.08%	NA	Completed in FY18 and occurs every two years.

Table 3: Public Relations/Outreach Activities

Category	FY19 Activities
USD website	<ul style="list-style-type: none"> • Sewer Lateral Information Video • NACWA Peak Performance Award posted on News page • Update to statistics and graphics
Press Releases, articles and Ads	<ul style="list-style-type: none"> • Certificate of Merit recipients announced • Earth Day activities announced • NACWA Peak Performance Award • 28 posts on District Facebook and Twitter accounts • Published 4 Centennial Stories
Community Outreach	<ul style="list-style-type: none"> • Newark Days • Earth Day • Provided 12 Plant Tours
School Outreach	<ul style="list-style-type: none"> • Letters to 5th grade teachers offering presentations on wastewater treatment • Conducted 106 School Presentations
Career Outreach/Fairs	<ul style="list-style-type: none"> • Baywork Career Fair attended
Business Outreach	<ul style="list-style-type: none"> • Certificate of Merit Award ceremony • Facilitated Green Business Inspections • Industrial Advisory Council participation

Operational Excellence Scorecard Results

Performance Exceptions

The District is reporting that a majority of our overall Operational measures were met, except for one measure within our Customer objectives and one in our Internal Processes objectives.

Our goal is to demonstrate responsible stewardship of District assets and the environment through annually planned public outreach events and activities. Three planned events/activities were not completed in FY19; however, the outreach efforts to schools and tours were exceeded (see Table 3 above).

As traditionally reported, Operational expenses and the percent Plant and Collection System annual asset renewal values are calculated post audit completion. The final FY19 values for these measures will be available in the 2nd quarter of FY20 and presented to the Board.

An average of 83% of the Priority Capital Improvement Projects milestones were completed as planned in FY19. This measure fell slightly below the targeted value of 85%, projects that did not meet goals are included in the table (Table 4: CIP Projects) below for transparency. The Technical Services Workgroup Manager has provided details of the projects progress throughout the year.

Table 4: CIP Projects

Project Name
Cherry Street Pump Station
Digester No. 2 Inspection and Rehabilitation
Headworks 3 rd Screen Bar Screen
Standby Power Generation System Upgrade
WAS Thickeners Improvements

Corrective and preventive actions have been discussed, developed, and/or 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 other Operational Excellence targets were achieved in FY19.

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

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.

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

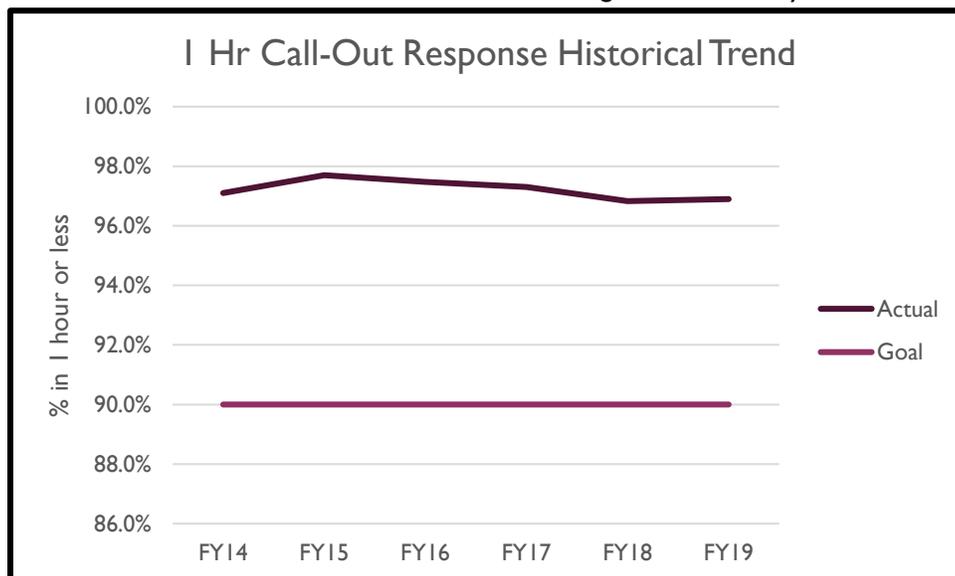
Progress Implementing Outreach Plan Milestones

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, 88% of the planned activities in FY19 were accomplished. Slightly under our target of 90%, 22 out of 25 milestones were met. Although the metric was slightly below target, the EC Outreach representative exceeded the number of School Outreach presentations and Plant Tours this FY.

See Table 3 above for a summary of all Outreach activities in FY19.

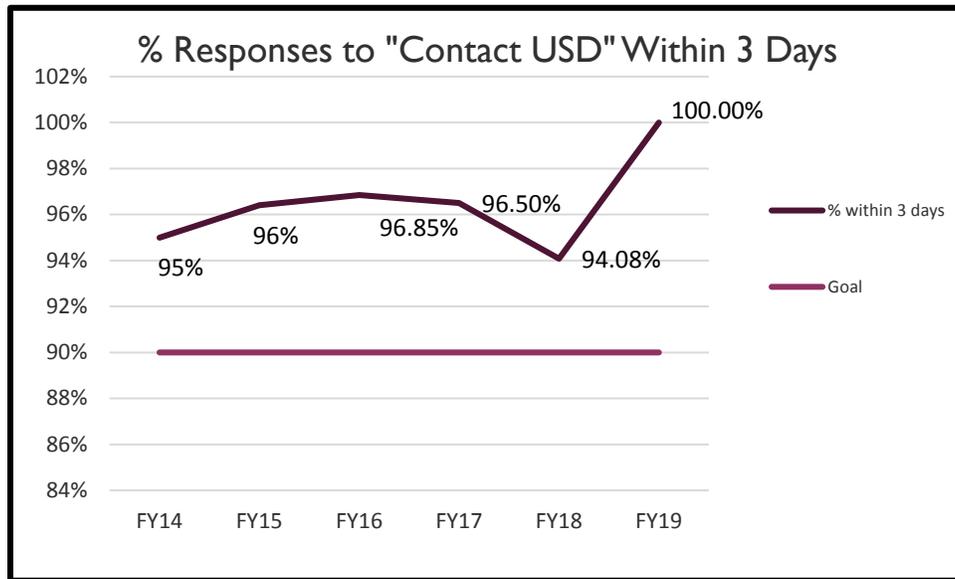
Response Time to Customer Calls for Service

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 FY19, District staff responded to 96.90% of 162 recorded service call outs. District staff have exceeded this goal for over 10 years.



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 100% of the 112 total customer inquiries within the target range in FY19.



Adverse Impacts on Customers

The total number of customer adverse impacts reported came in at three (3) events, against the target of ≤ 10 issues in FY19. The three issues reported (with claims filed against the District) throughout the year included two (2) odor complaints in the 1st quarter (verified by Plant) and one auto insurance claim following a minor vehicle accidents involving a District vehicle in the 3rd quarter. There were a total of eight (8) calls for odor complaints and respondents performing subsequent investigations confirmed that two of the eight odors were coming from our facilities. We continue to diligently handle these allegations urgently and consistently.

Number of Planned Emergency Preparedness Activities

With four total preparedness activities completed in FY19, the District exceeded the target of three. The activities included: an annual evacuation drill, review of the USD Incident Command System (ICS) and Emergency Forms videos, “Being Prepared at Home” email and poster, and collecting existing emergency plans for development a central repository of data for the Emergency Preparedness SharePoint page. 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 planned and unplanned emergency scenarios.

Financial Objectives and Measures

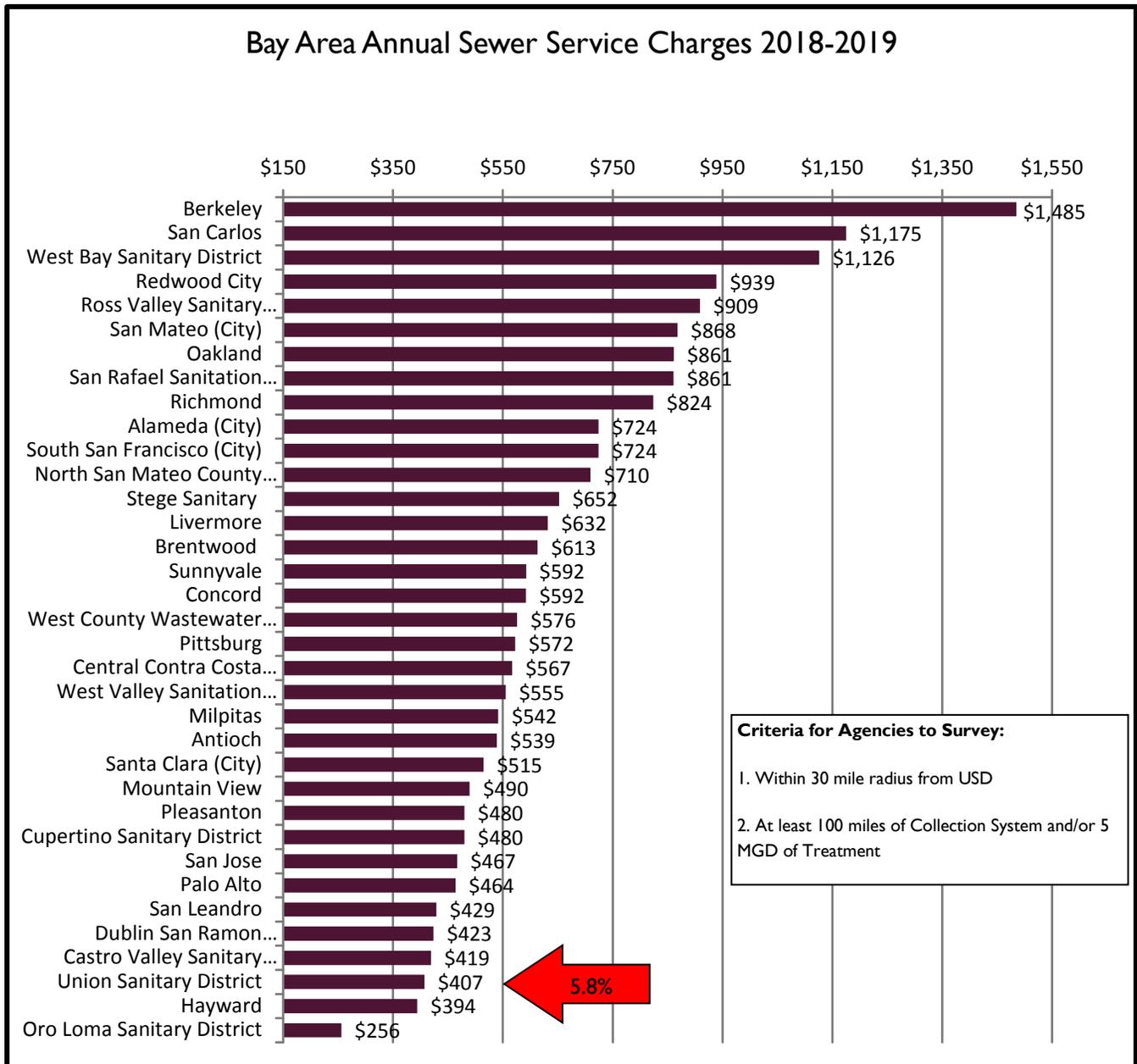
Financial objectives focus on the prudent and responsible management of public funds entrusted to the District, with measures focused on keeping sewer service charges (SSC) comparable to other local agencies with similar treatment processes, accurately controlling and tracking project and program costs 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 other agencies in the surrounding areas
- Percent operating budget expended against plan
- Percent priority I 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 FY19, through accurate planning and attention to operational efficiency, the District continues to provide an elevated level of service to residents at a cost that is significantly lower than wastewater treatment rates in most surrounding areas. This is achieved through continual improvement efforts resulting in ever-increasing operational efficiency. During FY19, the residential SSC was \$407, which is at the 5.8th percentile, well under the target of the 33rd percentile, compared to other San Francisco Bay Area agencies, per our October 2018 sewer survey report. A new sewer survey report of the residential SSC for the surrounding communities will be conducted in October 2019.



Percent Operating Budget Expended Against Plan

This measure tracks the efficiency of all operational expenses as compared to the planned budget for those activities. While the target range of 95-103% remains the same, final post-audit FY19 percent (%) of planned expenditures have not been reported. The final value for this measure will be re-calculated and reported once all year-end statements are reconciled and presented to the Board.

Percent Priority I Special Project Expenditures Against Plan

This measure tracks the efficiency of critical (classified as priority I special) projects as compared to the planned budget for those activities. While the target range of 80-110% remains the same, final post-audit FY19 percent (%) of planned expenditures have not been reported. The final value for this measure will be re-calculated and reported once all year-end statements are reconciled and presented to the Board.

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 FY19, 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.

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, 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 I sanitary sewer overflows (SSO's)
- Number of Category 2/3 SSO's
- Number of regional projects/initiatives with environmental benefit

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*. Assets typically have redundant equipment or alternative processes available to provide continual service, functionally preventing any negative impacts from being felt in the system. The critical assets list is periodically reviewed by the Executive Team to ensure its accuracy, so that the District can always provide seamless service to our customers. In FY19, there was one instance of critical asset failure without negative impacts against the target of ≤ 2 , during the third and fourth quarter. The Fabrication, Maintenance and Construction (FMC) and Total Productive Operations (TPO) continue to work together through the troubleshooting and operation of the Jenbacher Cogeneration Engines (cogens) which led to downtime and need for a temporary boiler during the FY.

Number of Critical Asset Failures with Negative Impacts

This measure reflects the number of critical asset failures (using the same list of critical assets from the previous measure) 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 process available for continued "normal" service. In FY19, there were no failures reported for the year against the target of zero. This is a significant accomplishment reflecting the overall quality of the internal maintenance, repair, procurement processes, and staff commitment to excellence throughout the District.

Percent Annual Asset Renewal- Plant

This measure had not been calculated as of 9/3/19, as previously indicated in the Operational Excellence Summary on page 12. 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 9/3/19, as previously indicated in the Operational Excellence Summary on page 12. 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 Priority Capital Improvement Projects, Milestones Met vs. Planned

On average, 83% of our capital improvement projects were on schedule with planned milestones, but the District fell slightly below the target of 85%. Seven (7) out of 12 overall projects remained on schedule at the end of the FY, refer to Table 4 on page 12 of this report for a list of projects behind schedule. Project statuses have been shared with the Board throughout the year by the Technical Service Workgroup Manager.

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 FY19, the goal was to participate in at least three regional projects with environmental benefit. The Environmental Compliance Team actively collaborates with the Bay Area Pollution Prevention Group (BAPPG), to determine potential new pollutants of concern, and coordinate implementation of regulations (i.e. Dental Category, pharmaceutical take back). Recycled water represents a gap in our resource recovery efforts, and the District continues to work with Alameda County Water District (ACWD) and now San Francisco Public Utility Commission (SFPUC) on feasibility studies to determine the most effective way to address this valuable resource. The Collection System Alliance for Sanitary Sewer Excellence (CASSE) is a regional collective of agencies where best management practices for optimal sewer maintenance are shared and the District partners with and learns from other organizations. 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 I Sanitary Sewer Overflows)

This measure reflects the annual number of Category I sanitary sewer overflows (SSO's) within the District's service area. There were no Category I sanitary sewer overflow (SSO) in FY19.

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 experienced one Category 2 (two) and one Category 3 (three) SSO's in FY19, against the target of ≤ 10 of both types per year. Table 5: SSO Definitions below reflects the definitions for the three categories of overflows tracked. The District is "the enrollee" referenced in the table.

Table 5: SSO Definitions

CATEGORIES	Definitions
CATEGORY 1	<p>Discharges of untreated or partially treated wastewater of any volume resulting from an enrollee’s sanitary sewer system failure or flow condition that:</p> <p>Reach surface water and/or reach a drainage channel tributary to a surface water; or</p> <p>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 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).</p>
CATEGORY 2	<p>Discharges of untreated or partially treated wastewater of <u>1,000 gallons or greater</u> resulting from an enrollee’s sanitary sewer system failure or flow condition that <u>do not</u> 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.</p>
CATEGORY 3	<p>All other discharges of untreated or partially treated wastewater resulting from an enrollee’s sanitary sewer system failure or flow condition.</p>

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

Employee Growth & Development Objectives

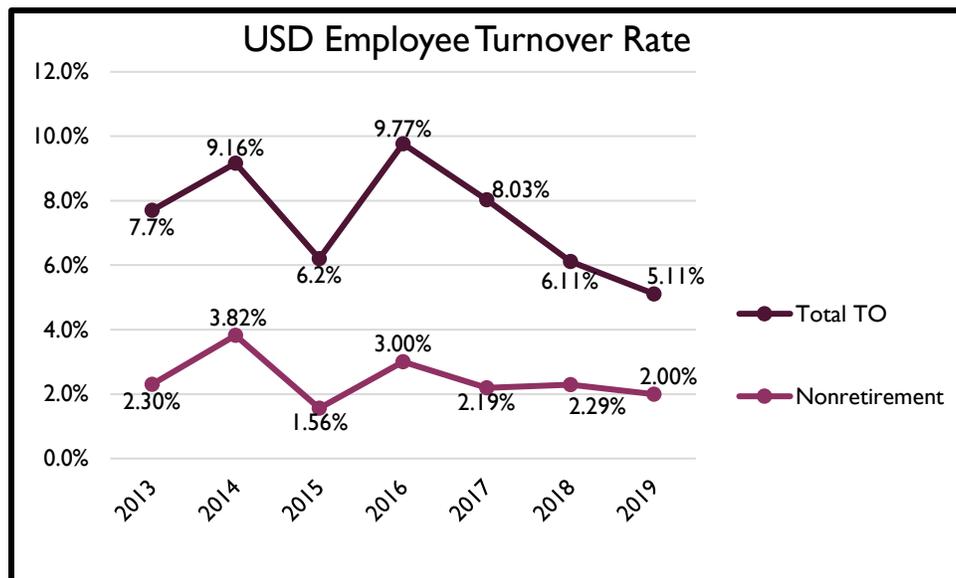
Employee growth and development objectives focus on employee training and maintaining a highly competent, flexible workforce, as well as protecting labor relations via the participative and collaborative employee-management culture of the District. This is accomplished by involving employees in planning and decision-making activities. Safety is measured in a separate, stand-alone scorecard (results later in this report) 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 FY19, the District experienced 5.11% turnover, with 2.00% of that being voluntary, non-retirement separations (resignations).



Training Milestones Completed/Updated

This measure is used to capture the total number of training modules updated and taught by operating Work Groups against actual activities completed. The target of 100% of planned activities for this measure was met and/or exceeded by all work groups.

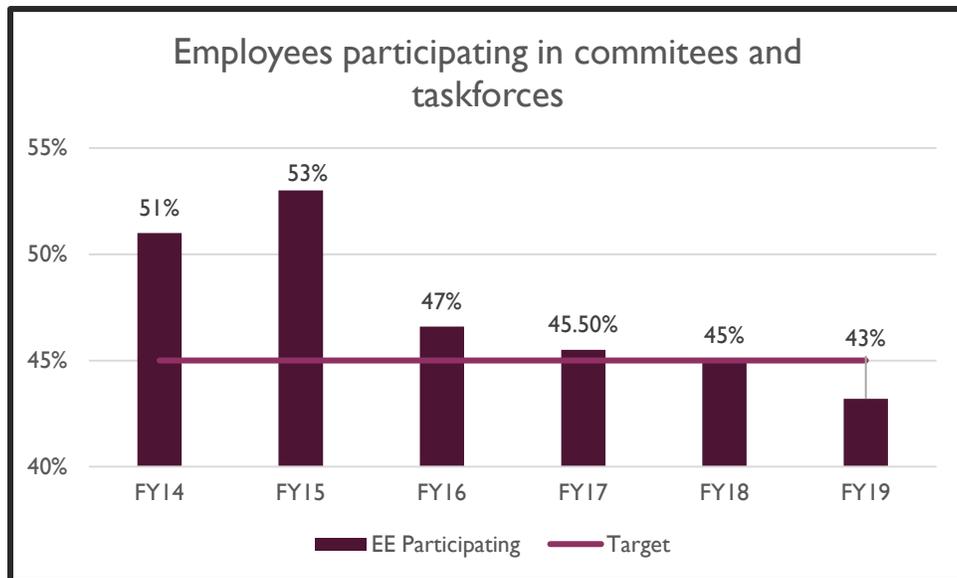
Number of Competency Assessments Completed in Collection Services

Collections Services management (and their designees) completed 48 total assessments during FY19, meeting the target of 48 assessments. Activities focused on Bypass Pumping and Sewer Overflows.

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 can 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 43% of non-management employees participated in at least one committee or taskforce in FY19.



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 or 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 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.

USD FY19 Strategic Performance Report

In FY19, 42% 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.

Table 6: FY19 Alternate Compensation Projects

Team	Project
Capital Improvements Projects	Document Management Control Project
Environmental Compliance	Convert EC Forms into Fillable PDF Format
Customer Service	Improvements to Plan Review Process
Finance & Acquisition Services	Vendor Database Maintenance Project
Research and Support	Microbiology QA Streamline Project
TPO-A-Days	TPS Flowmeter Cleaning Improvements
CS Construction Team	LMK Improvements
MTV	Home Owner Notification Project

Safety Scorecard Results

Performance Exceptions

The District is reporting that a majority of our overall Safety measures were met, with the exceptions of two in FY19.

The target of zero lost time accidents was not met in FY19, there was one injury reported. 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 incident.

District staff completed one benchmarking/best management practices site visit in FY19, against the target of ≥ 2 for the year. Several members of the Safety committee had the opportunity to meet with employees of Sacramento Regional Wastewater Treatment Plant (Regional San). The meeting included a tour and a presentation on the large new construction projects currently under way in Sacramento, and best practices were shared for site security when an increasing number of contractors are on site. 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.

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

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 four 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:

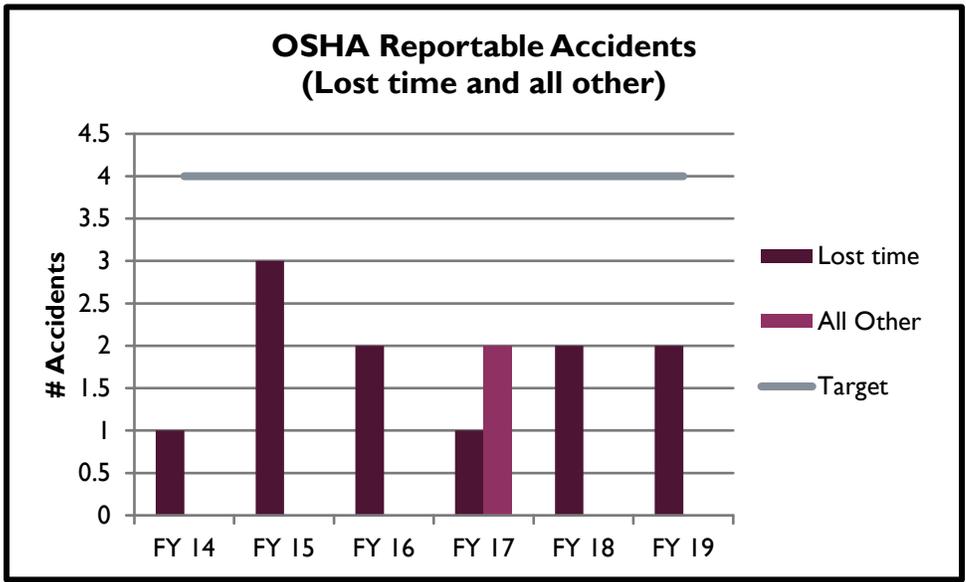
- Number of total accidents with lost days
- Number of other OSHA reportable accidents
- Number of incidents of vehicle or equipment accidents/damage
- Costs associated with vehicle/equipment accidents
- Average full-time equivalent lost time
- Total costs: Lost time wages only
- Average FTE limited 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

Number of Total Accidents with Lost Days

One employee had an accident in the third quarter which resulted in lost time; however, thankfully it was not life threatening and the employee is back at work. While our goal is to have 0 accidents, we take immediate action to ensure the health and safety of our employees when an accident or near miss occurs.

Number of Other OSHA Reportable Accidents

There were zero "other" OSHA reportable accidents or injuries and the target of ≤4 in FY19.



Number of Incidents of Vehicle or Equipment Accidents/Damage

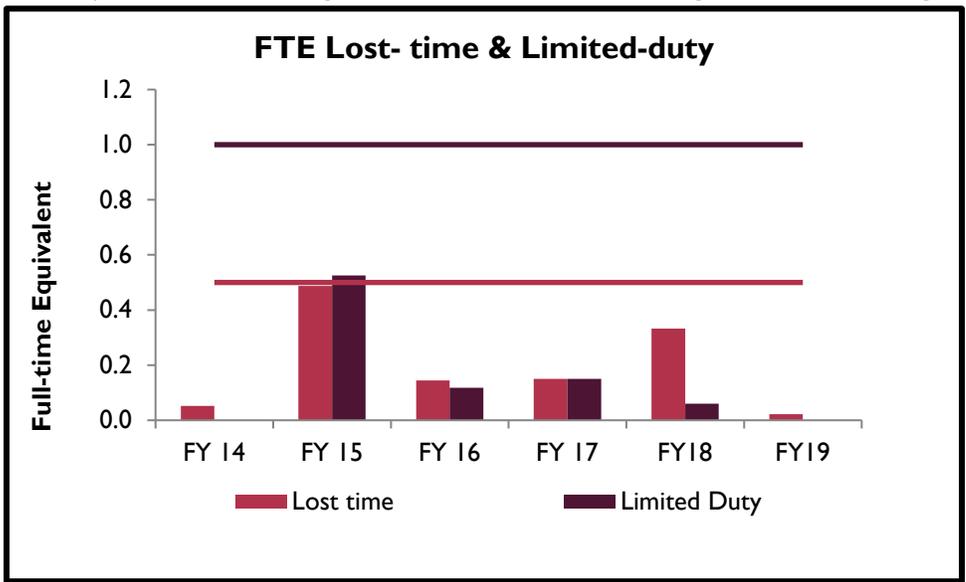
The District had two vehicle incidents against the annual goal of ≤ 2 in FY19. Both incidents involved District vehicles damaging customer vehicles.

Costs Associated with Vehicle/Equipment Accidents

The actual cost associated with the number of incidents of vehicle or equipment damage was \$646 in FY19, 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 FY19, the average FTE for lost time was 0.025, against the annual target of ≤ 0.5 FTE.



Total Costs: Lost Time Wages Only

A total of \$2,164.50 was expended against the budgeted target of \$46,883 for the costs of lost time wages in FY19.

Average FTE Limited Duty Time

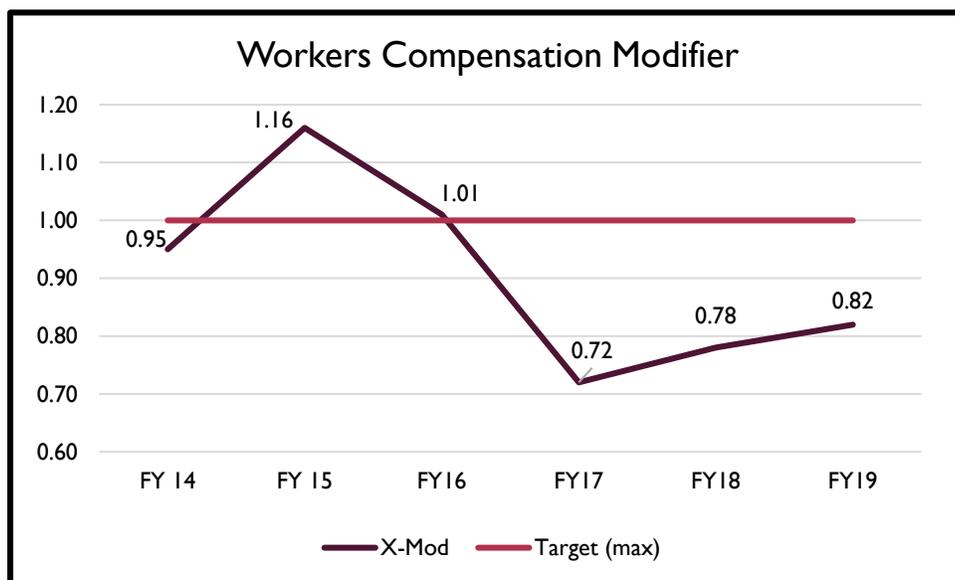
This measure reflects the impacts of accidents and injuries as expressed by limited duty staff equivalents (another standard industry measure). This tracks average hours for employees that have returned to work, but cannot fulfill all their normal duties. In FY19, the average FTE for limited duty time was 0 against the annual target of ≤ 0.5 FTE.

Total Costs: Limited Duty/Other 1/2 Wages

\$0.00 was expended against the budgeted target of \$23,441 for the costs of limited duty and other 1/2-time wages in FY19.

X-Mod

The X-Mod is .82 against the target of 1.0 in FY19. 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 FY19; 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 FY19 was 93%, 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 each 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 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 335 total inspections against the target of 282 in FY19.

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 FY19 Safety Committee members exchanged best practices with Sacramento Regional Wastewater Plant (Regional San). This measure did not meet the target of 2 sites.

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, All Staff meetings or at event presentations. This measure supports the District culture of open communication. In FY19, there were seven such communications, against the goal of four for the year. A few of these qualifying events included the following:

- Safety due to smoke inhalation during the fires (dusk mask versus respirator)
- Heightened safety awareness due to breach in security activities

Number of Major Safety Training Events Offered

The District offered 11 major safety training in FY19, against the established target of only seven such activities. Training will remain a District priority moving forward, with plans to implement a new system for tracking both internal and external training during FY19.

Average Percentage of Targeted Employees Trained Versus Plan

90.73% of the employees targeted for safety training received training against plan of 90% in FY19. With a continual focus of Cal-OSHA and District standard safety training and the addition of a new requirement, Silica training for our affected employees. 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, 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 next survey will be distributed in FY20.

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.

A detailed status spreadsheet, with various statuses, is used to provide updates on the progress of the initiative and is available for all employees to access. The report indicates the initiative representative, and which workgroup is driving the activity. A listing of current initiatives is as follows:

- Forcemain Relocation
- GM Presentation for Staff
- Rebranding Initiative
- Odor Study
- EBDA JPA Renewal
- Plant Master Plan
- Enhanced Treatment and Site Upgrade
- OpEx BSC Revision Improvement Team
- Back-Up Power Generation
- IT Master Plan
- Document & Records Management System
- Digester 7
- Forcemain Location Strategy
- Forcemain Corrosion Repair
- Forcemain Condition Assessment
- Operating Permits
- Wet Weather Effluent Management
- IT Disaster Plan Assessment
- CS PM Schedule Review
- Mobile Technologies
- Hansen PM Project
- Newark Basin Master Plan
- Regional Workforce Development



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Anjali Lathi
Jennifer Toy

Officers
Paul R. Eldredge
*General Manager/
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Karen W. Murphy
Attorney

**SEPTEMBER 9, 2019
BOARD OF DIRECTORS MEETING
AGENDA ITEM #5b**

TITLE: **Balanced Scorecards for the Business Services Work Group (*This is an Information Item*)**

SUBMITTED: Paul R. Eldredge, General Manager/District Engineer
Laurie Brenner, Finance & Acquisition Services Team (FAST) Coach
Gene Boucher, HR Manager and Organizational Support Team (OST) Coach

Recommendation

Information only.

Previous Board Action

Annual Board presentations are made by all Work Groups on a rotating quarterly basis. The last Business Services update was presented at the September 24, 2018 Board meeting.

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 2019 update for the Business Services Work Group.

Business Services has experienced significant changes over the last several years from process, personnel and management perspectives, yet has met or exceeded all District goals and objectives.

The balanced scorecards for both OST and FAST were modified in 2018 and continue to be evaluated regularly to ensure that measures being tracked will provide meaningful information for use in decision-making.

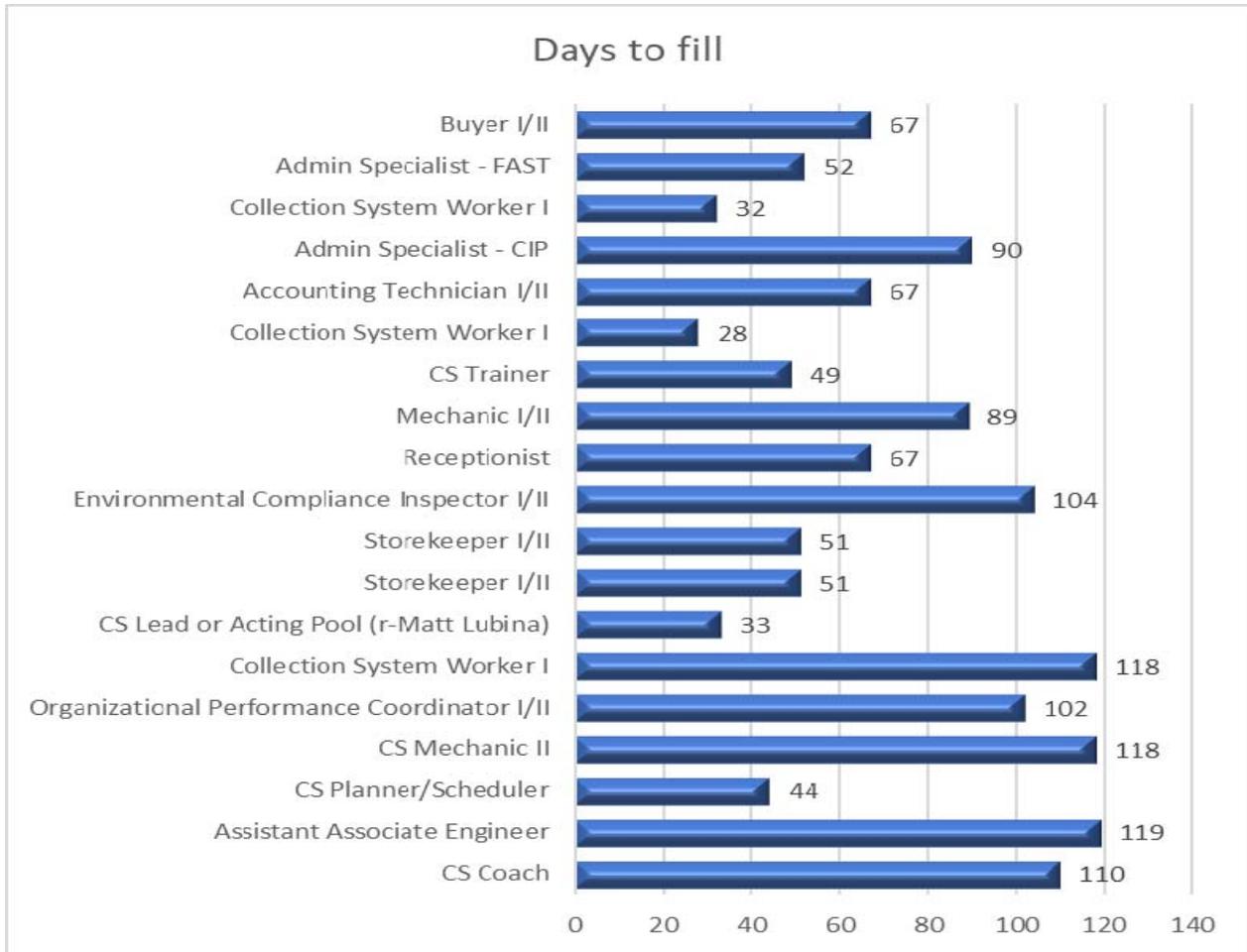
Since the OST has met all targeted goals for measures since last September, they are electing to focus on recruitments rather than the scorecard in this update.

For the 2019 Fiscal Year there have been 20 recruitments to fill various positions here at the District. On average, we have been able to fill vacant positions at the District within 73.21 days. Industry average within public agencies similar to ours is around 90 days.

The number of recruitments remains steady with an average of 20 recruitments per year since 2013.



The chart below provides a breakdown sorted from most recent recruitment to oldest for the Fiscal Year.



Of the eight measures for FAST, four are “Track & Report” until baselines can be established with additional data points.

The full FAST scorecard is shown below, and staff will be available to explain current FAST metrics and answer any related questions.

FAST Balanced Scorecard													
Report Date: July 1, 2019													
Objectives	Measures	1st Qtr		2nd Qtr		3rd Qtr		4th Qtr		FY 19 To Date	Target	Comments/ Progress Toward Target	
To identify causal factors for and act to reduce correcting GL entries (rework)	# Correcting entries required on a quarterly basis (may be measured monthly)	6		4		8		6		24	Track & Report for baseline	Causal factors vary and so zero is not a reasonable goal	
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										Track & Report	Buyer resignation impacted this measure and there were not a lot of audit opportunities	
Reinforce appropriate purchasing processes internally	# Requisitions received with an invoice already generated	19	10 (w/o BPO)	16	8 (w/o BPO)	12	3 (w/o BPO)	0		47	0	Measures variance against physical cycle counts in warehouse inventory	
WHSE Cycle count	review specifics of old measure	0%		0%		1.90%		0.01%			Track and Report		
Track and minimize premium freight and special orders to the extent possible	Number of special orders; \$ associated with premium freight (and not used urgently)	0		0		0		0		0%	0		
Track/analyze and then reduce # packages received without "Ship To" information	# packages received with no named recipient	1		0		2		2		5	0		
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	89	Total# of invoices processed 1184	88	Total# of invoices processed 1333	102	Total# of invoices processed 1422			279	Total# of invoices processed 3939	>10%	Final year end invoices not yet processed
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)	NA		4		3		3		10	Track & Report	also a Customer Service item	
	Financial												
	Customer Service												
	Internal Process												
	EE Growth/Safety												



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*General Manager/
District Engineer*

Karen W. Murphy
Attorney

**SEPTEMBER 9, 2019
BOARD OF DIRECTORS MEETING
AGENDA ITEM # 8**

TITLE: Authorizing the General Manager to Execute an Agreement with HF&H, LLC to Perform a New Cost of Service Analysis (COSA) (*This is a Motion Item*)

SUBMITTED: Paul R. Eldredge, General Manager/District Engineer
Laurie Brenner, Finance & Acquisition Services Coach

Recommendation

Staff recommends the Board authorize the General Manager to execute a contract with HF&H, LLC to perform a financial analysis and propose options for a multi-year rate structure for the District.

Previous Board Action

N/A.

Background

In 2015, the District engaged HF&H Consultants, LLC (HF&H) to perform the complex analyses necessary to determine the cost of delivering service to ratepayers and establish proposed sewer service charges for FY's 2016/17 through 2020/21. The resultant report, otherwise known as a Cost of Service Analysis (COSA), formed the basis of the current rate structure that was ultimately adopted by the District after public meetings, notices to all customers, and a public hearing. The District is currently in the fourth year of that five-year rate plan.

The approved Operating & CIP Budget for FY 2020 includes an ambitious and necessary capital program over the next 20 years to replace or repair aging infrastructure, preserve treatment capacity, and prepare for more stringent discharge requirements due to nutrient concerns in

the San Francisco Bay. The Board has discussed financing for the CIP program in recent Workshops and recognized that it would be prudent to engage a consultant to assist the District in evaluating the current rate structure to see if it is compatible with the proposed CIP program and directed staff to issue a Request For Proposals (RFP) to that end.

The District initiated a competitive RFP process and only one proposal was received from HF&H Consultants. However, their proposal met the criteria established, included the required scope of work, and the fee is reasonable based on the level of effort requested. Based on their expertise, prior knowledge of the District, and responsiveness to our RFP, staff recommends the Board authorize the General Manager to execute an agreement with HF&H to perform a cost of service analysis and propose a new suggested rate structure.



Directors
Manny Fernandez
Tom Handley
Pat Kite
Anjali Lathi
Jennifer Toy

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

Karen W. Murphy
Attorney

**SEPTEMBER 9, 2019
BOARD OF DIRECTORS MEETING
AGENDA ITEM # 9**

TITLE: **Authorizing the General Manager to Execute an Agreement with Fieldman, Rolapp & Associates for Financial Advisory Services (*This is a Motion Item*)**

SUBMITTED: Paul R. Eldredge, General Manager/District Engineer
Laurie Brenner, Finance & Acquisition Services Coach

Recommendation

Staff recommends the Board authorize the General Manager to execute a contract with Fieldman, Rolapp & Associates to provide Financial Advisory services associated with the development of a long-term debt management strategy for the District.

Previous Board Action

None

Background

On August 26, 2019, the Board formally approved the “Enhanced Treatment and Site Upgrade (ETSU)” program as the strategic roadmap for implementation of the District’s ambitious, yet necessary long-term capital improvement program at the treatment plant.

During the development of the ETSU program, the need for a comprehensive financing and debt strategy became apparent. Staff recognized the need to assemble a debt financing team, specifically a Financial Advisory firm specializing in government project funding, including bond issuance (should the District engage in that activity). To that end, a competitive request for proposal (RFP) was issued for the Financial Advisory firm.

There were multiple qualified respondents, but staff unanimously chose Fieldman, Rolapp & Associates after reviewing the bids received and interviewing the top two firms. Fieldman, Rolapp & Associates has extensive experience assisting government agencies in determining the most appropriate debt financing for capital and other projects.

Although various workshops and discussions had been ongoing prior to adoption of the final ETSU program report, when the FY 2020 Operating & CIP Budget was being prepared, the program was still in early stages of development. No funds were budgeted to engage a Financial Advisory firm to assist the District in performing analyses and devising optimal strategies to navigate the complex debt management process associated with our current and future capital project efforts.

During the current FY, staff is proposing to charge these services to the ETSU program budget. In subsequent FY's, it is likely that these services will be moved to a separate and stand-alone special project for easier tracking of these expenses.

Based on their expertise and responsiveness to the RFP, staff recommends that the Board authorize the General Manager to execute a multi-year agreement not to exceed \$197,000 with Fieldman, Rolapp & Associates to provide financial advisory services to the District.

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172176	8/29/2019	110	170120190801	PACIFIC GAS AND ELECTRIC	SERV TO 07/22/2019 PLANT	\$1,009,621.42	\$1,009,621.42
172126	8/22/2019		20190709	SWRCB - STATE WATER RESOURCES	SRF LOAN #C064771110 - IRVINGTON PROJECT	\$908,164.05	\$908,164.05
172074	8/22/2019		3493	CAL SANITATION RISK MNGT AUTH	CLAIM: TRUJILLO DE LOYOLA FILE #1933421	\$136,006.93	\$136,006.93
172084	8/22/2019	134	6013	ENERGY CHOICE INC	COGEN PARTS	\$1,458.19	\$34,311.76
	8/22/2019	171	6021		1 CYLINDER HEAD	\$32,853.57	
172180	8/29/2019	143	27233	RMC WATER AND ENVIRONMENT	USD PLANT MASTER PLAN	\$33,799.50	\$33,799.50
172076	8/22/2019		THW6702	CDW GOVERNMENT LLC	PLANT CONFERENCE ROOM PROJECTOR	\$3,696.62	\$28,891.68
	8/22/2019		TGH7532		FY19 SWITCHES R AND R	\$20,437.73	
	8/22/2019		STT6465		NETWORK MONITOR MAINTENANCE	\$4,757.33	
172089	8/22/2019	150	15208	FONG & FONG PRINTERS & LITHO	POSTAGE FOR NEWSLETTER	\$25,948.48	\$25,948.48
172158	8/29/2019	110	904109989	EVOQUA WATER TECHNOLOGIES	4492 GALS HYDROGEN PEROXIDE	\$23,910.35	\$23,910.35
172086	8/22/2019	110	904100296	EVOQUA WATER TECHNOLOGIES	4485 GALS HYDROGEN PEROXIDE	\$23,873.10	\$23,873.10
172077	8/22/2019	143	689940CH005	CH2M HILL INC	ODOR CONTROL ALTERNATIVES STUDY	\$17,684.70	\$17,684.70

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172132	8/22/2019	110	954267	UNIVAR SOLUTIONS	4900 GALS SODIUM HYPOCHLORITE	\$3,539.64	\$17,522.21
	8/22/2019	110	953627		4896.2 GALS SODIUM HYPOCHLORITE	\$3,536.89	
	8/22/2019	110	954098		4900 GALS SODIUM HYPOCHLORITE	\$3,539.64	
	8/22/2019	110	953630		4709 GALS SODIUM HYPOCHLORITE	\$3,401.66	
	8/22/2019	110	953822		4851.2 GALS SODIUM HYPOCHLORITE	\$3,504.38	
172169	8/29/2019	110	9017643053	KEMIRA WATER SOLUTIONS INC	48.580 LBS FERROUS CHLORIDE	\$7,615.81	
	8/29/2019	110	9017642877		46,660 LBS FERROUS CHLORIDE	\$7,388.06	
172103	8/22/2019		W8X99300002	JACOBS ENGINEERING GROUP, INC	PUMP STATIONS ODOR CONTROL STUDY	\$14,510.08	\$14,510.08
172150	8/29/2019	143	179256	CAROLLO ENGINEERS	WAS THICKENERS	\$727.06	\$14,185.43
	8/29/2019	143	179362		PRIMARY DIGESTER NO. 2 REHABILITATION	\$13,458.37	
172075	8/22/2019	141	1689	CALIFORNIA INDUSTRIAL HYGIENE	INDUSTRIAL HYGIENE CONSULTATION SERVICES FOR USD	\$14,046.57	\$14,046.57
172154	8/29/2019	170	3201914	CH BULL COMPANY	FALL PROTECTION	\$14,023.28	\$14,023.28
172151	8/29/2019	173	819117613	CB PACIFIC INC	LONGWATCH SOLUTION FOR IPS AND NPS	\$12,992.84	\$12,992.84
172115	8/22/2019	143	1483	PACIFIC SEWER MAINTENANCE	STRUVITE REMOVAL FROM MIXING PIPES AT DIGESTER 2	\$12,000.00	\$12,000.00
172069	8/22/2019	150	1120	BAYWORK	ANNUAL FEE - 2019/2020 SIGNATORY FEE	\$8,500.00	\$8,500.00

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172085	8/22/2019	113	1178424	ENTHALPY ANALYTICAL LLC	28 LAB SAMPLE ANALYSIS	\$1,575.00	\$8,145.00
	8/22/2019	113	1178446		35 LAB SAMPLE ANALYSIS	\$1,465.00	
	8/22/2019	113	1177756		21 LAB SAMPLE ANALYSIS	\$1,800.00	
	8/22/2019	113	1177753		34 LAB SAMPLE ANALYSIS	\$1,650.00	
	8/22/2019	113	1179311		26 LAB SAMPLE ANALYSIS	\$1,655.00	
						\$1,655.00	
172182	8/29/2019	170	449102	SAFERACK LLC	ROLLASTEP MOBILE WORK PLATFORM	\$7,706.17	\$7,706.17
172145	8/29/2019	150	243470	BURKE, WILLIAMS & SORENSON LLP	GENERAL LEGAL - JUNE 2019	\$5,977.40	\$7,418.84
	8/29/2019		243477		CIP - JUNE 2019	\$1,441.44	
172119	8/22/2019	134	117710	R-2 ENGINEERING INC	PUMP PARTS	\$7,051.39	\$7,051.39
172186	8/29/2019	110	954582	UNIVAR SOLUTIONS	4897.8 GALS SODIUM HYPOCHLORITE	\$3,538.04	\$6,964.26
	8/29/2019	110	954833		4743 GALS SODIUM HYPOCHLORITE	\$3,426.22	
172105	8/22/2019	110	9017641848	KEMIRA WATER SOLUTIONS INC	42,400 LBS FERROUS CHLORIDE	\$6,695.71	\$6,695.71
172072	8/22/2019	150	243471	BURKE, WILLIAMS & SORENSON LLP	EBDA - JUNE 2019	\$1,834.56	\$6,453.72
	8/22/2019	150	243478		ALVARADO PS - JUNE 2019	\$4,619.16	
172100	8/22/2019		8525	THARALDSON HOSPITALITY DEVELOPMEREFUND # 22251		\$6,230.00	\$6,230.00
172159	8/29/2019	143	12673	FKC CO LTD	PILOT TESTING OF ROTARY SCREEN THICKENERS	\$6,000.00	\$6,000.00
172139	8/29/2019	170	2000248645	AECOM TECHNICAL SERVICES INC	HAZMAT CONSULTING SERVICES	\$5,956.81	\$5,956.81
172116	8/22/2019	110	1375158	POLYDYNE INC	42,960 LBS CLARIFLOC WE-539	\$5,855.85	\$5,855.85

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172137	8/22/2019	143	165803	WOODARD & CURRAN INC	HEADWORKS SCREEN NO. 3	\$2,806.74	\$5,049.74
	8/22/2019	143	165860		CONTROL BOX NO. 1 IMPROVEMENTS	\$2,243.00	
172059	8/22/2019		68719	3T EQUIPMENT COMPANY INC	9 PIPE PATCH KITS WINTER/ 4 TIGER TAILS	\$5,036.43	\$5,036.43
172136	8/22/2019	132	30048	WILEY PRICE & RADULOVICH LLP	LABOR & EMPLOYMENT LAW FEES	\$4,752.00	\$4,752.00
172062	8/22/2019	170	190702612	AIRTECH MECHANICAL INC	SERVICE CALL: BLDG 77 MCC ROOM	\$2,891.18	\$4,561.53
	8/22/2019	170	190702613		SERVICE CALL: BLDG 68 & 50	\$1,670.35	
172118	8/22/2019	170	1851353001	R&B COMPANY	HOSE FITTINGS FOR BOYCE BY-PASS PUMP	\$4,155.14	\$4,155.14
172134	8/22/2019	123	35658	VALLEY WINDOW CLEANING	WINDOW CLEANING SERVICES	\$3,758.75	\$3,758.75
172114	8/22/2019	170	140120190812	PACIFIC GAS AND ELECTRIC	SERV TO 08/04/19 IRVINGTON PS	\$20.37	\$3,540.51
	8/22/2019	170	140120190729		SERV TO 07/04/19 IRVINGTON PS	\$22.93	
	8/22/2019	170	013720190812		SERV TO 08/05/19 BOYCE RD PS	\$3,497.21	
172092	8/22/2019	136	20975	FUTURE INDUSTRIAL TECHNOLOGIES	ERGONOMICS TRAINING 50% DEPOSIT	\$3,361.26	\$3,361.26
172068	8/22/2019	121	16156	BAYSCAPE LANDSCAPE MANAGEMENT	LANDSCAPE MAINTENANCE SERVICES - JULY 2019	\$3,120.00	\$3,120.00
172164	8/29/2019	170	3N8046	HARRINGTON INDUSTRIAL PLASTICS	4 DUCT FLANGES	\$1,624.00	\$2,992.49
	8/29/2019	170	3N8016		ASTD PVC FITTINGS	\$994.84	
	8/29/2019	170	3N7933		ASTD PVC PIPE & FLANGES	\$373.65	
172181	8/29/2019	110	19073001	S&S TRUCKING	GRIT HAULING 07/18/2019	\$695.94	\$2,915.99
	8/29/2019	110	19080706		GRIT HAULING 08/01/2019	\$705.78	
	8/29/2019	110	19080705		GRIT HAULING 07/25 & 07/30/2019	\$1,514.27	

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172157	8/29/2019	113	1179803	ENTHALPY ANALYTICAL LLC	17 LAB SAMPLE ANALYSIS	\$370.00	\$2,830.00
	8/29/2019	113	1179900		33 LAB SAMPLE ANALYSIS	\$1,635.00	
	8/29/2019	113	1180312		24 LAB SAMPLE ANALYSIS	\$825.00	
172131	8/22/2019	123	168463376004	UNITED RENTALS NORTHWEST INC	1 CHIPPER 4 WEEK RENTAL 7/16/19-08/13/19	\$2,758.84	\$2,758.84
172090	8/22/2019	170	243024	FRANK A OLSEN COMPANY	DIGESTER 2 TPS FEED VALVE	\$2,741.50	\$2,741.50
172167	8/29/2019	172	20550	JENSEN INSTRUMENT COMPANY	TRANSFER TANK FLOW METER	\$2,580.62	\$2,580.62
172166	8/29/2019		10377	HBDT CONSTRUCTION INC	REFUND # 22271	\$2,500.00	\$2,500.00
172073	8/22/2019	170	8352	BURLINGAME ENGINEERS INC	Milton Roy electronic metering pump	\$2,063.25	\$2,063.25
172125	8/22/2019	170	257011000	STEVEN ENGINEERING INC	IPS COMM UPS	\$2,028.63	\$2,028.63
172080	8/22/2019	173	86240162	COLORADO WASHINGTON INC	COMCASTFIBER INTERNET BACKUP - AUG 2019	\$2,004.87	\$2,004.87
172184	8/29/2019	170	257011001	STEVEN ENGINEERING INC	IPS COMM UPS	\$1,988.26	\$1,988.26
172183	8/29/2019	134	1925115001	SAN LEANDRO ELECTRIC SUPPLY	ASTD ELECTRICAL SUPPLIES	\$662.45	\$1,944.77
	8/29/2019	134	1925115002		ASTD ELECTRICAL SUPPLIES	\$690.88	
	8/29/2019	134	1928128002		ASTD ELECTRICAL SUPPLIES	\$591.44	
172102	8/22/2019	173	201940905	IRON MOUNTAIN	DATA/MEDIA OFF-SITE STORAGE - JULY 2019	\$300.00	\$1,801.74
	8/22/2019	141	BVXZ366		OFF-SITE STORAGE AND SERVICE - AUG 2019	\$378.51	
	8/22/2019	141	BWBW116		OFF-SITE STORAGE AND SERVICE - AUG 2019	\$1,123.23	
172079	8/22/2019	170	71855	COKER PUMP AND EQUIPMENT	Liquidflo pump S/N77998-1-1	\$1,796.67	\$1,796.67

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172161	8/29/2019	122	9243061299	GRAINGER INC	ASTD PARTS & MATERIALS	\$113.68	\$1,731.83
	8/29/2019	170	9242736081		1 HOSE HANGER	\$47.18	
	8/29/2019	134	9240484338		ASTD PARTS & MATERIALS	\$879.78	
	8/29/2019	170	9241664912		ASTD PARTS & MATERIALS	\$133.87	
	8/29/2019	170	9244634102		1 EXPANSION WEDGE ANCHOR	\$145.47	
	8/29/2019		9242064237		1 FLOWMETER	\$358.29	
	8/29/2019	170	9243410421		4 LG UNSEALED SWCH	\$53.56	
172064	8/22/2019	121	12519		AMERICAN DISCOUNT SECURITY	07/01/19 - 07/31/19 GUARD AT DISTRICT GATE	
172189	8/29/2019	121	43921	WECO INDUSTRIES LLC	FREIGHT ON LOANER EQUIPMENT	\$222.70	\$1,674.24
	8/29/2019	134	43922		CAMERA PARTS	\$984.44	
	8/29/2019	121	43923		CAMERA REPAIRS AND PARTS	\$467.10	
172109	8/22/2019	170	12934522	MCMASTER SUPPLY INC	2 TOGGLE CLAMPS	\$58.16	\$1,660.96
	8/22/2019	170	12963931		4 EA LARGE CELL BATTERIES	\$221.64	
	8/22/2019		12963935		ASTD PARTS & MATERIALS	\$580.78	
	8/22/2019	121	12963933		1 LENGTH CHAIN	\$345.83	
	8/22/2019		13169412		ASTD PARTS & MATERIALS	\$249.54	
	8/22/2019	121	12963932		1 STEEL HAND TRUCK	\$129.44	
	8/22/2019	170	13250178		2 EA ON/OFF VALVES	\$75.57	

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172124	8/22/2019	110	19072656	S&S TRUCKING	GRIT HAULING 07/23/2019	\$763.59	\$1,592.37
	8/22/2019	110	19072445		GRIT HAULING 07/16/2019	\$828.78	
172061	8/22/2019	170	9091145882	AIRGAS NCN	ASTD MATERIALS & SUPPLIES	\$674.00	\$1,589.40
	8/22/2019	170	9964032974		CYLINDER RENTAL	\$915.40	
172094	8/22/2019	170	9236673670	GRAINGER INC	6 EA CUSHIONED CLAMPS	\$31.80	\$1,566.13
	8/22/2019		9234036490		ASTD PARTS & MATERIALS	\$522.07	
	8/22/2019	170	9235199172		ASTD PARTS & MATERIALS	\$561.07	
	8/22/2019	170	9235844603		ASTD PARTS & MATERIALS	\$161.16	
	8/22/2019	170	9232970104		1 EA PILOT LIGHT	\$133.95	
	8/22/2019	170	9235844595		1 PATCH CORD	\$25.47	
	8/22/2019	122	9237263265		1 BATTERY ADAPTER	\$130.61	
172177	8/29/2019	170	39083	R & S ERECTION OF S ALAMEDA	SERVICE: BLDG 81 NORTH ROLL UP DOOR REPAIRS	\$1,514.00	\$1,514.00
172104	8/22/2019	113	30013930	KELLY SERVICES INC	TEMP LABOR-THACH, P. WK ENDING 07/28/19	\$1,381.60	\$1,381.60
172168	8/29/2019	113	31012790	KELLY SERVICES INC	TEMP LABOR-THACH, P. WK ENDING 08/04/19	\$1,381.60	\$1,381.60
172101	8/22/2019	132	200613618	IEDA INC	LABOR RELATIONS CONSULTING AUG 2019	\$1,334.00	\$1,334.00
172174	8/29/2019	173	9001311851	OPEN TEXT	RIGHTFAX ANNUAL SUPPORT	\$1,295.00	\$1,295.00
172087	8/22/2019		2019170	FARALLON GEOGRAPHICS INC	PLANT GIS ENHANCEMENTS TO GEOCORTEX	\$1,275.00	\$1,275.00
172111	8/22/2019	171	1967421	MOBILE MODULAR MANAGEMENT CORP	FMC TRAILER RENTAL - AUG 2019	\$1,245.43	\$1,245.43
172106	8/22/2019	173	18775	LOOKINGPOINT INC	ANNUAL PHONE AND NETWORK SUPPORT - AUG 2019	\$1,225.00	\$1,225.00

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172067	8/22/2019	144	1209666	BAY AREA NEWS GROUP EAST BAY	AD: PUBLIC HEARING NOTICE	\$301.86	\$1,133.86
	8/22/2019	144	1192939		AD: TRI CITY INDUSTRIES	\$832.00	
172063	8/22/2019	170	5211765	ALL INDUSTRIAL ELECTRIC SUPPLY	1 MARATHON 10 1800 TEFC 215T	\$1,075.55	\$1,075.55
172081	8/22/2019	170	20190728	COMMUNICATION & CONTROL INC	UTILITY FEE/ANTENNA RENTAL	\$1,052.73	\$1,052.73
172144	8/29/2019	121	970356	BRENNTAG PACIFIC INC	3846 LBS SODIUM HYDROXIDE	\$1,035.29	\$1,035.29
172172	8/29/2019	170	13632800	MCMASTER SUPPLY INC	6 EA ASTD DIN-RAIL RECEPTACLES	\$174.95	\$970.81
	8/29/2019		13570220		ASTD PARTS & MATERIALS	\$97.87	
	8/29/2019	170	14096185		ASTD PARTS & MATERIALS	\$299.83	
	8/29/2019		13733111		ASTD PARTS & MATERIALS	\$256.70	
	8/29/2019		13856367		10 LOCKOUT PADLOCKS	\$141.46	
172113	8/22/2019	150	02036969	NEWARK CHAMBER OF COMMERCE	ANNUAL MEMBERSHIP RENEWAL 4/1/19 - 4/1/20	\$935.00	\$935.00
172142	8/29/2019	136	2522219948	BANK OF NEW YORK	JUL 2019 SERVICE FEES	\$927.71	\$927.71
172120	8/22/2019	120	09H0036018380	NESTLE WATERS NO. AMERICA READYR	WATER SERVICE 07/07/19 - 08/06/19	\$897.37	\$897.37
172093	8/22/2019	144	20190815	MARIAN GONZALEZ	EXP REIMB: TRI-STATE SEM - REGIS/LODGING/RENTAL CAR	\$818.12	\$818.12
172185	8/29/2019	134	20344879	TELEDYNE ISCO INC	50' DISCHARGE TUBING	\$750.69	\$750.69
172146	8/29/2019		3522	CAL SANITATION RISK MNGT AUTH	CLAIM: CHEN FILE# 1993073	\$745.50	\$745.50
172190	8/29/2019	170	16520	WESTERN MACHINE & FAB INC	REMOVE AND REPLACE DOWEL PIN	\$725.00	\$725.00
172149	8/29/2019		4029654249	CANON SOLUTIONS AMERICA INC	MTHLY MAINTENANCE BASED ON USE	\$723.16	\$723.16

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172163	8/29/2019		10354	GUS GARZA CONSTRUCTION	REFUND # 22274		
						\$200.00	\$700.00
	8/29/2019		10354.1		REFUND # 22273		
						\$500.00	
172141	8/29/2019	122	1102218253	AMERIPRIDE SERVICES INC	ASTD DUST MOPS, WET MOPS & TERRY TOWEL		
						\$47.58	\$654.48
	8/29/2019		1102218240		UNIFORM LAUNDERING SERVICE		
						\$366.94	
	8/29/2019		1102218233		UNIFORM LAUNDERING & RUGS		
						\$239.96	
172178	8/29/2019	121	820166455	RED WING BUS ADVANTAGE ACCT	SAFETY SHOES: M. LOPEZ		
						\$204.27	\$605.18
	8/29/2019	172	820165053		SAFETY SHOES: G. OSEGUERA		
						\$196.64	
	8/29/2019	123	820165849		SAFETY SHOES: STEVE BULLIS		
						\$204.27	
172110	8/22/2019	170	190850	METROMOBILE COMMUNICATIONS INC	RADIO SERVICE - AUG 2019		
						\$599.08	\$599.08
172156	8/29/2019	170	6048	ENERGY CHOICE INC	ASTD COGEN PARTS		
						\$597.51	\$597.51
172065	8/22/2019		1102214638	AMERIPRIDE SERVICES INC	UNIFORM LAUNDERING & RUGS		
						\$239.71	\$592.10
	8/22/2019		1102214651		UNIFORM LAUNDERING SERVICE		
						\$352.39	
172121	8/22/2019	144	20190819	AARON ROBLES	TRAVEL REIMB: LODGING, PER DIEM - TRI-STATE SEMINAR		
						\$541.30	\$541.30
172188	8/29/2019	134	8087192933	VWR INTERNATIONAL LLC	LAB SUPPLIES		
						\$536.28	\$536.28
172095	8/22/2019		10181	HIMMAT GRAWAL	REFUND # 22256		
						\$500.00	\$500.00
172098	8/22/2019		10366	HOME QUALITY REMODELING INC	REFUND # 22263		
						\$500.00	\$500.00
172112	8/22/2019		10064	MONARCH PLUMBING & ROOTER INC	REFUND # 22009		
						\$500.00	\$500.00
172123	8/22/2019		10343	ROOTER HERO	REFUND # 22262		
						\$500.00	\$500.00
172138	8/29/2019		10208	ABOVE ALL PLUMBING, INC.	REFUND # 22279		
						\$500.00	\$500.00

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172175	8/29/2019	170	1717	PACIFIC CRANE INSPECTION	ANNUAL CRANE INSPECTIONS		
						\$500.00	\$500.00
172187	8/29/2019		10054	VALLEY HOME DEVELOPMENT CORP	REFUND # 22272		
						\$500.00	\$500.00
172152	8/29/2019	173	TKC8690	CDW GOVERNMENT LLC	ADDITIONAL O365 USER LICENSES		
						\$442.00	\$442.00
172107	8/22/2019		4698021	MALLORY SAFETY AND SUPPLY LLC	ASTD CALIBRATION GAS		
	8/22/2019		4694470		36 PR GLOVES	\$321.76	\$441.05
						\$119.29	
172078	8/22/2019	150	77594	CITYLEAF INC	PLANT MAINTENANCE - AUG 2019		
						\$431.86	\$431.86
172135	8/22/2019	134	8087158724	VWR INTERNATIONAL LLC	LAB SUPPLIES		
	8/22/2019	134	8087146629		LAB SUPPLIES	\$176.74	\$428.27
	8/22/2019	113	8087158725		LAB SUPPLIES	\$17.66	
	8/22/2019	113	8087149741		LAB SUPPLIES	\$54.17	
						\$179.70	
172148	8/29/2019	113	601406	CALTEST ANALYTICAL LABORATORY	7 LAB SAMPLE ANALYSIS		
	8/29/2019	113	601403		2 LAB SAMPLE ANALYSIS	\$330.75	\$425.25
						\$94.50	
172097	8/22/2019	120	2035073	HANSON AGGREGATES INC	5.01 TONS 1/2" MAX HMA TYPE A-R		
						\$418.70	\$418.70
172170	8/29/2019	132	1483848	LIEBERT CASSIDY WHITMORE	LEGAL SERVICES - CAL-PERS UNIFORM APPEAL		
						\$416.00	\$416.00
172088	8/22/2019	110	20190820	MOHAMMAD FARSAI	TRAVEL REIMB: MILEAGE, TOLL - GRADE 5 PREP CLASSES		
						\$387.86	\$387.86
172129	8/22/2019	123	131947	TRI-SIGNAL INTEGRATION INC	FIRE PROTECTION SERVICE - MONTHLY CHARGE MONITOR		
						\$350.00	\$350.00
172171	8/29/2019	143	106409	MCINERNEY & DILLON, P.C.	LEGAL SERVICE - PRIMARY DIGESTER #3 REHAB		
						\$346.50	\$346.50
172173	8/29/2019	170	206523	NAYLOR STEEL INC	ASTD METAL, STEEL, STAINLESS & ALUMINUM		
	8/29/2019	170	206399		ASTD METAL, STEEL, STAINLESS & ALUMINUM	\$136.09	\$339.13
						\$203.04	

**UNION SANITARY DISTRICT
CHECK REGISTER
08/17/2019-08/30/2019**

Check No.	Date	Dept	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
172070	8/22/2019	130	13943760	BLAISDELL'S	1 PK MAILING LABELS	\$19.02	\$301.33
	8/22/2019	144	13930430		2 PK INDEX 10 TAB/2 BINDERS	\$54.24	
	8/22/2019	130	13954390		ASTD OFFICE SUPPLIES	\$15.39	
	8/22/2019	130	13943090		1 TONER	\$212.68	
172117	8/22/2019		149966	PREFERRED ALLIANCE INC	JULY 2019 SERVICE FEE	\$299.52	\$299.52
172127	8/22/2019	120	21463	THE CONSTRUCTION ZONE LLC	3 TRAFFIX SIGN STANDS	\$279.86	\$279.86
172143	8/29/2019	141	13954710	BLAISDELL'S	ASTD OFFICE SUPPLIES	\$56.62	\$277.81
	8/29/2019	120	13962860		ASTD OFFICE SUPPLIES	\$79.27	
	8/29/2019	130	13984080		10 COMPOSITION BOOKS	\$13.06	
	8/29/2019	113	13964970		ASTD OFFICE SUPPLIES	\$128.86	
172091	8/22/2019	120	22476	FREMONT RECYCLING & TRANSFER	2.47 TON GREEN WASTE	\$247.84	\$247.84
172060	8/22/2019	132	57624	ABACUS PRODUCTS INC	14 WATER BOTTLES	\$209.36	\$209.36
172071	8/22/2019	170	1782547	BUREAU VERITAS/ANALYSTS INC	7 LAB SAMPLE ANALYSIS	\$169.05	\$169.05
172155	8/29/2019	141	3278102	DAILY JOURNAL CORPORATION	AD: ORDINNANCE #34.08	\$168.48	\$168.48
172160	8/29/2019	120	2810922103	GLACIER ICE COMPANY INC	84 7-LB BAGS OF ICE	\$143.82	\$143.82
172122	8/22/2019	120	20190820	JOSE RODRIGUES JR	TRAVEL REIMB: PER DIEM - SSMP AUDIT TRAINING	\$131.00	\$131.00
172140	8/29/2019	170	9091774201	AIRGAS NCN	ASTD PARTS & MATERIALS	\$128.51	\$128.51
172162	8/29/2019	110	20190827	TIMOTHY GRILLO	EXP REIMB: R&S TEAM RECOGNITION LUNCH	\$112.12	\$112.12
172179	8/29/2019		102199	REMOTE SATELLITE SYSTEMS INT'L	IRIDIUM SVC FEE SEPTEMBER 2019	\$112.00	\$112.00

**UNION SANITARY DISTRICT
CHECK REGISTER
08/17/2019-08/30/2019**

Check No.	Date	Dept	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
172108	8/22/2019	170	77940713	MATHESON TRI-GAS INC	MONTHLY CYLINDER RENTAL - JULY 2019	\$98.34	\$98.34
172147	8/29/2019	132	396898	STATE OF CALIFORNIA	3 NEW HIRE FINGERPRINTS	\$96.00	\$96.00
172153	8/29/2019	121	472932	CENTERVILLE SAW AND TOOL	1 TURBO BLADE 4"	\$14.08	\$90.12
	8/29/2019	123	473006		5 TURBO BLADES	\$76.04	
172083	8/22/2019		615320190820	DISH NETWORK	SEP 2019 - SERVICE FEE	\$65.91	\$65.91
172165	8/29/2019	134	32209	HAYWARD PIPE AND SUPPLY	ASTD PIPE FITTINGS	\$57.22	\$57.22
172082	8/22/2019		3278103	DAILY JOURNAL CORPORATION	AD: ORDINANCE 34.08 PUBLICATION	\$56.25	\$56.25
172128	8/22/2019		1197543550	TPX COMMUNICATIONS	WIRELESS INTERNET BACKUP - AUGUST	\$53.65	\$53.65
172096	8/22/2019	136	273311	HANIGAN COMPANY INC	1 LOT BUSINESS CARDS - A. VILLANUEVA	\$45.29	\$45.29
172130	8/22/2019	141	417914	ULTRAEX LLC	COURIER SVCS: 1 BOARDMEMBER DELIVERY - 07/17/19	\$42.00	\$42.00
172099	8/22/2019	120	5870881	HOSE & FITTINGS ETC	1 HIGH PRESSURE BALL VALVE	\$39.88	\$39.88
172133	8/22/2019	136	98XW53319	UPS - UNITED PARCEL SERVICE	SHIPPING CHARGES W/E 08/03/19	\$35.27	\$35.27
172066	8/22/2019	170	7016818542	APPLIED INDUSTRIAL TECHNOLOGIE	ASTD PARTS & MATERIALS	\$26.43	\$26.43

**UNION SANITARY DISTRICT
CHECK REGISTER
08/17/2019-08/30/2019**

Check No.	Date	Dept	Invoice No.	Vendor	Description	Invoice Amt	Check Amt
Invoices:					Checks:		
Credit Memos :			0				
\$0 - \$1,000 :			127	41,840.61	\$0 - \$1,000 :	60	23,532.97
\$1,000 - \$10,000 :			65	204,598.37	\$1,000 - \$10,000 :	54	179,740.73
\$10,000 - \$100,000 :			13	259,538.57	\$10,000 - \$100,000 :	15	302,703.85
Over \$100,000 :			3	2,053,792.40	Over \$100,000 :	3	2,053,792.40
Total:			208	2,559,769.95	Total:	132	2,559,769.95