



Tahoe-Truckee Sanitation Agency
Regular Board Meeting
December 11, 2019

TAHOE-TRUCKEE SANITATION AGENCY

A Public Agency
13720 Butterfield Drive
TRUCKEE, CALIFORNIA 96161
(530) 587-2525 • FAX (530) 587-5840



Directors

Dale Cox: President
Dan Wilkins: Vice President
Jon Northrop
Blake Tresan
S. Lane Lewis
General Manager
LaRue Griffin

BOARD OF DIRECTORS REGULAR MEETING NOTICE AND AGENDA

Date: December 11, 2019

Time: 9:00 AM

Place: Board Room, Tahoe-Truckee Sanitation Agency, 13720 Butterfield Drive, Truckee, California

All or portions of this meeting will be conducted by teleconferencing in accordance with Government Code section 54953(b). The following is the teleconferencing location: 647 Broadway, Dunedin, FL. 34698. This location is accessible to the public, and members of the public may listen to the meeting and address the Board of Directors from the teleconference location.

Members of the public will have the opportunity to directly address the Agency Board of Directors concerning any item listed on the Agenda below before or during consideration of that item. To better accommodate members of the public and staff, some Agenda items may be considered in an order different than listed below.

I. Call to Order, Roll Call, and Pledge of Allegiance

II. Public Comment Discussion items only, no action to be taken. Any person may address the Board at this time upon any subject that is within the jurisdiction of Tahoe-Truckee Sanitation Agency and that does not appear on the agenda. Any matter that requires action may be referred to staff for a report and action at a subsequent Board meeting. Please note there is a five (5) minute limit per person. In addition to or in lieu of public comment, any person may submit a written statement concerning Agency business to be included in the record of proceedings and filed with the meeting minutes. Any such statement must be provided to the recording secretary at the meeting.

III. Professional Achievements, Awards and Anniversaries Acknowledgement of staff for professional achievement and other awards.

IV. Consent Agenda Consent Agenda items are routine items that may be approved without discussion. If an item requires discussion, it may be removed from the Consent Agenda prior to action.

1. Approval of the minutes of the regularly scheduled Board meeting on November 13, 2019.
2. Approval of general fund warrants.
3. Approval of financial statements.

V. Regular Agenda

1. Approval of Resolution 12-2019 adopting salary schedule, salary schedule implementation guide, and employee benefit changes.
2. Approval of the Updated Classification Descriptions.

3. Approval of the Agency Organizational Chart.
4. Presentation by municipal advisor Steven Gortler concerning proposed refinancing of Agency State Revolving Fund loan.
5. Consider authorizing staff to proceed with refinancing of Agency State Revolving Fund loan.
6. Consider approval of municipal advisor services agreement with Steven Gortler and bond and disclosure counsel services agreement with Jones Hall relating to the proposed refinancing of the Agency State Revolving Fund loan.
7. Consider approval of Agency Debt Management Policy.
8. Approval of Resolution 13-2019 changing the regular Board meeting date.
9. Approval of Task Order No. 32.1 for the 2019 Headworks Improvement project.
10. Approval to award the Agency Organizational Assessment.
11. Approval to award the purchase of the Portable Emergency Pump Systems project.
12. Approval to purchase a Polaris Ranger XP 1000 NorthStar Edition utility/snow vehicle.

VI. Management Team Report

1. Department Reports.
2. General Manager Report.

VII. Board of Director Comment Opportunity for directors to ask questions for clarification, make brief announcements and reports, provide information to staff, request staff to report back on a matter, or direct staff to place a matter on a subsequent agenda.

VIII. Closed Session

1. Closed session conference with General Manager, as Agency real property negotiator, concerning price and terms of payment relating to potential real property exchange with Truckee Tahoe Airport District concerning Nevada County APN 019-440-81, APN 049-040-24 and APN 049-040-25.
2. Closed session for public employee discipline/dismissal/release.
3. Closed session to hear complaints or charges brought against an employee by another person.
4. Closed session consultation with Agency General Counsel concerning threat to public services or facilities.

IX. Adjournment

Posted and Mailed, 12/06/19



LaRue Griffin
Secretary to the Board

In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, then please contact Roshelle Chavez at 530-587-2525 or 530-587-5840 (fax). Requests must be made as early as possible, and at least one-full business day before the start of the meeting.

Documents and material relating to an open session agenda item that are provided to the T-TSA Board of Directors less than 72 hours prior to a regular meeting will be available for public inspection and copying at the Agency's office located at 13720 Butterfield Drive, Truckee, CA.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: I
Subject: Call to Order, Roll Call, and Pledge of Allegiance

Background

Call to Order, Roll Call, and Pledge of Allegiance.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: II
Subject: Public Comment

Background

Discussion items only, no action to be taken. Any person may address the Board at this time upon any subject that is within the jurisdiction of Tahoe-Truckee Sanitation Agency and that does not appear on the agenda. Any matter that requires action may be referred to staff for a report and action at a subsequent Board meeting. There is a five (5) minute limit per person.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: III
Subject: Professional Achievements, Awards & Anniversaries

Background

Acknowledgement of staff for professional achievements, awards and anniversaries received the previous calendar month or quarter.

Achievements and Promotions

- Matt Nitz - Promoted to Operator III
- Angelina Henson - Promoted to Admin. Asst. II

Fiscal Impact

Increased wages with promotions.


Attachments

None.

Recommendation

No action required.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: IV-1
Subject: Approval of the minutes of the regularly scheduled Board meeting on November 13, 2019

Background

Draft minutes from previous meeting(s) held are presented to the Board of Directors for review and approval.

Fiscal Impact

None.


Attachments

Minutes of the regular Board meeting on November 13, 2019.

Recommendation

Management recommends approval of the minutes of the regularly scheduled Board meeting on November 13, 2019.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

BOARD OF DIRECTORS
REGULAR MEETING MINUTES

November 13, 2019

I. Call to Order:

President Cox called the regular meeting of the Tahoe-Truckee Sanitation Agency Board of Directors to order at 9:00 AM. Roll call and Pledge of Allegiance followed.

Directors Present: Dale Cox, SVPSD
Dan Wilkins, TCPUD
S. Lane Lewis, NTPUD (via teleconference)
Jon Northrop, ASCWD
Blake Tresan, TSD

Staff Present: LaRue Griffin, General Manager
Roshelle Chavez, Administrative Services Manager
Jay Parker, Engineering Manager
Michael Peak, Operations Manager
Richard Pallante, Maintenance Manager
Robert Gray, Information and Technology Department
Vicky Lufrano, Human Resources Administrator
Richard P. Shanahan, Agency Counsel
Aaron Carlsson, Engineering Department
Scott Fleming, Engineering Department
Mike Smith, Engineering Department
Paul Shouse, Maintenance Department
Robert Holmes, Maintenance Department
Jim Redmond, Maintenance Department
Justin Parrish, Maintenance Department
Jaime Garcia, Maintenance Department
Greg O'Hair, Operations Department
Scott Wilcox, Operations Department
Laura Mader, Operations Department
Kristin Davis, Operations Department
Kristin Schrandt, Operations Department

Public Present: Steven Gortler, Municipal Advisor

II. Public Comment.

There was no public comment. No action was taken by the Board.

III. Professional Achievements, Awards & Anniversaries.

Mrs. Vicky Lufrano acknowledged Agency staff whom obtained professional achievements, awards, and anniversaries received for the previous calendar month to the Board of Directors.

Most of the Agency employees left after the acknowledgement.

IV. Consent Agenda

1. Approval of the minutes of the regularly scheduled Board meeting on October 9, 2019.

The minutes were modified to replace “President Lewis” with “President Cox” in Item I and to replace “at Donner Lake” with “in Donner Creek” in Item VII.

2. Approval of general fund warrants.

3. Approval of financial statements.

4. Approval of Progress Pay Estimate No. 1 for the 2019 Roof Repair project.

5. Approval of Progress Pay Estimate No. 2 for the 2019 Digital Scanning of Sewer Lines project.

MOTION by Director Wilkins **SECOND** by Director Lewis to approve the Consent Agenda items with amendments; unanimously approved.

The Board approved the motion by the following roll call vote:

AYES:	Directors Wilkins, Northrop, Tresan, Lewis and President Cox.
NOES:	None
ABSENT:	None
ABSTAIN:	None

Motion passed.

V. Regular Agenda

1. Presentation of the State Revolving Fund (SRF) loan refinancing analysis.

Mr. Steven Gortler, Registered Municipal Advisor, recently contacted the Agency regarding an opportunity to refinance the Agency State Revolving Fund (SRF) loan in order to reduce the interest rate and debt service amount. Mr. Gortler presented his SRF loan refinancing analysis to the Board of Directors for its consideration.

2. Approval to refinance the State Revolving Fund (SRF) loan.

The Board of Directors discussed refinancing options with Mr. Steven Gortler and asked that he return the next meeting with additional information so they can review and discuss in further detail.

3. Discussion on potentially changing the date and time of the regular Board of Directors meetings.

The Board of Directors held a discussion on potential meeting changes and agreed the regular Board of Directors meetings would change to the third (3rd) Wednesday of the month at 9:00 A.M. commencing the month of February. A resolution will be presented to the Board of Directors at the next meeting for consideration and approval.

VI. Management Team Reports

1. Department Reports.

Mr. Peak provided an update on current and past projects for the operations department and reported that all waste discharge requirements were met for the month.

Mr. Pallante provided an update on current and past projects for the maintenance department.

Mr. Parker provided an update on current and past projects for the engineering department.

Mr. Gray provided an update on current and past projects for the information and technology department.

Mrs. Chavez provided an update on current and past projects for the administration department.

No action was taken by the Board.

2. General Manager Report

Mr. Griffin provided an update on the status of various ongoing projects, none of which required action by the Board.

No action was taken by the Board.

VII. Board of Director Comment

Director Tresan informed the Directors that Truckee Sanitary District held a ceremony honoring Mr. Oz Butterfield, who passed away in March 2019, and has placed a plaque at the entrance of TSD in his honor. He also complimented staff for their efforts on maintaining the Truckee River Interceptor as there was a wastewater spill at a small agency in San Diego which received a penalty of two-thirds of a million dollars.

No action was taken by the Board.

VIII. Closed Session

The Board went into closed session with legal counsel and Mr. Griffin at 10:48 AM.

1. Conference with General Manager, as Agency real property negotiator, concerning price and terms of payment relating to potential real property exchange with Truckee Tahoe Airport District concerning Nevada County APN 019-440-81, APN 049-040-24 and APN 049-040-25 pursuant to Government Code Section 54956.8.
2. Conference with Agency designated labor negotiator LaRue Griffin regarding the unrepresented employees in all positions- Government Code Section 54957.6.
3. Closed session for public employee discipline/dismissal/release.
4. Closed Session to hear complaints or charges brought against an employee by another person.

There was no action to report from closed session.

IX. ADJOURNMENT

There being no further business, the meeting was adjourned at 1:15 PM.

LaRue Griffin
Secretary to the Board

Approved: _____



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: IV-2
Subject: Approval of general fund warrants

Background

Warrants paid and payable for the previous calendar month(s).

Fiscal Impact

Decrease in Agency general fund per the warrant amounts.


Attachments

Report of general fund warrants.

Recommendation

Management recommends approval of the general fund warrants paid and payable.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager



Tahoe-Truckee Sanitation Agency

Accounts Payable

Print Check Detail

11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
AARON CARLSSON				
	78803	11/13/2019	REIMBURSEMENT	190.00
	78803	11/13/2019	REIMBURSEMENT	400.00
	78803	11/13/2019	REIMBURSEMENT	140.00
			Total:	730.00
AIRGAS USA, LLC				
	78788	11/13/2019	SAFETY GLASSES	118.70
	78788	11/13/2019	ACETYLEN CYLINDER	213.50
	78788	11/13/2019	NITROGEN, ARGON CYLINDER	291.58
	78788	11/13/2019	HELIUM	1,147.55
	78788	11/13/2019	CYLINDER RENTALS	191.15
			Total:	1,962.48
ALLIED ELECTRONICS				
	78789	11/13/2019	CIRCUIT BREAKER	169.34
	78789	11/13/2019	CIRCUIT BREAKER	52.45
			Total:	221.79
ALPHA ANALYTICAL, INC.				
	78790	11/13/2019	AUG TOCS 2019	900.00
	78790	11/13/2019	AUG TOCS 2019	312.50
	78790	11/13/2019	WELL BARIUMS	420.00
	78790	11/13/2019	TEICHERT SOIL	3,640.00
			Total:	5,272.50
AMAZON CAPITAL SERVICES				
	78791	11/13/2019	RATCHET LOCK	15.79
	78791	11/13/2019	AIRCRAFT CABLE	209.00
	78791	11/13/2019	STOCK	2,885.96
	78791	11/13/2019	RATCHET LOCK	15.79
			Total:	3,126.54
AMERIPRIDE UNIFORM SERVICES				
	78792	11/13/2019	AMERIPRIDE	1,125.71
	78792	11/13/2019	AMERIPRIDE CREDIT ARRON	(1.64)
	78792	11/13/2019	AMERIPRIDE CREDIT PARKER	(3.18)
	78792	11/13/2019	AMERIPRIDE	403.43
	78792	11/13/2019	AMERIPRIDE	532.84
	78792	11/13/2019	AMERIPRIDE	451.60
			Total:	2,508.76
ANDIE & GAIL WYATT				
	78898	11/13/2019	SVC CHARGE REFUND	255.00
			Total:	255.00
AT & T 530 582-0827 966 5				
	78796	11/13/2019	TELEPHONE BILL 966	1,381.17
			Total:	1,381.17
AT & T #171-800-7674 001				
	78795	11/13/2019	TELEPHONE BILL 001	970.51
	78914	11/27/2019	TELEPHONE BILL 001	969.52
			Total:	1,940.03
AT & T ACCT 831-000-6939 380				
	78794	11/13/2019	TELEPHONE BILL 380	1,320.69
			Total:	1,320.69
AUS WEST LOCKBOX				
	78793	11/13/2019	ARAMARK	335.38
	78793	11/13/2019	ARAMARK	546.59
	78793	11/13/2019	ARAMARK	350.71
			Total:	1,232.68



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Print Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
AUTOMATION DIRECT				
	78797	11/13/2019	EMERGENCY STOP BUTTON	30.57
			Total:	30.57
B&H PHOTO				
	78901	11/13/2019	BOSH	343.15
	78901	11/13/2019	VIVOTEK	3,056.62
			Total:	3,399.77
BARTKIEWICZ, KRONICK & SHANAHAN				
	78905	11/13/2019	LEGAL SVC	20,955.11
	78905	11/13/2019	LEGAL SVC	13,121.97
			Total:	34,077.08
BATTERY JUNCTION				
	78799	11/13/2019	LED FLASHLIGHT	140.85
			Total:	140.85
BLAKE TRESAN				
	78908	11/13/2019	NOV BOARD MEETING	100.00
			Total:	100.00
BRADY INDUSTRIES				
	78800	11/13/2019	WIRE LABELING	210.05
			Total:	210.05
BRYCE CONSULTING, INC.				
	78801	11/13/2019	BRYCE CONSULTING	4,682.80
			Total:	4,682.80
CAROLLO				
	78895	11/13/2019	MASTER SEWER PLAN	137,118.21
			Total:	137,118.21
CENTIMARK CORPORATION				
	78890	11/13/2019	RETENTION FOR PROG PAY #1	(6,618.02)
	78890	11/13/2019	PROG PAY #1	132,360.30
			Total:	125,742.28
CH2M HILL				
	78892	11/13/2019	TASK ORDER # 32	72,286.44
			Total:	72,286.44
CHROMOLAX, INC				
	78804	11/13/2019	CHROMAX HEATER	6,284.97
			Total:	6,284.97
CLARK PEST CONTROL				
	78805	11/13/2019	CLARK PEST	275.00
			Total:	275.00
COLE-PARMER INSTRUMENT CO.				
	78806	11/13/2019	SAFETY GLASSES	241.81
			Total:	241.81
CONSOLIDATED ELECTRICAL DIST.				
	78807	11/13/2019	BLACK WIRE	150.86
			Total:	150.86
CORELOGIC INFORMATION SOLUTIONS, IN				
	78808	11/13/2019	CORELOGIC	463.50
			Total:	463.50



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Print Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
CUTTING IMAGE LLC				
	78809	11/13/2019	LASER FORMS	45.00
			Total:	45.00
CWEA				
	78810	11/13/2019	LAB ANALYST GRD3 SCHRANDT	99.00
	78810	11/13/2019	MEMBER RENEW, REDMOND	192.00
			Total:	291.00
DALE COX				
	78888	11/11/2019	REIMBURSEMENT	197.55
	78888	11/11/2019	REIMBURSEMENT	58.70
	78888	11/11/2019	REIMBURSEMENT	195.42
	78911	11/13/2019	AD HOC SVC FOR NOV	400.00
	78911	11/13/2019	AD HOC SVC FOR OCT	300.00
	78911	11/13/2019	REIMBURSEMENT	134.00
	78911	11/13/2019	NOV BOARD MEETING	100.00
			Total:	1,385.67
DAMORE, HAMRIC & SCHNEIDER				
	78811	11/13/2019	AUDIT FOR FINANCIALS	16,720.00
			Total:	16,720.00
DANIEL WILKINS				
	78909	11/13/2019	NOV BOARD MEETING	100.00
			Total:	100.00
DATCO SERVICES CORP.				
	78812	11/13/2019	DATCO QTRLY FEE	117.00
			Total:	117.00
DAWN DAVIS				
	788113	11/13/2019	REIMBURSEMENT	577.50
			Total:	577.50
DMV				
	78906	11/13/2019	VHSNOW-03 REG RENEW	75.00
			Total:	75.00
DUSTIN GILMORE				
	78817	11/13/2019	REIMBURSEMENT	405.00
	78817	11/13/2019	REIMBURSEMENT	25.00
			Total:	430.00
EASTERN REGIONAL LANDFILL				
	78920	11/27/2019	TICKETS DIRT REMOVAL	576.11
			Total:	576.11
EDGAR STRATTON				
	78899	11/13/2019	CONN FEE REFUND	500.00
			Total:	500.00
ENVIRONMENTAL EXPRESS				
	78814	11/13/2019	COD DIGESTION	2,975.82
			Total:	2,975.82
EUROFINS CALSCIENCE, INC.				
	78802	11/13/2019	SOIL TESTING	3,555.00
			Total:	3,555.00
FERGUSON ENTERPRISES, INC #1423				
	78815	11/13/2019	SNOW POLL POCKET	128.40
			Total:	128.40



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Print Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
FISHER SCIENTIFIC COMPANY				
	78816	11/13/2019	MILX33MM	1,267.76
	78816	11/13/2019	PETRI DISH	258.11
	78816	11/13/2019	DEROGENS	417.08
	78816	11/13/2019	MICO CHECK	34.42
	78816	11/13/2019	SIGOT QUICK ACTION	874.04
	78816	11/13/2019	NSI SOLUTIONS	228.52
	78816	11/13/2019	PLATE COUNT	1,260.56
			Total:	4,340.49
GLOBAL INDUSTRIAL				
	78818	11/13/2019	UNION TOOLS	321.50
			Total:	321.50
GRAINGER INC., W.W.				
	78819	11/13/2019	STOCK	819.21
	78819	11/13/2019	DUCT TAPE	176.78
	78819	11/13/2019	VESTS	269.98
	78819	11/13/2019	VESTS	67.50
	78819	11/13/2019	TORCH FOR BOILER	330.39
	78819	11/13/2019	STOCK	391.09
	78819	11/13/2019	STOCK	599.65
	78819	11/13/2019	VEST	63.71
	78819	11/13/2019	INSTANT ADHESIVE	45.99
	78819	11/13/2019	WELDING TANK	35.39
			Total:	2,799.69
GRATEFUL GARDENS				
	78820	11/13/2019	LANDSCAPE MAINTENANCE	900.00
			Total:	900.00
H&E EQUIPMENT SERVICES, INC.				
	78821	11/13/2019	BOOMLIFT RENTAL	3,113.18
	78821	11/13/2019	BOOMLIFT RENTAL	2,809.62
			Total:	5,922.80
HACH CHEMICAL COMPANY				
	78822	11/13/2019	REAGENT AMTAX	513.80
	78822	11/13/2019	BOD DILUTION	125.61
	78822	11/13/2019	HACH ANALYZERS	1,457.04
	78822	11/13/2019	BUFFER, PH	376.13
	78822	11/13/2019	NUTRIENT BFR	77.08
	78822	11/13/2019	DPD FREE CHLORINE	133.86
			Total:	2,683.52
HALLIDAY PRODUCTS				
	78823	11/13/2019	PORTABLE SAFETY GATE	1,373.86
			Total:	1,373.86
HARRINGTON INDUSTRIAL PLASTICS				
	78824	11/13/2019	O-RING	46.45
	78824	11/13/2019	SCREEN PLAST	580.40
			Total:	626.85
HDR ENGINEERING, INC.				
	78897	11/13/2019	HDR ON CALL	1,045.00
			Total:	1,045.00
HOFFMAN SOUTHWEST CORP				
	78889	11/13/2019	RETENTION FOR PROG PAY#2	(3,290.86)
	78889	11/13/2019	PROG PAY # 2	65,817.21
			Total:	62,526.35



Tahoe-Truckee Sanitation Agency

Accounts Payable

Print Check Detail

11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
HUNT & SONS INC.				
	78825	11/13/2019	DIESEL FUEL	1,669.21
	78825	11/13/2019	UNLEADED GAS	1,523.08
	78825	11/13/2019	HEATING FUEL	8,231.07
	78825	11/13/2019	DYED DIESEL	11,190.93
			Total:	22,614.29
IDEXX LABORATORIES INC.				
	78826	11/13/2019	COLILERT TEST	1,039.67
			Total:	1,039.67
ILEANA VASSILIOU				
	78827	11/13/2019	ILEANA TRAINING	1,200.00
			Total:	1,200.00
INFOSEND				
	78828	11/13/2019	LATE NOTICE PROCESSING	26.47
			Total:	26.47
INLAND SUPPLY CO, INC.				
	78902	11/13/2019	FINAL PAY MOP, CLEANSER	155.61
			Total:	155.61
J&L PRO KLEEN, INC.				
	78829	11/13/2019	JANITORIAL SVC OCT	2,300.00
			Total:	2,300.00
JAMES TOBIN FUCHS				
	78893	11/13/2019	REIMB SUMMER BOOTS, FUCHS	250.00
			Total:	250.00
JEROEN PREISS, AIMS TEAM LLC				
	78896	11/13/2019	INVOICE # 4	29,977.28
	78896	11/13/2019	WEB HOSTING SERFVICES	800.00
			Total:	30,777.28
JOHNSON CONTROLS FIRE PROTECTION LP				
	78830	11/13/2019	FIRE SYSTEM TESTS	3,627.13
	78830	11/13/2019	FIRE SYSTEM TESTS	776.00
			Total:	4,403.13
JON NORTHROP				
	78912	11/13/2019	NOV BOARD MEETING	100.00
	78912	11/13/2019	REIMBURSEMENT	219.80
	78912	11/13/2019	REIMBURSEMENT	219.80
			Total:	539.60
JOSE DE JESUS ZARATE				
	78904	11/13/2019	REIMBURSEMENT	200.40
	78904	11/13/2019	REIMBURSEMENT	128.86
	78904	11/13/2019	REIMBURSEMENT	240.80
			Total:	570.06
LARSON ELECTRONICS				
	78831	11/13/2019	EXPLOSION PROOF DROP	611.83
			Total:	611.83
LHOIST NORTH AMERICA				
	78832	11/13/2019	HYDRATED LIME	8,786.64
	78832	11/13/2019	HYDRATED LIME	8,811.28
	78832	11/13/2019	HYDRATED LIME	8,842.99
			Total:	26,440.91



Tahoe-Truckee Sanitation Agency

Accounts Payable

Print Check Detail

11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
LIBERTY UTILITIES				
	78833	11/13/2019	ELECTRIC BILL	38.89
	78833	11/13/2019	ELECTRIC BILL	22.61
	78833	11/13/2019	ELECTRIC BILL	18.95
	78833	11/13/2019	ELECTRIC BILL	20.09
	78833	11/13/2019	ELECTRIC BILL	49.15
			Total:	149.69
MAGID GLOVE & SAFETY CO LLC				
	78837	11/13/2019	PARTIAL PAY STOCK	664.76
			Total:	664.76
MALLORY SAFETY SUPPLY, LLC				
	78838	11/13/2019	PARTIAL PAY RESPIRATOR	152.57
	78838	11/13/2019	FINAL PAY AMPLIFIER, MOUNT	1,087.49
	78838	11/13/2019	PARTIAL PAY- HARNESS	497.16
			Total:	1,737.22
MCMASTER-CARR				
	78839	11/13/2019	FOR NEW VALVES	809.66
	78839	11/13/2019	PARTS FOR BOILER INSTALL	158.15
	78839	11/13/2019	TUBING, CONNECTORS	445.01
	78839	11/13/2019	FOR BOILER EXHAUST	181.15
	78839	11/13/2019	FLAT HEAD SCREW	17.60
	78839	11/13/2019	ALUM CAM & GROOVE	555.41
	78839	11/13/2019	LAB HELIUM FEED	25.55
	78839	11/13/2019	THREADED FLOAT	54.31
			Total:	2,246.84
MCVICARS CONSULTING				
	78903	11/13/2019	MCVICARS CONSULTING	650.00
			Total:	650.00
MICHELLE MACKEY				
	78836	11/13/2019	REIMBURSEMENT	193.38
			Total:	193.38
MOTION INDUSTRIES				
	78840	11/13/2019	TB WOODS SLEEVE	757.73
			Total:	757.73
MOUNTAIN HARDWARE				
	78841	11/13/2019	TRASH BAGS	70.31
	78841	11/13/2019	WASTE BASKET	38.94
	78841	11/13/2019	SPLYEFT3	15.13
	78841	11/13/2019	EXT TUBE	31.36
	78841	11/13/2019	TRASH BAGS	131.62
	78841	11/13/2019	TRI LOCATING	40.34
	78841	11/13/2019	ACID MURIATIC	194.63
	78841	11/13/2019	TIE DOWN, RATCHET	45.44
			Total:	567.77
MSC INDUSTRIAL SUPPLY				
	78842	11/13/2019	COMPANION FLANGE	156.38
	78842	11/13/2019	COPPER BUSHING	155.84
			Total:	312.22
NAPA-SIERRA				
	78843	11/13/2019	FILTER	51.18
			Total:	51.18
NATIONAL ANALYTICAL LABORATORIES				
	78907	11/13/2019	PAINTING PROJECT	1,158.00
			Total:	1,158.00



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Print Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
NATIONAL BUSINESS FURNITURE				
	78844	11/13/2019	WOOD GRAIN COMBO KIT	699.30
			Total:	699.30
NEWEGG, INC.				
	78845	11/13/2019	WINDOWS 10	318.25
	78845	11/13/2019	DISPLAY PORT	78.69
	78845	11/13/2019	NIPPON LABS	43.25
	78845	11/13/2019	RASPBERRY COMPUTER	216.48
	78845	11/13/2019	APC	746.84
	78845	11/13/2019	INTERSTATE BATTERIES	251.24
	78845	11/13/2019	THERMAL FUSE	9.86
	78845	11/13/2019	APC BACK UP	307.42
			Total:	1,972.03
OFFICE DEPOT				
	78846	11/13/2019	BOARD SUPPLIES	705.52
	78846	11/13/2019	TONER	1,098.72
	78846	11/13/2019	OFFICE SUPPLIES	213.05
	78846	11/13/2019	TONER	119.68
			Total:	2,136.97
OXBORROW TRUCKING & LANDSCAPE MATERIALS				
	78847	11/13/2019	BARK	2,902.50
			Total:	2,902.50
PAUL SHOUSE				
	78894	11/13/2019	REIMB WINTER BOOTS, SHOUSE	205.69
			Total:	205.69
PAYMENTUS GROUP, INC.				
	78891	11/13/2019	TRANS FEES FOR OCT 2019	30.50
			Total:	30.50
PDM STEEL SVC CNTRS, INC. - SPARKS NV				
	78848	11/13/2019	STAINLESS PIPE	225.05
			Total:	225.05
PINNACLE TOWERS INC.				
	78850	11/13/2019	TOWER RENTAL	721.99
			Total:	721.99
PLATT ELECTRIC COMPANY				
	78851	11/13/2019	KNOCKOUT SEAL	37.81
	78851	11/13/2019	STOCK	98.05
	78851	11/13/2019	STOCK	186.68
	78851	11/13/2019	PARTIAL CONDUIT COUPLING	124.75
			Total:	447.29
PRAXAIR DISTRIBUTION, INC.				
	78852	11/13/2019	CYLINDER RENTAL	67.33
	78852	11/13/2019	CYLINDER RENTAL	67.40
			Total:	134.73
PROACTIVE ENVIRONMENTAL				
	78853	11/13/2019	TSUNAMI PUMP	721.50
			Total:	721.50
R.F. MACDONALD COMPANY				
	78835	11/13/2019	BELL & GOSSET	367.56
	78835	11/13/2019	FLAME FAILURE ON BOILER	1,175.00
	78915	11/27/2019	WEBSTER BURNER REPAIR	2,874.09
			Total:	4,416.65



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Print Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
RED WING BUSINESS ADVANTAGE ACCOUNT				
	78855	11/13/2019	BOOTS, HEIDELBERGER	185.13
			Total:	185.13
REXEL				
	78856	11/13/2019	OUTLETS	135.11
			Total:	135.11
ROSELLE CHAVEZ				
	78857	11/13/2019	REIMB CELL PHONE CHAVEZ	42.80
			Total:	42.80
ROY SMITH COMPANY				
	78858	11/13/2019	LIQUID OXYGEN	2,294.36
	78858	11/13/2019	LIQUID OXYGEN	1,834.72
	78858	11/13/2019	LIQUID OXYGEN	3,430.07
	78858	11/13/2019	LIQUID OXYGEN	535.35
			Total:	8,094.50
S. LANE LEWIS				
	78913	11/13/2019	NOV BOARD MEETING	100.00
			Total:	100.00
SAFETY-KLEEN CORP.				
	78859	11/13/2019	PARTS CLEANER	478.84
			Total:	478.84
SAFEWAY INC.				
	78860	11/13/2019	SAFEWAY GROCERIES	181.57
	78919	11/27/2019	SAFEWAY GROCERIES	398.55
			Total:	580.12
SAVE MART SUPERMARKETS				
	78861	11/13/2019	SAVEMART GROCERIES	92.85
			Total:	92.85
SHRED-IT USA				
	78862	11/13/2019	SHRED IT	148.00
			Total:	148.00
SIERRA ELECTRONICS				
	78916	11/27/2019	FINAL PAY-IMPRES	121.24
			Total:	121.24
SIERRA SYSTEMS, INC.				
	78863	11/13/2019	SIERRA SYSTEMS	600.00
			Total:	600.00
SOLENIS				
	78864	11/13/2019	POLYMER	11,968.75
			Total:	11,968.75
SOUTHWEST GAS CORP.				
	78865	11/13/2019	NATURAL GAS BILL	263.99
	78865	11/13/2019	NATURAL GAS BILL	2,780.72
			Total:	3,044.71
STANDARD INSURANCE-DENTAL				
	78787	11/5/2019	DENTAL INSURANCE PREMIUMS	8,223.60
			Total:	8,223.60
STANDARD INSURANCE-LIFE				
	78786	11/1/2019	LIFE INSURANCE PREMIUM	2,217.36
			Total:	2,217.36



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Print Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
SUPER BRIGHT LED INC.				
	78866	11/13/2019	MINI WALL PACK	40.89
			Total:	40.89
SWRCB ACCOUNTING OFFICE				
	78918	11/27/2019	INDEX NO: 386143	137,139.00
	78917	11/27/2019	INDEX NO: 388541	2,625.00
			Total:	139,764.00
TAHOE FOREST HOSP. DIST./TAHOE WORX				
	78869	11/13/2019	EMPLOYEE SCREENING	252.00
			Total:	252.00
TAHOE SUPPLY COMPANY, LLC				
	78867	11/13/2019	TOWELS	648.84
	78867	11/13/2019	6 % SODIUM	37.27
	78867	11/13/2019	STOCK	95.15
	78867	11/13/2019	STOCK	259.93
	78867	11/13/2019	STOCK	146.22
			Total:	1,187.41
TAHOE TRUCKEE DISPOSAL				
	78868	11/13/2019	OCT SLUDGE	11,938.07
	78868	11/13/2019	OCT CENTRIFUGE	11,071.18
			Total:	23,009.25
TEICHERT & SON, INC.				
	78870	11/13/2019	DE ICING SAND	330.44
			Total:	330.44
TEICHERT MATERIALS				
	78871	11/13/2019	COBBLES	118.88
	78871	11/13/2019	COBBLES	292.08
	78871	11/13/2019	COBBLES	997.35
	78871	11/13/2019	COBBLES	2,362.07
	78871	11/13/2019	COBBLES	2,104.34
			Total:	5,874.72
TELEDYNE INSTRUMENTS, INC.				
	78872	11/13/2019	TOC INST PARTS	1,090.94
			Total:	1,090.94
TELSTAR				
	78873	11/13/2019	SENSOR ASSEMBLY	5,578.12
			Total:	5,578.12
THATCHER COMPANY OF CA, INC.				
	78874	11/13/2019	METHANOL	11,221.65
	78874	11/13/2019	CHLORINE	7,800.00
			Total:	19,021.65
THOMSON WEST				
	78875	11/13/2019	THOMSON WEST MONTHLY	325.00
	78921	11/27/2019	THOMSON WEST MONTHLY	325.00
			Total:	650.00
TIP INC.				
	78876	11/13/2019	LETTERHEAD	299.20
			Total:	299.20
TRANE COMPANY				
	78877	11/13/2019	HVAC REPAIRS	317.13
			Total:	317.13



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Print Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
TRUCKEE DONNER PUD				
	78854	11/13/2019	WATER BILL	113.40
	78854	11/13/2019	ELECTRIC BILL	58,163.14
	78854	11/13/2019	ELECTRIC BILL	27.32
	78854	11/13/2019	ELECTRIC BILL	45.79
	78854	11/13/2019	ELECTRIC BILL	53.45
			Total:	58,403.10
TRUCKEE TAHOE AIRPORT DISTRICT				
	78878	11/13/2019	LAND SWAP REIMBURSEMENT	2,014.25
			Total:	2,014.25
TYLER PENN				
	78849	11/13/2019	REIMBURSEMENT	400.00
			Total:	400.00
ULINE				
	78879	11/13/2019	SAFETY GLASS WIPES	104.64
	78879	11/13/2019	BROOM	263.48
			Total:	368.12
UNDERGROUND SERVICE ALERT				
	78900	11/13/2019	USA DIG TICKETS	252.08
			Total:	252.08
USA BLUE BOOK				
	78880	11/13/2019	ALGAE BRUSH	69.28
	78880	11/13/2019	LEAD GASKET ROUGHLY	108.83
			Total:	178.11
VARIED PRODUCTS				
	78881	11/13/2019	TOWELS	553.88
			Total:	553.88
VERIZON WIRELESS				
	78882	11/13/2019	VERIZON BILL	517.38
			Total:	517.38
VICKY LUFRANO				
	78834	11/13/2019	REIMB CELL PHONE LUFRANO	42.80
	78834	11/13/2019	AWI TRAINING	3,330.48
	78834	11/13/2019	REIMB CONFERENCE EXP	1,001.42
			Total:	4,374.70
VWR SCIENTIFIC, INC.				
	78883	11/13/2019	TUBING	153.22
	78883	11/13/2019	TUBING	71.60
	78883	11/13/2019	EVAPORATING DISH	235.50
	78883	11/13/2019	FINAL PAY-GLASS BOTTLE	128.87
	78883	11/13/2019	EXTRAN	135.03
			Total:	724.22
WECO INDUSTRIES				
	78884	11/13/2019	STRAINER	251.20
	78884	11/13/2019	STRAINER	251.20
			Total:	502.40
WESTERN NEVADA SUPPLY				
	78885	11/13/2019	BLIND FLANGE	107.85
	78885	11/13/2019	BLIND FLANGE	94.22
	78885	11/13/2019	BLIND FLANGE	539.25
			Total:	741.32



Tahoe-Truckee Sanitation Agency
Accounts Payable
Print Check Detail
11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
WILEY, PRICE & RADULOVICH				
	78886	11/13/2019	WILEY PRICE	19,887.60
	78922	11/27/2019	WILEY PRICE	30,536.37
			Total:	50,423.97
ZORO				
	78887	11/13/2019	KNIT CAP	147.56
	78887	11/13/2019	PARTIAL PAY GROUND ROD	114.34
	78887	11/13/2019	PROCELL ALKALINE BATTERY	36.47
	78887	11/13/2019	HOSE BARB	33.08
	78887	11/13/2019	CHLORINE TABLETS	122.96
	78887	11/13/2019	THREAD SEALANT	181.75
			Total:	636.16
Print Check Total				982,742.68



Tahoe-Truckee Sanitation Agency
 Accounts Payable
 Electronic Check Detail
 11/01/2019 - 11/30/2019

Vendor	Check No.	Check Date	Check Description	Amount
EMPLOYMENT DEVELOPMENT DEPARTMENT				
	1112719	11/1/2019	STATE TAX DEPOSIT	690.14
	1112722	11/8/2019	STATE TAX DEPOSIT	13,079.75
	1112727	11/15/2019	STATE TAX DEPOSIT	12,623.94
			Total:	26,393.83
FEDERAL TAXES/EFTPS				
	1112720	11/1/2019	FEDERAL TAX DEPOSIT	34,881.75
	1112723	11/8/2019	FEDERAL TAX DEPOSIT	1,895.73
	1112728	11/15/2019	FEDERAL TAX DEPOSIT	33,949.75
			Total:	70,727.23
FIRST US COMMUNITY CREDIT UNION				
	1112718	11/1/2019	PAYROLL DEPOSITS	3,200.00
	1112730	11/15/2019	PAYROLL DEPOSITS	3,200.00
			Total:	6,400.00
NATIONWIDE RETIREMENT SOLUTIONS				
	1112716	11/1/2019	DEFERRED COMP DEPOSITS	4,519.96
	1112725	11/15/2019	DEFERRED COMP DEPOSITS	4,519.96
			Total:	9,039.92
PERS 457 PLAN				
	1112717	11/1/2019	DEFERRED COMP DEPOSITS	6,282.37
	1112717	11/1/2019	DEFERRED COMP DEPOSITS	825.00
	1112726	11/15/2019	DEFERRED COMP DEPOSITS	6,282.37
	1112726	11/15/2019	DEFERRED COMP DEPOSITS	825.00
			Total:	14,214.74
PERS-HEALTH PREMIUM				
	1112715	11/1/2019	HEALTH PREM ACTIVE EMP	95,134.32
	1112715	11/1/2019	HEALTH PREM RETIREES	50,656.54
			Total:	145,790.86
PERS-RETIREMENT				
	1112721	11/8/2019	FOR PAYROLL ENDING 103119	9,113.79
	1112721	11/8/2019	FOR PAYROLL ENDING 103120	33,683.77
	1112731	11/25/2019	FOR PAYROLL ENDING 103121	9,099.37
	1112731	11/25/2019	FOR PAYROLL ENDING 103122	33,350.85
			Total:	85,247.78
U.S. POSTAL SVC (NEOPOST POSTAGE-ON)				
	1112724	11/13/2019	POSTAGE FOR METER	2,020.00
			Total:	2,020.00
Electronic Transfer Total				359,834.36



Tahoe-Truckee Sanitation Agency
Accounts Payable
Payroll Detail
11/01/2019 - 11/30/2019

Description	Pay Date	Amount
Payroll	11/01/19	159,902.40
Payroll	11/08/19	8,612.87
Payroll	11/15/19	156,975.12
Payroll	11/30/19	163,687.20
Payroll Total		489,177.59

General Fund Warrant Summary	Amount
Print Check Total	982,742.68
Electronic Transfer Total	359,834.36
Payroll Total	489,177.59
Warrant Total	1,831,754.63



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: IV-3
Subject: Approval of financial statements

Background

Attached are the financial statements for the previous calendar month(s) which include (1) fund summaries, (2) end of month fund balances, (3) end of month cash balances, and (4) a L.A.I. F. statement.

Fund Summaries are provided for Fund 00: Administration; Fund 01: Operations and Maintenance; Fund 02: Wastewater Capital Reserve Fund; and Fund 06: Replacement, Rehabilitation and Upgrade and provide a summary of the expenditure and revenue activity within each of the funds.

The end of month fund balance table provides the activity within all Agency funds and provides additional details for cash and accrual accounting which will reconcile with the end of month cash balances.

The end of month cash balance table provides the interest and balance details of all Agency accounts which will reconcile with the end of month fund balances.

The L.A.I.F. statement provides detail on activity within the account.

Fiscal Impact

None.


Attachments

Report of financial statements.

Recommendation

Management recommends approval of the financial statements.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager



Tahoe-Truckee Sanitation Agency
 Fund 00: Administration
 Fiscal Year 2019 - 2020
 Period Ending November 30, 2019

	Budget (\$)	Month (\$)	Month (%)	Year-To-Date (\$)	Year-To-Date (%)
REVENUE					
Tax Revenue - Ad Valorem	3,900,000.00	0.00	0.0	204,748.34	5.2
TOTAL REVENUE	3,900,000.00	0.00	0.0	204,748.34	5.2
EXPENDITURE					
Salaries & Wages	1,040,000.00	85,415.55	8.2	434,452.13	41.8
Employee Benefits	753,450.00	45,041.98	6.0	254,550.72	33.8
Director Fees	7,000.00	1,200.00	17.1	5,000.00	71.4
Vehicle	1,950.00	1,152.34	59.1	1,403.06	72.0
CSRMA Insurance	175,000.00	0.00	0.0	96,708.00	55.3
Professional Memberships	27,710.00	0.00	0.0	707.00	2.6
Agency Permits and Licenses	0.00	0.00	0.0	0.00	0.0
Office Expense	132,850.00	4,569.94	3.4	39,180.11	29.5
Contractual Services	154,500.00	378.87	0.2	3,858.52	2.5
Professional Services	644,000.00	65,325.98	10.1	383,504.61	59.6
Conferences and Training	31,500.00	0.00	0.0	12,002.50	38.1
Uncollectible Accounts	2,000.00	0.00	0.0	52.50	2.6
Utilities	105,200.00	8,660.43	8.2	41,533.54	39.5
TOTAL EXPENDITURE	3,075,160.00	211,745.09	6.9	1,272,952.69	41.4
NET INCOME	824,840.00			(1,068,204.35)	

Footnote: Above budget for Retirement Benefits includes amounts towards the UAL which is posted to Net Pension Liability.



Tahoe-Truckee Sanitation Agency
 Fund 01: Operation and Maintenance
 Fiscal Year 2019 - 2020
 Period Ending November 30, 2019

	Budget (\$)	Month (\$)	Month (%)	Year-To-Date (\$)	Year-To-Date (%)
REVENUE					
Service Charges	13,000,000.00	1,785.28	0.0	1,743,297.00	13.4
TOTAL REVENUE	13,000,000.00	1,785.28	0.0	1,743,297.00	13.4
EXPENDITURE					
Salaries & Wages	4,790,000.00	372,413.34	7.8	1,816,908.32	37.9
Employee Benefits	2,909,000.00	200,085.92	6.9	1,099,341.32	37.8
Vehicle	71,000.00	3,857.66	5.4	14,251.17	20.1
Professional Memberships	15,500.00	568.00	3.7	5,431.00	35.0
Office Expense	152,000.00	2,055.37	1.4	41,439.28	27.3
Professional Services	650,000.00	141,338.86	21.7	227,636.15	35.0
Agency Permits & Licenses	176,000.00	150,786.29	85.7	164,017.12	93.2
Conferences and Training	62,500.00	1,007.97	1.6	6,789.89	10.9
Utilities	953,000.00	73,002.06	7.7	331,539.49	34.8
Contractual Services	1,711,500.00	132,459.93	7.7	717,477.36	41.9
Supplies, Repairs and Maintenance	711,500.00	41,041.38	5.8	306,120.49	43.0
TOTAL EXPENDITURE	12,202,000.00	1,118,616.78	9.2	4,730,951.59	38.8
NET INCOME	798,000.00			(2,987,654.59)	



Tahoe-Truckee Sanitation Agency
 Fund 02: Wastewater Capital Reserve Fund
 Fiscal Year 2019 - 2020
 Period Ending November 30, 2019

DESCRIPTION	Budget (\$)	Month (\$)	Month (%)	Year-To-Date (\$)	Year-To-Date (%)
Barscreens, Washers, Compactors	350,000.00	142,268.63	40.6	142,268.63	40.6
Operation and Maintenance Carts	25,000.00	0.00	0.0	0.00	0.0
Portable Emergency Pump Systems	400,000.00	0.00	0.0	0.00	0.0
Plant Air Compressor	25,000.00	0.00	0.0	0.00	0.0
Security Improvemens	50,000.00	0.00	0.0	0.00	0.0
Utility/Snow Vehicle	50,000.00	0.00	0.0	0.00	0.0
SUB TOTOAL	900,000.00	142,268.63	40.6	142,268.63	40.6
Debt Payment of SRF Loan (73.2%)	2,587,684.00	2,377,167.95	91.9	2,377,167.95	91.9
TOTAL	3,487,684.00	2,519,436.58	72.2	2,519,436.58	72.2



Tahoe-Truckee Sanitation Agency
 Fund 06: Replacement, Rehabilitation and Upgrade
 Fiscal Year 2019 - 2020
 Period Ending November 30, 2019

DESCRIPTION	Budget (\$)	Month (\$)	Month (%)	Year-To-Date (\$)	Year-To-Date (%)
Lab Equipment Replacement	25,000.00	0.00	0.0	5,285.39	21.1
Admin. Office Improvement	66,000.00	0.00	0.0	83,061.80	125.9
Accounting Software Upgrade	90,000.00	0.00	0.0	0.00	0.0
EPDM Roof Replacement *	420,000.00	132,360.30	31.5	134,550.30	32.0
VFD Replacements	30,000.00	0.00	0.0	0.00	0.0
Centrifuge Rebuild	50,000.00	0.00	0.0	0.00	0.0
Robicon Drive Upgrade	35,000.00	0.00	0.0	0.00	0.0
Facilities Security System	50,000.00	0.00	0.0	0.00	0.0
Plant Concrete Repair	450,000.00	0.00	0.0	478,291.55	106.3
Corten/Fascia Installation	150,000.00	0.00	0.0	0.00	0.0
BNR Blower Replacement	25,000.00	0.00	0.0	0.00	0.0
SUB TOTOAL	1,391,000.00	132,360.30	9.5	701,189.04	50.4
Debt Payment on SRF Loan (26.8%)	870,329.00	0.00	0.0	870,329.00	100.0
TOTAL	2,261,329.00	132,360.30	5.9	1,571,518.04	69.5

Note: * Project Complete



**Tahoe Truckee Sanitation Agency
Fund Balances
Period Ending November 30, 2019**

Fund No.	Fund Description	Detail	Beginning Month Balance	Interest	Revenue	Expenditure	Transfers	Ending Month Balance
0	Admininstration	<i>Cash</i>		0.03		211,745.09		
		<i>Accrual</i>				73,708.50		
		Total	87,100.52	0.03	0.00	285,453.59	210,000.00	11,646.96
1	Operations & Maintenance	<i>Cash</i>		0.02	1,785.28	1,118,616.78		
		<i>Accrual</i>			199.00	225,671.05		
		Total	814,989.78	0.02	1,984.28	1,344,287.83	700,000.00	172,686.25
2	WWCRF	<i>Cash</i>		526.18	71,394.00	142,268.63		
		<i>Accrual</i>			2,467.63	(69,982.19)		
		Total	17,525,721.50	526.18	73,861.63	72,286.44		17,527,822.87
4	SRF	<i>Cash</i>						
		<i>Accrual</i>						
		Total	3,055,226.61	0.00	0.00	0.00	0.00	3,055,226.61
6	Rehab	<i>Cash</i>				132,360.30		
		<i>Accrual</i>						
		Total	17,706,698.04	0.00	0.00	132,360.30	(910,000.00)	16,664,337.74
7	Emergency Reserve	<i>Cash</i>						
		<i>Accrual</i>						
		Total	4,073,052.19	0.00	0.00	0.00	0.00	4,073,052.19
Total Fund Balance			43,262,788.64	526.23	75,845.91	1,834,388.16	0.00	41,504,772.62

Note: Revenue and expenditure consist of accrued and cash totals.

**End of Month Cash Balances
Period Ending November 30, 2019**

Account	Description	Avg. Monthly Interest Rate	Beginning Month Balance	Ending Month Balance
L.A.I.F.		2.10%	41,894,904.86	41,147,904.86
Savings	Wells Fargo - Investment	0.10%	465,480.99	134,847.19
	US Bank - Service Charge	NA	503,818.20	6,269.85
	US Bank - Tax Revenue	0.25%	43,642.57	2,642.62
	US Bank - WWCRF	0.25%	34,851.58	72,410.87
Checking	US Bank - General Checking	NA	155,838.98	135,086.75
	Wells Fargo - Payroll	NA	162,651.46	4,010.48
Checking	US Bank - Petty Cash	NA	1,600.00	1,600.00
Cash Balance Totals		NA	43,262,788.64	41,504,772.62

California State Treasurer
Fiona Ma, CPA



Local Agency Investment Fund
 P.O. Box 942809
 Sacramento, CA 94209-0001
 (916) 653-3001

December 02, 2019

[LAIF Home](#)
[PMIA Average Monthly Yields](#)

TAHOE TRUCKEE SANITATION AGENCY

TREASURER
 13720 BUTTERFIELD DRIVE
 TRUCKEE, CA 96161

[Tran Type Definitions](#)

Account Number: 70-31-001

November 2019 Statement

Effective Date	Transaction Date	Tran Type	Confirm Number	Authorized Caller	Amount
11/1/2019	11/1/2019	RW	1622971	DAWN DAVIS	-220,000.00
11/8/2019	11/8/2019	RD	1623399	DAWN DAVIS	32,000.00
11/8/2019	11/8/2019	RD	1623400	DAWN DAVIS	41,000.00
11/13/2019	11/13/2019	RW	1623604	DAWN DAVIS	-400,000.00
11/27/2019	11/26/2019	RW	1624594	MICHELLE MACKKEY	-200,000.00

Account Summary

Total Deposit:	73,000.00	Beginning Balance:	41,894,904.86
Total Withdrawal:	-820,000.00	Ending Balance:	41,147,904.86



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: V-1
Subject: Approval of Resolution 12-2019 adopting salary schedule, salary schedule implementation guide, and employee benefit changes

Background

Resolution 12-2019 adopts the (1) salary schedule, (2) salary schedule implementation guide, and (3) employee benefits. The following will provide a summary of each of the points and identify any changes from the previous submission to the Board.

Salary Schedule

In consultation with Bryce and an ad hoc committee, the General Manager has prepared a modified Agency employee Salary Schedule based on and implementing the Bryce Classification and Compensation Study report. A recent change to the Salary Schedule is the removal of Group A-1. This has been done as there are no longer any scenarios where current staff will be subject to the group requirements due to recent promotions.

Salary Schedule Implementation Guide

In consultation with an ad hoc committee, the General Manager has prepared a Salary Schedule Implementation Guide as a comprehensive guide to provide direction on implementing the salary schedule. Recent changes to the guide include the removal of references to Group A-1, as the group is no longer applicable, and revisions to the provide further clarification on specific points on the guide as there has been further staff follow up. The minor revisions for further clarification do not change the intent of the guide points as previously discussed.

Description of TTSA Employee Benefits

In consultation with the Board of Directors and staff, the General Manager has prepared the Description of TTSA Employee Benefits, which is a comprehensive write-up of the principal employee insurance and pension related benefits together with other proposed changes. Employee benefits not addressed in the description will be addressed as the Employee handbook is updated.

The General Manager has held meetings with staff to review, discuss and obtain feedback on the salary schedule, the salary schedule implementation guide and description of employee benefits. Staff has had the opportunity to evaluate each of the topics and provided comments, all of which have been addressed.

Fiscal Impact

Varies due to classification and employee benefit changes.

Attachments

Resolution 12-2019.

Recommendation

Management recommends approval of Resolution 12-2019 adopting salary schedule, salary schedule implementation guide, and employee benefit changes.

Review Tracking

Submitted By: 

LaRue Griffin
General Manager

RESOLUTION NO. 12 - 2019

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TAHOE-TRUCKEE SANITATION AGENCY ADOPTING SALARY SCHEDULE, SALARY SCHEDULE IMPLEMENTATION GUIDE, AND EMPLOYEE BENEFIT CHANGES

BE IT RESOLVED by the Board of Directors of the Tahoe-Truckee Sanitation Agency as follows:

1. Recitals. This resolution is adopted with reference to the following background recitals:

a. In 2019, the Agency retained Bryce Consulting to conduct an Agency-wide classification and compensation study. Following its information collection, evaluation, and analysis, Bryce prepared the TTSA Classification & Compensation Plan Final Report dated September 2019. The report sets forth the classification and compensation study results and recommendations for consideration by the Agency. The Agency Board adopted the final Bryce report at its September 11, 2019 meeting.

b. Agency staff, in consultation with Bryce and an ad hoc committee, have prepared a modified Agency employee salary schedule based on and implementing the Bryce report and with other appropriate adjustments and modifications. Agency staff also have reevaluated the employee benefits.

c. The Agency General Manager met with all Agency employees to evaluate the proposed salary schedule and consider employee benefit changes and the General Manager has received and considered input from the employees. The General Manager then prepared a final Salary Schedule (attached as Exhibit A) and Salary Schedule Implementation Guide (attached as Exhibit B). The General Manager also prepared the Description of TTSA Employee Benefits (attached as Exhibit C), which is a comprehensive write-up of the principal employee insurance and pension related benefits together with proposed changes. The General Manager recommends that the Board adopt the Salary Schedule, Salary Schedule Implementation Guide, and Description of TTSA Employee Benefits.

d. The Board desires to maintain a fair and competitive compensation and benefits structure that enables the Agency to retain and attract high-quality employees, while also being prudent fiscal managers of the Agency funds on behalf of the Agency residents and ratepayers. The Board has evaluated the salary and benefit recommendations made by the General Manager and finds and determines that the recommendations are appropriate and fairly satisfy these dual objectives.

2. Adoption of Salary Schedule. The Board adopts the Salary Schedule in the form as set forth on Exhibit A.

3. Adoption of Salary Schedule Implementation Guide. The Board adopts the Salary Schedule Implementation Guide in the form as set forth on Exhibit B.

4. Adoption of Employee Benefit Changes. The Board approves the employee benefits as set forth in the Description of TTSA Employee Benefits (Exhibit C). If there are any inconsistencies between Exhibit C and the Agency Employee Handbook or any other Agency resolution or policy, Exhibit C shall govern.

5. Implementation by General Manager. The Board authorizes and directs the Agency General Manager to take appropriate action to implement the employee salary and benefit changes approved by this resolution and in a manner consistent with the Salary Schedule Implementation Guide, applicable employee benefit plan documents, and applicable laws.

6. Effective Date and Future Changes. The Salary Schedule, Salary Schedule Implementation Guide, and employee benefit changes shall take effect on January 1, 2020. The increased life insurance coverage shall take effect upon the effective date of the new or amended life insurance policy implementing this change. The Salary Schedule and employee benefits are subject to change at any time as may be determined by subsequent action of the Board.

PASSED AND ADOPTED by the Board of Directors of the Tahoe-Truckee Sanitation Agency on this 11th day of December 2019 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Dan Wilkins, Vice-President
Board of Directors
TAHOE-TRUCKEE SANITATION AGENCY

Attest:

Secretary of the Board of Directors
TAHOE-TRUCKEE SANITATION AGENCY

EXHIBIT A

**Tahoe-Truckee Sanitation Agency
Salary Schedule
FY 2019-2020 Monthly Salary Schedule
Approved and Adopted by Board of Directors: December 11, 2019**

Job Classification		Group	1	2	3	4	5	6	7
Administration	Accounting Supervisor	A	8,424	8,639	8,857	9,079	9,306	9,539	9,777
	Accounting Supervisor	B	5,342	5,609	5,889	6,184	6,493	6,818	-
	Accounting Technician I	B	3,960	4,158	4,366	4,585	4,814	5,055	-
	Accounting Technician II	A	7,288	7,653	8,038	8,441	8,863	-	-
	Accounting Technician II	B	4,376	4,595	4,824	5,065	5,319	5,585	-
	Administrative Assistant I	B	3,410	3,580	3,759	3,947	4,145	4,352	-
	Administrative Assistant II	A	4,987	5,236	5,497	5,774	6,064	-	-
	Administrative Assistant II	B	3,768	3,956	4,154	4,362	4,580	4,809	-
	Administrative Manager *	A	10,573	10,840	11,110	11,389	11,676	11,968	12,268
	Administrative Manager *	B	9,575	10,053	10,556	11,084	11,638	12,220	-
	Customer Services Specialist I	B	3,584	3,764	3,952	4,149	4,357	4,575	-
	Customer Services Specialist II	A	6,609	6,940	7,288	7,653	8,038	-	-
	Customer Services Specialist II	B	3,960	4,158	54,366	4,585	4,814	5,055	-
	Customer Services Supervisor	A	8,424	8,639	8,857	9,079	9,306	9,539	9,777
	Customer Services Supervisor	B	4,835	5,076	5,330	5,597	5,877	6,171	-
	Purchasing Agent I	A	5,774	6,064	6,369	6,689	7,023	-	-
	Purchasing Agent I	B	4,101	4,306	4,521	4,747	4,985	5,234	-
	Purchasing Agent II	A	6,107	6,412	6,735	7,074	7,428	-	-
	Purchasing Agent II	B	4,531	4,758	4,996	5,245	5,508	5,783	-
	Engineering	Assistant Engineer	A	9,177	9,406	9,641	9,883	10,129	10,382
Assistant Engineer		B	7,387	7,757	8,145	8,552	8,979	9,428	-
Associate Engineer		A	9,177	9,406	9,641	9,883	10,129	10,382	10,641
Associate Engineer		B	8,162	8,570	8,999	9,449	9,921	10,417	-
Engineering Manager *		B	11,401	11,971	12,569	13,198	13,858	14,551	-
Safety Officer		A	8,427	8,641	8,859	9,081	9,308	9,541	9,779
Safety Officer		B	7,574	7,953	8,350	8,768	9,206	9,666	-
Senior Engineer *		B	9,480	9,954	10,451	10,974	11,523	12,099	-
IT		IT Manager *	B	10,318	10,834	11,376	11,945	12,542	13,169
	IT Specialist	B	7,205	7,566	7,944	8,341	8,758	9,196	-
Maintenance	I & E Supervisor	A	9,509	9,745	9,991	10,242	10,501	10,763	11,034
	I & E Supervisor	B	8,580	9,009	9,459	9,932	10,429	10,950	-
	I & E Technician I	B	5,757	6,045	6,347	6,664	6,998	7,347	-
	I & E Technician II	A	7,433	7,620	7,811	8,009	8,210	8,416	8,627
	I & E Technician II	B	6,361	6,679	7,013	7,363	7,732	8,118	-
	I & E Technician III	A	8,009	8,210	8,416	8,627	8,845	9,066	9,293
	I & E Technician III	B	7,028	7,379	7,748	8,136	8,543	8,970	-
	Lead Maintenance Mechanic	A	7,633	7,824	8,020	8,222	8,427	8,641	8,859
	Lead Maintenance Mechanic	B	6,204	6,514	6,840	7,182	7,541	7,918	-
	Maintenance Manager *	B	10,318	10,834	11,376	11,945	12,542	13,169	-
	Maintenance Mechanic I	A	5,551	5,694	5,838	5,986	6,136	6,290	6,448
	Maintenance Mechanic I	B	4,600	4,830	5,071	5,325	5,591	5,870	-
	Maintenance Mechanic II	B	5,082	5,336	5,603	5,883	6,177	6,486	-
	Maintenance Mechanic III	A	6,913	7,085	7,264	7,445	7,633	7,824	8,020
	Maintenance Mechanic III	B	5,615	5,896	6,191	6,500	6,825	7,166	-
	Maintenance Supervisor	B	8,580	9,009	9,459	9,932	10,429	10,950	-
Inventory Control Specialist	B	4,811	5,051	5,304	5,569	5,847	6,140	-	
Operations	Chemist I	B	4,716	4,951	5,199	5,459	5,732	6,019	-
	Chemist II	A	7,353	7,537	7,727	7,920	8,121	8,323	8,532
	Chemist II	B	5,210	5,471	5,744	6,032	6,333	6,650	-
	Chemist III	A	8,120	8,323	8,532	8,747	8,966	9,190	9,421
	Chemist III	B	5,757	6,045	6,347	6,664	6,998	7,347	-
	Chief Plant Operator	A	9,526	9,765	10,009	10,259	10,518	10,783	11,053
	Chief Plant Operator	B	8,580	9,009	9,459	9,932	10,429	10,950	-
	Laboratory Director *	A	9,526	9,765	10,009	10,259	10,518	10,783	11,053
	Laboratory Director *	B	8,580	9,009	9,459	9,932	10,429	10,950	-
	Operations Shift Supervisor	A	7,633	7,824	8,020	8,222	8,427	8,641	8,859
	Operations Shift Supervisor	B	6,521	6,847	7,190	7,549	7,927	8,323	-
	Operations Supervisor	A	8,427	8,641	8,859	9,081	9,308	9,541	9,779
	Operations Supervisor	B	7,574	7,953	8,350	8,768	9,206	9,666	-
	Operations Manager *	B	10,318	10,834	11,376	11,945	12,542	13,169	-
	Operator in Training	B	4,163	4,371	4,590	4,819	5,060	5,313	-
	Operator I	A	5,551	5,694	5,838	5,986	6,136	6,290	6,448
	Operator I	B	4,600	4,830	5,071	5,325	5,591	5,870	-
	Operator II	B	5,082	5,336	5,603	5,883	6,177	6,486	-
Operator III	A	6,913	7,085	7,264	7,445	7,633	7,824	8,020	
Operator III	B	5,615	5,896	6,191	6,500	6,825	7,166	-	
GM	General Manager *	B	14,557	15,285	16,049	16,852	17,694	18,579	-
	HR Administrator *	B	8,753	9,190	9,650	10,132	10,639	11,171	-

* = FLSA Exempt

Effective Date: _____

Approval Signature: _____

Revision Date (if any): _____

EXHIBIT B

Salary Schedule Implementation Guide

December 11, 2019

The Agency shall maintain a single salary schedule broken down into 2 Groups. The 2 Groups are **A** and **B**. The overall goal is to eventually have a single salary schedule that represents the 75% labor market salaries for all classifications (based on the Sept. 2019 Bryce Classification and Compensation Report). This cannot be achieved at this time because the Agency currently has staff that are compensated in excess of the 75% labor market salary goal. In order to accomplish the overall goal, staff will be assigned to Group A or Group B as described below.

Group Summary

- **Group A** classifications and salary steps are applied to current staff that have a current maximum salary greater than the maximum salary of the corresponding classification identified in Group B (75% labor market maximum salary). As staff change classifications, they will be moved to Group B. Eventually, Group A will be eliminated as staff move to Group B through change in classifications or as Group B salaries exceed those in Group A through Board approved cost of living adjustments. Cost of living adjustments will not apply to Group A classifications.
 - **Example: *Chemist III***
 - Chemist III current maximum salary = \$9,421/month.
 - Chemist III 75% labor market maximum salary = \$7,347/month.
 - Current staff in Chemist III are assigned to Group A because the current maximum salary exceeds the 75% labor market maximum salary.
- **Group B** classifications and salary steps are applied to new hires and to current staff that have a current maximum salary lower than the maximum salary of the corresponding classification identified in Group B (75% labor market maximum salary). Board approved cost of living adjustments will apply to Group B classifications.
 - **Example: *IT Specialist***
 - IT Specialist current maximum salary = \$8,845/month.
 - IT Specialist 75% maximum salary = \$9,196/month.
 - IT Specialist is assigned to Group B.

Salary Schedule Implementation Steps

1. Initial salary step assignment of staff
 - a. Current staff are assigned to Group A or B as identified above.
 - i. Staff assigned to Group A will maintain their current salary step.
 - ii. Staff assigned to Group B will be moved to the first Group B salary step greater than their current salary step.

1. **Example:** Inventory Control Specialist

- a. Inventory Control Specialist is assigned to Group B.
- b. The Inventory Control Specialist is currently on step 3 (\$5,353/month) of the current pay schedule.
- c. The Inventory Control Specialist would be assigned to step 4 in Group B (\$5,569/month).

2. Changes in classifications

a. Group A

- i. If an employee assigned to Group A is promoted to a new classification within the same classification series¹ and the maximum salary for the new classification as identified in Group B is less than the employee's current classification maximum salary, then the employee will be assigned to the corresponding classification in Group A and will maintain his or her current salary.

1. **Example:** Assistant Engineer is promoted to Associate Engineer

- a. Assistant Engineer current maximum salary = \$10,641/month.
- b. Associate Engineer 75% labor market maximum salary = \$10,417/month.
- c. Employee position changes to Associate Engineer, but employee maintains current higher maximum salary of \$10,641/month.

- ii. If an employee assigned to Group A is promoted to a new classification within the same classification series and the maximum salary for the new classification as identified in Group B is greater than the employee's current classification maximum salary, then the employee will be assigned to the corresponding classification in Group B. The assigned step would be the first salary step greater than the employee's current salary step.

1. **Example:** Operator I is promoted to Operator II

- a. Operator I current maximum salary = \$6,448/month
- b. Operator II 75% labor market maximum salary = \$6,486/month.
- c. Employee position changes to Operator II and employee is assigned the next higher salary within Group B of the Operator II step series, which is the maximum salary of \$6,486/month (Group B, step 6).

¹ The following are the Agency classification series (or departments): Administration, Engineering, IT, Maintenance, Operations, and GM.

- iii. If an employee assigned to Group A is changing classifications to a new classification in a different classification series or is demoted to a lower classification within the same series, the employee will be assigned to the corresponding classification in Group B. This would prevent an employee from maintaining a higher salary when there is a reduction in responsibilities.

1. **Example:** Mechanic III is demoted to Mechanic II

- a. Mechanic III current maximum salary = \$8,020/month.
- b. Mechanic II 75% labor market maximum salary = \$6,486/month.
- c. Employee position changes to Mechanic II and employee is assigned the maximum salary of \$6,486/month.

2. **Example:** Operator III changes classification to Mechanic I

- a. Operator III current maximum salary = \$8,020/month.
- b. Mechanic I 75% labor market maximum salary = \$5,870/month.
- c. Employee position changes to Mechanic I and employee is assigned the maximum salary of \$5,870/month.

b. Group B

- i. Employees assigned to Group B will remain in Group B for all changes in classifications.

3. Automatic transfers to Group B

- a. Employees in Group A will automatically be assigned to Group B when their corresponding maximum salary in Group B exceeds their current maximum salary. This would typically occur at the beginning of fiscal year or when Board approved cost-of-living-adjustments are applied to Group B classifications.
- b. The assigned step in Group B would be the first salary step greater than their current salary step.

4. Cost-of-Living-Adjustment (COLA)

- a. Board approved COLA are only applied to Group B salary steps and classifications (unless otherwise directed by the Board).
- b. The COLA will be applied at the beginning of the fiscal year (July 1).
- c. The COLA shall be determined per the California CPI index, All Urban Consumers Index, beginning and ending in February of the corresponding year according to the following scale:
 - i. 100% of the first 3% of the CPI;
 - ii. 75% of the incremental increase between 3.01% and 6%;
 - iii. 50% of the incremental increase between 6.01% and 12%;
 - iv. Over 12% will be determined by the Board of Directors;
- d. The COLA minimum shall be 0%.

5. Step Increases

- a. Step increases for all groups will be considered annually based on the employee's annual performance evaluation. Annual is defined as 1 calendar year from the last step or classification change. If the evaluation is positive and the immediate supervisor(s) and department manager agree a step increase is merited, a step increase will be provided to the employee.
- b. Employees that change classifications will start a new 1-year period for their evaluation.
- c. Employees that do not change classifications will not start a new 1-year period for their evaluation.

6. Pay for Performance Appraisal (Non-Base Pay Compensation)

- a. Pay for performance appraisal and possible pay-for-performance payments only apply to employees after completion of 1-year in the final step of their classification within Group A or Group B.
- b. The percentage will be determined by a predetermined grading system as identified with the updated annual performance evaluation.
- c. The appraisal will be up to 5% of their current salary and be issued as a lump sum disbursement (i.e., the base salary will remain unchanged).

i. **Example:** Accounting Supervisor

- a. Accounting Supervisor final step = \$9,775/month
- b. Evaluation warrants a 5% appraisal.
- c. Lump sum appraisal calculation
= (\$9,775/month) x (0.5) x (12 months)
= \$5,865
- d. Salary remains fixed at \$9,775/month (except for COLA increases that may be applied to the Group B steps).

7. Annual Performance Evaluations

- a. An updated employee annual performance evaluation will be created and will incorporate "core values" in addition to regular performance measures.
- b. The format will be drafted by department managers and supervisors and be presented to staff for input prior to implementation.
- c. The Agency has contracted and consulted with Trakstar (performance evaluation software) to prepare future evaluations.
- d. There will be training for supervisors and managers that perform evaluations to maintain consistent standards when evaluating staff.

8. Classification Adjustments

- a. Employees that currently maintain certifications or experience above the minimum requirement for their current classification making them eligible for a higher classification (a promotion) would be moved to the higher classification in Group A upon approval of their immediate supervisor and/or department manager, unless rejected by the individual employee.

9. Voluntary transfer to Group B

- a. If an employee initially assigned to Group A requests in writing to be transferred to Group B, then the employee will be transferred to the Group B salary step that is closest to, but does not exceed, the employee's Group A salary. Transfers shall only be accepted prior to the implementation date of the Salary Schedule. After an employee is transferred to Group B under this provision, he or she cannot be transferred back to Group A.

The Agency Board has adopted a salary schedule consistent with this implementation guide. The schedule shows the job classifications, classification series, and Groups A and B salary steps. Any salary schedule change requires Board approval. The Agency General Manager or his or her designee shall prepare, keep, maintain, and periodically update a list consistent with this implementation guide showing each Agency employee, the employee's job classification, the employee's assigned group, and the employee's step within that group's salary steps.

EXHIBIT C

Description of TTSA Employee Benefits

December 11, 2019

1. Health Care Benefit

- a. Agency shall provide health care benefits for all of its regular and introductory employees and their spouses and dependent children in accordance with the terms of the Public Employees' Medical & Hospital Care Act and CalPERS regulations and the applicable CalPERS health program coverage and plan documents.
- b. The health care benefit plan shall be the PERSCare plan and will include "Employee Only", "Employee Plus 1", or "Employee Plus 2 or More" plan options. At the employee's choice, he/she may choose from other available benefit plans offered to the Agency by CalPERS (i.e., PERSCare, PERSChoice, PERS Select).
- c. Agency shall pay 100% of the health care benefit plan premium.
- d. For regular and introductory employees who enroll in the Agency health care benefit plan as the primary member, the Agency shall contribute a monetary contribution equal to the plan deductible (\$500/year for "Employee Only" plan and \$1,000/year for "Employee Plus One", or "Employee Plus 2 or More") to the employee's account in the Agency Health Reimbursement Arrangement Plan (HRA).
- e. Regular and introductory employees may decline to participate in ("opt-out" of) the Agency health care benefit; however, coverage can be terminated only during the CalPERS open enrollment period. Before declining to participate in the plan or terminating coverage, the employee must provide satisfactory verification that he/she participates in a health care plan through another provider (e.g., a spouse's plan). If a regular and introductory employee does not participate in the Agency health care benefit, the Agency shall contribute a sum to the employee's HRA account equal to 50% of the premium cost for the "Employee Only" plan in California (Nevada County). The contribution will be provided monthly.
- f. Regular and introductory employees who are declared as a dependent to another regular and introductory employee's health care benefit plan shall be provided an Agency contribution that will be deposited to the employee HRA account, equal to 50% of the premium cost for the "Employee Only" plan in California (Nevada County). The contribution will be provided monthly, commencing during the CalPERS open enrollment period.

2. Retiree Health Care Benefit

- a. Agency shall provide health care benefits for all of its retired employees (that meet the eligibility requirements set forth by CalPERS) and their spouse and dependent children in accordance with the terms of the Public Employees' Medical & Hospital Care Act and CalPERS regulations and the applicable CalPERS health program coverage and plan documents.

- b. The retiree health care benefit plan options shall be the CalPERS “Employee Only”, “Employee Plus 1”, or “Employee Plus 2 or More.”
- c. Agency shall pay 100% of the health care benefit plan premium.

3. Dental Care Benefit

- a. Agency shall provide dental care benefits for all of its regular and introductory employees and their spouses and dependent children in accordance with the terms of the Standard Insurance Company policy and coverage documents.
- b. The dental care benefit plan shall include the “Employee Only”, “Employee Plus 1”, or “Employee Plus 2” or “Employee Plus 3+” plan options.
- c. Agency shall pay 100% of the dental care benefit plan premium.
- d. For regular and introductory employees who enroll in the Agency dental care benefit as the primary member, the Agency shall provide a reimbursement to the employee and his/her spouse and dependents for the annual deductible and an additional 30% of the uninsured cost for endodontics, including pulpal therapy and root canal filling (post and core), periodontics, onlays and crowns, per individual, up to the dental care benefit maximum coverage limit.
- e. Regular and introductory employees may decline to participate in (“opt-out” of) the Agency dental care benefit; however, coverage can be terminated only during the Agency open enrollment period, which will coincide with the CalPERS open enrollment period for the health care benefit. Before declining to participate in the plan or terminating coverage, the employee must provide satisfactory verification that he/she participates in a dental care plan through another provider (e.g., a spouse’s plan). If a regular and introductory employee does not participate in the Agency dental plan, the Agency shall contribute a sum to the employee’s HRA account equal to 50% of the premium cost for the “Employee Only” plan. The contribution will be provided monthly.
- f. Regular and introductory employees who are declared as a dependent to another regular and introductory employee’s dental care benefit shall be provided an Agency contribution that will be deposited to the employee HRA account, equal to 50% of the premium cost for the “Employee Only” plan. The contribution will be provided monthly, commencing during the Agency open enrollment period, which will coincide with the CalPERS open enrollment period for the health care benefit.

4. Vision Benefit

- a. Agency shall provide a vision benefit reimbursement up to \$400 per fiscal year (July 1 – June 30) for each of the regular and introductory employees and their spouses and dependent children.

5. State Disability Insurance (SDI) Reimbursement

- a. State Disability Insurance (SDI) is paid by all employees (per pay period) and is based on a percentage of their salary. The Agency shall provide a reimbursement

to regular and introductory employees equal to the SDI withholding during each pay period.

- b. Agency shall investigate options to provide a different or supplemental short-term disability insurance plan for possible future approval and implementation.
6. Long Term Disability Insurance
 - a. Agency shall investigate options to provide long-term disability insurance for possible future approval and implementation.
 7. Health Reimbursement Arrangement (HRA)
 - a. Agency shall maintain an HRA account, which will be able to receive contributions from the employer and allow withdrawals from the employee, for all of its regular and introductory employees in accordance with the terms of the Navia plan document.
 - b. Agency shall maintain an HRA account, which will be able to allow withdrawals only, for all of its retirees and other separated employees. Once a retiree's or former employee's HRA funds are depleted, the Agency plan administrator will close the retiree's or former employee's account.
 - c. Agency shall contribute a monetary single lump sum contribution equal to the health plan deductible (\$500/year for "Employee Only" plan and \$1,000/year for "Employee Plus One", or "Employee Plus 2 or More") to regular and introductory employees if the employee enrolls in the Agency health care benefit.
 8. Cafeteria Plan
 - a. Agency shall investigate a pre-tax flexible spending dependent care plan to which regular and introductory employees can provide contributions for dependent care for possible future approval and implementation.
 9. Pension Contribution
 - a. The Agency shall participate in the CalPERS retirement program in accordance with the Public Employees' Retirement Law and CalPERS regulations and the CalPERS/Agency agreement.
 - b. The Agency shall pay 100% of the Employer and Employee required pension contribution for "Classic" employees, as defined and determined by CalPERS.
 - c. The Agency shall pay 100% of the Employer required contribution for post-Jan. 1, 2013 "New Member" employees, as defined and determined by CalPERS.
 10. Life Insurance
 - a. The Agency shall provide life insurance coverage for all of its regular and introductory employees in the amount of \$200,000 per employee.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: V-2
Subject: Approval of the Updated Classification Descriptions

Background

As part of the Classification and Compensation Study, classification descriptions were updated. As the classification descriptions were updated, there was a process which allowed staff to provide comments. The classification descriptions are now finalized and require approval from the Board of Directors.

Fiscal Impact

None.

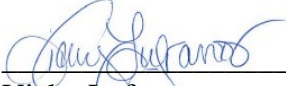
Attachments

All classification descriptions.

Recommendation

Management and staff recommend approval of the updated classification descriptions.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Accounting Supervisor

Department: Administrative Services

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and supervises a wide variety of financial and accounting operations within the Administrative Services Department; and performs a variety of technical tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

The Accounting Supervisor position performs full supervisory responsibilities including planning, assigning and evaluating the work of subordinates. In addition, this position is responsible for the oversight of payroll, accounts payable, accounts receivable, and general accounting.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Administrative Department Manager. Exercises direct supervision over assigned clerical and technical personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class are not intended to be an inclusive list.*

- Develops and implements goals and objectives related to assigned section; establishes schedules and methods for accounting processes; implements policies and procedures.
- Plans, prioritizes, assigns, and supervises the work of staff involved in accounting functions.
- Evaluates operations and activities of assigned section; recommends improvements and modifications; prepares various reports on operations and activities.
- Ensures time sensitive tasks are completed timely.
- Assists in developing, tracking and administering budget; prepares cost estimates for budget recommendations; submits justifications for equipment, materials and supplies and gives input on Capital projects; monitors and controls expenditures.
- Recommends to the Administrative Manager the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.
- Prepares, or oversees preparation of, a wide variety of financial accounting statements and reports for review by manager and/or others; posts data and maintains and archives accounting records, ledgers and files.
- Oversees, verifies and calculates the processing of cash, deposits and accounts payable.

JOB TITLE: Accounting Supervisor

- Oversees collections and transfer of funds; verifies and reconciles accounts and interest; processes or verifies various permits and fees.
- Supervises and participates in the processing of payroll functions; performs or supervises data entry, reconciliation, report preparation and similar duties required to produce employee payroll; oversees or posts payroll and printing of payroll checks and direct deposit; ensures payroll taxes and benefits paid are accurate.
- Prepares for audits, including: collects, organizes data and researches needed information; prepares documentation; ensures all requirements are met for the audit.
- Answers questions and provides information to the public; investigates complaints and recommends corrective action as necessary to resolve complaints.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of municipal accounting processes including GASB (government accounting standards board) and GAAP (generally accepted accounting principles), auditing, payroll functions, reporting requirements and budget preparation.
- Principles and practices of supervision, training and evaluating performance.
- Principles and practices of budget monitoring.
- Principles and practices of safety management.
- Pertinent local, State and Federal laws, ordinances and rules.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Organize, implement and supervise a wide variety of accounting, payroll, audit and budget operations/activities.

JOB TITLE: Accounting Supervisor

- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules, and codes related to area of assignment; intermittently access, review, analyze and adjust technical documents, work orders, reports and other files and records; train others; observe performance, review and evaluate the work of others; problem solve issues related to area of assignment; remember various processes and requirements; identify, interpret and communicate technical and numerical information and instructions.
- Interpret and explain pertinent accounting and financial requirements and Agency and department policies and procedures.
- Assist in the development and monitoring of an assigned program budget.
- Develop and recommend policies and procedures related to assigned operations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Supervise, train and evaluate performance of assigned staff.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of increasingly responsible experience in performing accounting duties (governmental accounting preferred); including one year providing technical and functional supervision over assigned personnel.

Education:

Equivalent to Associate's degree from an accredited college with major course work in accounting, business, finance or a related field. Additional experience may substitute for the required education. Equivalence would be two years of additional experience for one year of the required education.

JOB TITLE: Accounting Supervisor

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

PHYSICAL REQUIREMENTS

Work effectively for long periods of time at a desk, table, or counter; intermittently move, traverse and position self while performing work activities and to reach needed items; position self to adjust office equipment or to access low or high items; manipulate operate and activate office equipment and office tools; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Agency Job Title: Accounting Technician I/II

Department: Administrative Services

FLSA Status: NON EXEMPT

Revised as of: **12/2019**

DEFINITION

Performs general to complex accounting tasks, cash processing, payroll functions, accounts payable, accounts receivable, audit and budget preparation; performs a variety of technical tasks relative to assigned area of responsibility; and provides related clerical support to an assigned supervisor.

DISTINGUISHING CHARACTERISTICS

Accounting Technician I - This is the entry level class in the Accounting Technician series. Positions in this class typically require little directly related work experience. The Accounting Technician I class is distinguished from the II level by the performance of less than the full range of duties assigned to the II level. Incumbents work under immediate supervision while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Accounting Technician II - This is the journey level class in the Accounting Technician series and is distinguished from the I level by the assignment and satisfactory performance of the full range of duties. Employees at this level receive relatively less instruction or assistance, as employees at this level are expected to be fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

SUPERVISION RECEIVED AND EXERCISED

Accounting Technician I

Reports directly to, and receives immediate supervision from the Accounting Supervisor.

Accounting Technician II

Reports directly to, and receives general supervision from the Accounting Supervisor.

EXAMPLES OF DUTIES (for Accounting Technician I and II): *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

JOB TITLE: Accounting Technician I/II

- Provides maintenance of the Agency's accounting and financial records, accounts payable and receivable, payroll and various journals and ledgers, as assigned.
- Provides customer service and answers phones; researches and provides information and answers or, when appropriate, refers questions; assists the billing department and other departments; scans files and records; processes cash receipts and payments.
- Processes payroll including employee time records; processes and prints checks and processes direct deposits; verifies and processes tax payments, benefits deductions and other payroll entries and adjustments; balances payroll to general ledger; and prepares management reports, as assigned.
- Calculates, processes, posts and reconciles accounts receivable, accounts payable, bank records and statements; advises supervisor of bond payments and status.
- Prepares a variety of financial statements.
- Processes manual checks, performs backups, and balances and maintains records, files and ledgers for a variety of transactions and accounting needs.
- Prepares and files a variety of federal and state taxes and reports.
- Performs W-2 calculations, audit preparation, budget preparation and creates a variety of reports.
- Gathers, researches and compiles data for annual audit; prepares audit spreadsheets and reports; performs year end closing activities.
- Reconciles financial discrepancies by collecting and analyzing account information.
- Balances records; reviews invoices and related documents; reconciles differences; researches and assembles information from a variety of sources for completion of forms or the preparation of reports.
- Processes correspondence and other documents.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Accounting Technician I

Knowledge of:

- Basic methods and procedures of accounting, bookkeeping, records management, office functions and cash handling.
- Basic methods and procedures of payroll functions and processing.
- Basic principles and practices of budget preparation.
- Basic principles and practices of audit functions.
- Principles and methods of excellent customer service.
- Modern office practices, methods, and computer equipment including relevant software programs.

JOB TITLE: Accounting Technician I/II

- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Learn methods for maintaining accounting and financial records, accounts payable and receivable, payroll and various journals and ledgers.
- Learn to know, understand and perform job-related operations; learn requirements and essential aspects of the job; learn to observe and report problems; learn to review, analyze and interpret documents and information, remember instructions; and communicate information to others.
- Make accurate computations.
- Learn to analyze and prepare technical accounting records and reports.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of accounting, customer service and office support experience is desirable.

Education:

Equivalent to completion of twelfth grade required with additional college courses in accounting, business, finance or a related field desirable.

JOB TITLE: Accounting Technician I/II

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

Accounting Technician II

In addition to the above-listed qualifications for the Accounting Technician I:

Knowledge of:

- Methods and procedures of accounting, bookkeeping, records management, office functions and cash handling.
- Methods and comprehensive procedures of payroll functions and processing and relevant payroll legal requirements.
- Principles and practices of budget preparation.
- Principles and practices of audit functions and audit preparation.
- Federal and state reporting requirements.
- Relevant local, State, and Federal laws, rules and regulations related to area of assignment.

Ability to:

- Independently perform detailed and accurate maintenance for the Agency's accounting and financial records, process accounts payable and receivable, process payroll.
- On an ongoing basis, know, understand and effectively perform operations; know all requirements and essential aspects of the job; observe and analyze problems; review, analyze and interpret documents and information, remember instructions; and communicate tasks or projects to others.
- Analyze, prepare and maintain various detailed reports, journals and ledgers and other financial records.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of applicable experience similar to Accounting Technician I with T-TSA.

Education:

Equivalent to completion of twelfth grade required with additional college courses in accounting, business, finance or a related field desired.

JOB TITLE: Accounting Technician I/II

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

PHYSICAL REQUIREMENTS (for Accounting Technician I and II)

Effectively work at desk, table or counter for long periods of time; intermittently move around the office while performing work activities and to reach needed items; manipulate and file documents; operate and adjust office equipment; manipulate, activate, operate and adjust equipment; ascend and descend ladders or step stools to reach equipment or other items and to access areas out of reach; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS (for Accounting Technician I and II)

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Administrative Assistant I/II

Department: Any

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs a variety of general administrative and customer support duties for an assigned unit or function; prepares documents, correspondence and routing reports; and provides information and assistance to the public.

DISTINGUISHING CHARACTERISTICS

Administrative Assistant I - This is the entry level class in the Administrative Assistant series. Positions in this class typically require little directly related work experience. The Administrative Assistant I class is distinguished from the II level by the performance of less than the full range of duties assigned to the II level. Incumbents work under close supervision while learning job tasks, progressing to relatively less supervision as procedures and processes of assigned area of responsibility are learned.

Administrative Assistant II - This is the journey level class in the Administrative Assistant series and is distinguished from the I level by the assignment of the full range of duties. Employees at this level receive relatively less instruction or assistance and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

SUPERVISION RECEIVED AND EXERCISED

Administrative Assistant I

Reports directly to, and receives immediate supervision from the assigned supervisor.

Administrative Assistant II

Reports directly to, and receives general supervision from the assigned supervisor.

JOB TITLE: Administrative Assistant I/II

EXAMPLES OF DUTIES (for Administrative Assistant I and II): *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Performs a variety of administrative and customer support duties for an assigned function including maintenance of accurate and detailed logs and records; verifies the accuracy of information; researches and resolves discrepancies, as assigned.
- Acts as a receptionist; answers phones; assists with answering inquiries from the general public in person, on the phone, via mail or by email; researches and provides information on billing, departmental or unit policies, procedures; takes and processes customer payments; confirms information; and processes other requests as required.
- Assists with processing reimbursements and providing the status of applications or processes; tracks permits, invoices, purchase orders, and/or other information, as assigned.
- Compiles and verifies information; prepares, proofreads, and distributes a variety of documents which may include reports, memoranda, forms, applications, correspondence, agendas, minutes, flyers, charts, meeting handouts, and/or other items, as assigned.
- Tracks sewer connection permits and provides information to customers regarding applicable Agency rules, regulations.
- Processes and distributes checks to vendors and employees.
- Assists accounting as needed, including: processes accounts payable including the review and matching of invoices and purchase orders, state sales tax corrections and check requests.
- Provides administrative support for a variety of special projects.
- Maintains physical and electronic filing and records systems and logs; scans and copies documents and files; ensures accuracy of files and records; updates information as needed; keeps reference materials up to date, as assigned.
- Processes and distributes mail; processes cash receipts; verifies balances and prepares associated documentation.
- Prepares for, and confirms arrangements for, meetings and special functions; and receives, organizes and maintains inventory of office materials and supplies, as assigned.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Administrative Assistant I

Knowledge of:

- Modern office practices, methods, and computer equipment including relevant software programs.
- Methods and procedures for accurate record and file maintenance.
- Methods and procedures cash handling and processing.

JOB TITLE: Administrative Assistant I/II

- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of excellent customer service.

Ability to:

- Learn to perform a variety of administrative and customer service duties in support of the assigned function.
- Learn to know, understand and explain operations; learn requirements and essential aspects of the job; learn to observe and report problems; learn to review, analyze and interpret documents and information, remember instructions; and communicate information to others.
- Learn the policies and procedures related to the assigned department or function.
- Learn to balance and reconcile cash drawers and prepare accurate documentation.
- Provide excellent customer service.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishments of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

One year of clerical experience.

Education:

Equivalent to the completion of the twelfth grade.

JOB TITLE: Administrative Assistant I/II

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

Administrative Assistant II

In addition to the qualifications for the Administrative Assistant I:

Knowledge of:

- Policies and procedures related to the department and/or function assigned.
- Methods and procedures of administrative research.
- Relevant local, State, and Federal laws, rules and regulations related to area of assignment

Ability to:

- Independently perform a variety of administrative and customer support duties.
- On an ongoing basis, know, understand and explain operations; know all requirements and essential aspects of the job; observe and analyze and propose solutions for problems; review, analyze and interpret documents and information, remember instructions; and communicate tasks or projects to others.
- Conduct research, collect, analyze and summarize information and present it in accurate reports and documents.
- Balance and reconcile cash drawers and prepare accurate documentation.
- Explain departmental policies and procedures of function to which assigned.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible journey experience similar to Administrative Assistant I with T-TSA.

Education:

Equivalent to the completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

JOB TITLE: Administrative Assistant I/II

PHYSICAL REQUIREMENTS (for Administrative Assistant I and II)

Work effectively at desk, table or counter for long periods of time; intermittently move around the office while performing work activities and to reach needed items; manipulate and file documents; operate and adjust office equipment; manipulate, activate, operate and adjust equipment; ascend and descend ladders or step stools to reach equipment or other items and to access areas out of reach; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS (for Administrative Assistant I and II)

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Administrative Department Manager

Department: Administrative Services

FLSA Status: EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and reviews the activities and operations of the Administration Services Department including overseeing: accounting, and customer service (billing), purchasing, budget and other administrative functions; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager.

DISTINGUISHING CHARACTERISTICS

The Administrative Department Manager duties are administrative/managerial and highly complex in nature, involving highly technical functions. The incumbent has broad management authority for the day-to-day operations of the Administrative Services Department, as well as functional authority/responsibility for overseeing financial affairs, internal controls, financial systems, and numerous financial and administrative projects.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives administrative direction from the General Manager. Responsibilities include broad direct supervisory authority over a large and diverse group of supervisory, professional, technical, and support positions in the Administrative Services Department.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops, plans and implements department goals and objectives; recommends and administers policies and procedures.
- Coordinates department activities with those of other departments and outside agencies and organizations; prepares and presents staff reports and other necessary correspondence.
- Manages all activities related to the Agency's general accounting function, including the maintenance of the accounting system, general ledgers, Agency-wide feasibility studies, cash receipts function, general and special project budgeting, fixed assets, payroll, account analysis, and preparing various ad hoc reports.

JOB TITLE: Administrative Department Manager

- Manages the reconciliation of a variety of funds, ledgers, reports, and accounting records; examines accounting transactions to ensure accuracy; approves journal vouchers to post transactions to accounting records; performs month-end, fiscal year-end, and calendar year-end accounting system processing.
- Ensures that all financial records are properly accounted for and in compliance with Generally Accepted Accounting Principles (GAAP).
- Manages, directs and monitors accounting, customer service (billing), purchasing, budget and other finance and administrative functions; oversees activities including accounting, budget, long-term financing, investments, budget projections, internal/external audits, cash management, customer service programs, and purchasing.
- Publishes, and posts Board agendas, meeting notices and other related materials; prepares and finalizes Board minutes; assemble Board packets; prepares and disseminates all documents for Board meetings; assures posting, mailing, and other known legal requirements are met. Delivers Board packets using Agency vehicle.
- Directs, oversees and participates in the development of the department's work plan; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Secures and manages the services of contractors and consultants in the performance of administration studies and projects; prepares and administers administration contracts and purchase agreements.
- Directs and oversees the posting, advertisement, and bid process of CIP projects; reviews contractor insurance documentation and insurances.
- Directs and oversees the Agency surplus property program.
- Supervises and participates in the development and administration of the budget; directs the forecast of additional funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments, as needed.
- Selects, trains, motivates and evaluates performance of personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the department.
- Provides support to the Human Resources Administrator in the administration of employee benefits programs including health, retirement, workers' compensation, and deferred compensation as needed.
- Obtains insurances for the Agency including for vehicles, pooled liability, public entity property and Board Bonds and others as needed.
- Represents the department to outside groups and organizations; participates in outside community and professional groups and committees; makes presentations; provides technical assistance as necessary.
- Researches and prepares technical and administrative reports and studies; prepares written correspondence as necessary.

JOB TITLE: Administrative Department Manager

- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of office administration including accounting, auditing and methods used in governmental accounting.
- Principles and practices of revenue and expense reporting.
- Principles and practices of safety and emergency procedures.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Principles and practices of customer service.

Ability to:

- Plan, direct and control the administration and operations of the Administration Department
- On a continuous basis know and understand requirements and all essential aspects of the job; access, review, analyze and interpret a wide variety of reports, technical data and budget documents; know and understand laws, regulations, rules and codes related to area of assignment; observe performance and review and evaluate staff; problem solve department related issues; remember various processes and requirements; and interpret and communicate policy, information and instructions.
- Prepare and administer department budgets.
- Develop and implement department policies and procedures.
- Supervise, train and evaluate assigned personnel.
- Maintain accurate records and files.
- Organize, manage, review and monitor a variety of projects.

JOB TITLE: Administrative Department Manager

- Gain cooperation among staff and management team through discussion and persuasion.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals. Interpret and apply Agency and department policies, procedures, rules and regulations.
- Interpret and apply local, regional, State and Federal and Agency policies, procedures, rules and regulations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Six years of experience that involved administrative and finance office services.

Education:

Equivalent to an Associate's degree from an accredited college or university with major course work in business administration, finance or a related field. Additional experience may substitute for the required education. Equivalence would typically be two years of additional work-related experience for one year of work-related education.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required.

JOB TITLE: Administrative Department Manager

PHYSICAL REQUIREMENTS

Work effectively at desk and in meetings for long periods of time; intermittently move, traverse and position self while performing duties; access equipment surrounding desk; activate, use and operate a computer and other office equipment; use telephone; communicate through written means; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position requires work both during and outside of regular business hours, as well as occasional weekend work and the ability to travel.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Assistant Engineer/Associate Engineer

Department: Engineering

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs professional and highly technical civil engineering duties including design, drafting, planning, bidding, inspections and implementation of construction projects; prepares special engineering reports; conducts studies; and performs technical work for the plant/pipeline operations and maintenance programs; and provides highly responsible professional support to an assigned supervisor.

DISTINGUISHING CHARACTERISTICS

Assistant Engineer - This is the entry level class in the Engineer series. Positions in this class typically require little directly related work experience. The Assistant Engineer class is distinguished from the Associate level by the performance of less than the full range of duties assigned to the Associate level. Incumbents work under general supervision while learning job tasks, progressing to relatively less direction as procedures and processes of assigned area of responsibility are learned.

Associate Engineer - This is the journey level class in the Engineer series and is distinguished from the Assistant level by the assignment of the full range of duties. Employees at this level receive minimal instruction or assistance and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the Assistant level once the incumbent meets the qualification standards of the Associate level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

This class is distinguished from the Senior Engineer in that the latter performs the most difficult and responsible types of duties assigned to classes within this series, including providing supervision over assigned personnel and performing complex design, planning, and implementation of projects.

SUPERVISION RECEIVED AND EXERCISED

Assistant Engineer

Reports directly to, and receives general supervision from the Senior Engineer.

Associate Engineer

Reports directly to, and receives direction from the Senior Engineer.

JOB TITLE: Assistant Engineer/Associate Engineer

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Performs professional and technical civil engineering duties requiring specialized knowledge related to the design and completion of complex engineering and construction assignments.
- Serves as project manager for a variety of capital improvement projects including the conception, feasibility evaluation, design, scheduling, development of Requests for Qualifications and Requests for Proposals, the development and monitoring of project budgets, oversight of outside design consulting firms and management of the construction phase.
- Performs inspections of on-site and off-site projects.
- Researches project design requirements and performs related calculations; conducts plan checks to ensure compliance with Agency and regulatory standards; prepares time and material cost estimates.
- Analyzes, understands, interprets, and communicates to others the correct application of relevant Federal, State, and Local governmental regulations, as well as technical reports, manuals, sketches and related information.
- Develops engineering solutions, designs, plans, specifications and cost estimates for projects and equipment.
- Researches products and vendors; solicits quotes, compares costs and evaluates quality of products.
- Adheres to safety and emergency policies, procedures, rules, regulations and standard operating procedures.
- Participates in the bidding process as assigned, monitors performance and compliance with contracts and agreements.
- Reviews and checks plans and specifications for conformance with design standards, codes and regulations.
- Performs confined space entries to inspect tanks and other spaces.
- Prepares and reviews project status reports, memos, letters, and other correspondence.
- Performs research and conducts technical studies and investigations; prepares reports and presents finding to appropriate staff.
- Performs technical work for the plant/pipeline operations and maintenance programs, as assigned.
- Prepares for and participates in effective public speaking presentations to a variety of audiences.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

JOB TITLE: Assistant Engineer/Associate Engineer

QUALIFICATIONS

Assistant Engineer

Knowledge of:

- Basic principles and practices of engineering, construction, inspection and design project requirements.
- Basic methods, materials, and techniques used in the design, construction, and maintenance and operation of utilities projects and activities.
- Mathematics used in the engineering field.
- Current developments and trends related to professional engineering.
- Modern office practices, methods and equipment including personal computers, AutoCAD and other specialized civil engineering software applications, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices, policies, rules, regulations methods and procedures as relates to design, engineering, construction and emergency procedures and equipment.
- Principles and practices of customer service.

Ability to:

- Learn to perform professional and highly technical civil engineering duties including design, drafting, planning, bidding, inspections and implementation of construction projects; learn to prepare special engineering reports and studies; and learn to perform technical work for the plant/pipeline operations and maintenance programs.
- Learn to understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; intermittently access, review, and adjust and enter data on documents, reports and files; design engineering plans; learn to conduct surveys of proposed construction sites; learn to analyze, interpret and recommend changes to engineering work plans; manage engineering and construction projects; learn to interpret analytical results and technical and numerical information; learn to observe equipment and conditions and problem solve issues related to area of assignment; remember various processes and requirements; interpret and communicate information.
- Learn the methods and procedures related to wastewater treatment, conveyance systems, plant and pipeline operations, analytical quality control methods and interpretation of data.
- Learn the methods and procedures for securing permits and approvals; Federal, State, and local regulations, laws, codes, ordinances and rules related to construction and civil engineering projects.
- Understand and carry out oral and written instructions, prioritize workload to meet deadlines; adjust to changing requirements and environments.
- Learn to conduct complex special studies; write, review and revise detailed documents and reports.
- Learn to analyze, understand, interpret, and communicate the correct application of governmental regulations, technical reports, books, manuals, sketches and plans.

JOB TITLE: Assistant Engineer/Associate Engineer

- Ensure adherence to relevant safety policies, procedures, rules, regulations and standard operating procedures.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

None.

Education:

Equivalent to a Bachelor's degree from an ABET accredited college or university with major course work in civil engineering or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a valid Certificate of Registration as an Engineer-In-Training issued by the California Department of Consumer Affairs Board for Professional Engineers, Land Surveyors, and Geologists.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

JOB TITLE: Assistant Engineer/Associate Engineer

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

Associate Engineer

In addition to the qualifications for the Assistant Engineer:

Knowledge of:

- Principles and practices of professional civil engineering, construction, inspection and design project requirements.
- Methods and procedures related to wastewater treatment, conveyance systems, plant and pipeline operations, analytical quality control methods and interpretation of data.
- Methods and procedures for securing permits and approvals; Federal, State, and local regulations, laws, codes, ordinances and rules related to construction and engineering projects.

Ability to:

- Perform professional and highly technical civil engineering duties including design, drafting, planning, bidding, inspections and implementation of construction projects; prepares special engineering reports and studies; and performs technical work for the plant/pipeline operations and maintenance programs.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; intermittently access, review, and adjust and enter data on documents, reports and files; design civil engineering plans; conduct surveys of proposed construction sites; analyze, interpret and recommend changes to engineering work plans; manage engineering and construction projects; interpret analytical results and technical and numerical information; explain processes to others; observe equipment and conditions and problem solve issues related to area of assignment; remember various processes and requirements; interpret and communicate information.
- Conduct complex special studies; write, review and revise detailed documents and reports.
- Analyze, understand, interpret, and communicate the correct application of governmental regulations, technical reports, books, manuals, sketches and plans.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

JOB TITLE: Assistant Engineer/Associate Engineer

Experience:

Two years of responsible experience similar to an Assistant Engineer with T-TSA.

Education:

Equivalent to a Bachelor's degree from an ABET accredited college or university with major course work in civil engineering or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a valid Certificate of Registration as a Licensed Professional Engineer in Civil Engineering issued by the California Department of Consumer Affairs Board for Professional Engineers, Land Surveyors, and Geologists.

Possession, or ability to obtain confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS (for Assistant and Associate Engineer)

Work effectively for long periods of time at a desk, table, counter; travel to conduct off-site inspections; intermittently move, traverse and position self while performing work activities; ascend and descend stairs, ladders or step stools to inspect or reach equipment or other items and to access areas out of normal reach; manipulate, operate, activate and adjust equipment and tools; position self to adjust office and field equipment or to access low or high items; discern hazardous warning signs and discern and respond to announcements and alarms; maintain airtight seal with self-contained breathing apparatus and air purifying respirator; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

JOB TITLE: Assistant Engineer/Associate Engineer

WORKING/ENVIRONMENTAL CONDITIONS (for Assistant and Associate Engineer)

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. This position also works outside with exposure to all weather conditions and plant noise while conducting inspections and field work. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Chemist I/II/III

Department: Operations

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs technical and professional laboratory duties including testing, analysis, examination, collection and processing of water, wastewater and other environmental samples; and provides support to the Laboratory Director.

DISTINGUISHING CHARACTERISTICS

Chemist I - This is the entry level class in the Chemist series. Positions in this class typically require little directly related work experience. The Chemist I class is distinguished from the II level by the performance of less than the full range of duties assigned to the II level. Incumbents work under close supervision while learning job tasks, progressing to relatively less direction as procedures and processes of assigned area of responsibility are learned.

Chemist II - This is the second level class in the Chemist series and is distinguished from the I level by the assignment of the full range of duties. Employees at this level receive relatively less instruction or assistance and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

Chemist III - This is the full journey level in the Chemist series. It is distinguished from the Chemist II by the ability to perform the full range of duties assigned as well as possession of a Laboratory Analyst III certification. Positions in this class are flexibly staffed and are normally filled by advancement from the II level once the incumbent meets the qualification standards of the III level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

SUPERVISION RECEIVED AND EXERCISED

Chemist I

Reports directly to, and receives general supervision from the Laboratory Director.

Chemist II

Reports directly to, and receives direction from the Laboratory Director.

JOB TITLE: Chemist I/II/III

Chemist III

Reports directly to, and receives direction from the Laboratory Director.

EXAMPLES OF DUTIES (for Chemist I/II/III): *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Collects field and composite samples and data and transports according to prescribed protocols; performs field sampling at off-site locations.
- Performs a variety of routine and special project laboratory tests to assist related to the plant control and environmental monitoring programs for the wastewater treatment plant and contracted services to other agencies and clients.
- Follows Environmental Laboratory Accreditation Program (ELAP) requirements to produce verifiable data to be reported to the Laboratory Director and the Water Quality Control Board and other entities, as required.
- Collects and processes various samples, following prescribed procedures; prepares media and processes in incubator.
- Performs various chemical and biological tests and maintains records of results and performs quality control processes.
- Receives samples from clients and other local agencies; verifies and maintains chain of custody; documents and logs samples; prepares invoices; and processes samples.
- Adheres to safety program regarding hazardous waste handling and follows all other safety requirements and protocols.
- Maintains accurate detailed records and files; produces graphs; enters and reviews data; assures results meets or exceed quality assurance criteria; prepares and enters various data into documents, reports and logs.
- Sets up, calibrates and operates a variety of laboratory equipment and instrumentation; performs troubleshooting and maintenance of laboratory equipment and instruments.
- Recognizes problems that may occur in analytical procedures and troubleshoots known problems or confers with other to identify possible problems affecting results.
- Maintains and cleans laboratory equipment; sanitizes laboratory tools and equipment; washes glassware and other items following prescribed protocols.
- Assists in the development of Standard Operating Procedures.
- Performs river sampling and biological organism identification for compliance with agency monitoring and reporting programs.
- Works on special projects, as assigned.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- At the Chemist III level, incumbents may serve in absence of Laboratory Director for regulatory reporting purposes.

JOB TITLE: Chemist I/II/III

- Performs related duties as assigned.

QUALIFICATIONS

Chemist I

Knowledge of:

- Basic methods and procedures related to the preparation and standardization of chemical solutions, laboratory instrumentation and analytical quality control, and biology and chemistry.
- Basic principles of chemistry, biology and microbiology as pertains to laboratory testing and analysis.
- Basic principles and practices of research, analysis, and laboratory processes and equipment used.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Learn to collect field and composite samples and data and transport according to prescribed protocols.
- Learn to perform a variety of routine and special project laboratory tests related to plant control and environmental monitoring programs for the wastewater treatment plant and contracted services to other agencies and clients.
- Learn to safely operate a snowmobile, ATV, or vehicle with chains installed, in inclement weather conditions.
- Learn all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; learn safety rules and how to identify hazards; intermittently locate, analyze, detect and diagnose problem equipment; learn to problem solve related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review and interpret and adjust or enter data on various documents and records and interpret and communicate technical and numerical information.
- Learn to perform standard laboratory tasks including using instrumentation, running calibrations, weighing, measuring, making standards, analyzing and interpreting reports and results.
- Perform standard mathematical, statistical, geometric and algebraic calculations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.

JOB TITLE: Chemist I/II/III

- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

One year of laboratory experience desirable.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major coursework in biology, microbiology, chemistry, environmental science or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a CWEA Grade I Laboratory Analyst Certificate is required within three qualifying test cycles of appointment (approximately 18 months).

Chemist II

In addition to the qualifications for the Chemist I:

Knowledge of:

- Methods and procedures related to wastewater treatment.
- Methods for the preparation and standardization of chemical solutions, laboratory instrumentation and analytical quality control, and aquatic biology and chemistry.
- Principles of chemistry, biology and microbiology as pertains to laboratory testing and analysis.

JOB TITLE: Chemist I/II/III

- Principles and practices of biological and physical testing and analyses of water and wastewater including proper sampling procedures and EPA approved methods as dictated in Standard Methods.
- Principles and practices of research, analysis and laboratory functions and laboratory equipment used for a public utility water and wastewater quality control agency.

Ability to:

- Collect field and composite samples and data and transports according to prescribed protocols.
- On an ongoing basis know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Perform a variety of routine and special project laboratory tests related to plant control and environmental monitoring programs for the wastewater treatment plant and contracted services to other agencies and clients.
- Safely operate a snowmobile, ATV, or vehicle with chains installed, in inclement weather conditions.
- Perform analysis of laboratory tests including using instrumentation, running calibrations, weighing, measuring, making standards and to analyze and interpret reports and results.
- Perform mathematical, statistical, geometric and algebraic calculations common to water quality control laboratory analysis.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible experience similar to Chemist I with T-TSA.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major coursework in biology, microbiology, chemistry, environmental science or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

JOB TITLE: Chemist I/II/III

Possession of a CWEA Grade II Laboratory Analyst Certificate is required within three qualifying test cycles of appointment (approximately 18 months).

Chemist III

In addition to the qualifications for the Chemist II:

Knowledge of:

- Advanced methods and procedures related to wastewater treatment, of the preparation and standardization of chemical solutions, laboratory instrumentation and analytical quality control, and aquatic biology and chemistry.
- Advanced principles and practices of research, analysis and laboratory functions and laboratory equipment used for a public utility water and wastewater quality control agency.
- Advanced methods and procedures related to biological organism identification.
- ELAP certification process for environmental laboratories and other regulatory requirements.
- Methods of instrument troubleshooting, calibration and maintenance of laboratory equipment.

Ability to:

- Perform the most complex duties related to the performance and analysis of laboratory tests related to the plant control and environmental monitoring programs for the wastewater treatment plant and contracted services to other agencies and clients.
- Perform troubleshooting, calibration and maintenance of laboratory instruments.
- Serve as acting Laboratory Director in Director's temporary absence to comply with regulatory reporting purposes.
- Assist with the training of new staff.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible experience similar to Chemist II with T-TSA.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major coursework in biology, microbiology, chemistry, environmental science or a related field.

JOB TITLE: Chemist I/II/III

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a CWEA Grade III Laboratory Analyst Certificate is required within three qualifying test cycles of appointment (approximately 18 months).

PHYSICAL REQUIREMENTS (for Chemist I/II/III)

Work effectively at desk, laboratory station, and in meetings for long periods of time; intermittently move, traverse and position self while performing duties in the field, laboratory or office; access equipment surrounding desk or in laboratory; activate, use and operate a computer and other office equipment and laboratory equipment; discern color-based test results and organisms through a microscope; use telephone; communicate through written means; and move or transport weight of 25 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS (for Chemist I/II/III)

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. In addition, this position also works outside with exposure to all weather conditions during, e.g., sampling. Laboratory is open 7 days per week requiring weekend work.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Chief Plant Operator

Department: Operations Department

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs, manages and supervises wastewater treatment operations within the Operations Department including complex operational problems and projects, and training and scheduling of personnel; ensures plant is running properly, in a safe efficient manner and in compliance with regulatory requirements; and performs a variety of technical tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

The Chief Plant Operator position performs management responsibilities for the Operations Department, including planning, assigning and evaluating the work of subordinates. This position is responsible for supervising and managing the wastewater treatment function of the Operations Department.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Operations Department Manager. Exercises direct supervision over assigned technical personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class are not intended to be an inclusive list.*

- Develops and implements goals and objectives related to wastewater treatment operations; establishes schedules and methods for the wastewater treatment operations; implements policies and procedures.
- Plans, prioritizes, assigns, supervises and reviews the work of staff involved in wastewater treatment operations. Assumes the role of Operator as needed.
- Evaluates operations and activities of wastewater treatment operations; recommends improvements and modifications; prepares various reports on operations and activities.
- Assists the Operations Department Manager in developing and administering section budget; prepares cost estimates for budget recommendations; submits justifications for requested equipment, materials and supplies; monitors and controls expenditures.
- Recommends to Operations Department Manager the selection of staff; provides or coordinates staff training; works with employees to correct performance deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.

JOB TITLE: Chief Plant Operator

- Prepares regulatory compliance documents including, but not limited to, Lahontan Regional Water Quality Control Board report, EPA Biosolids Report, and Waste Management Sludge Profile; and monthly monitoring reports.
- Oversees and checks process records to determine compliance with all regulatory requirements; monitors operations and laboratory data to determine efficiency and effectiveness of plant processes.
- Performs operational tasks, when needed, including complex operational problems; collects samples; performs rounds; operates, repairs or cleans equipment; puts equipment in and out of service.
- Inspects treatment plant and equipment.
- Performs confined space entries to inspect tanks and other spaces.
- Operates a forklift to transport, load and unload materials, supplies and equipment, as assigned.
- Adheres to and enforces compliance with all safety policies and procedures.
- Oversees repair requisitions; estimates hours needed for repairs; determines frequency and need for preventative maintenance; approves work orders; accepts deliveries.
- Provides tours and makes presentations.
- Answers questions and provides information to the public; investigates complaints from the public and recommends corrective action as necessary to resolve complaints.
- Delivers laboratory samples to third-party laboratory.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of wastewater treatment operations and processes and the methods of evaluating treatment results.
- Equipment, tools and materials used in wastewater treatment operations and processes.
- Methods and procedures of mathematics, biology, chemistry, biochemistry and sampling procedures and laboratory techniques related to area of assignment.
- Principles and practices of supervision, training and evaluating performance.
- Principles and practices of budget monitoring.
- Principles and practices of safety management and response to emergencies involving assigned operations.
- Pertinent local, State and Federal laws, ordinances and rules.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.

JOB TITLE: Chief Plant Operator

- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Organize, implement, and direct wastewater treatment operations including complex operational problems and projects, ensuring compliance with regulatory requirements.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Interpret and explain pertinent Agency and department policies and procedures.
- Assist in the development and monitoring of an assigned program budget.
- Develop and recommend policies and procedures related to assigned operations.
- Analyze and prepare technical reports and related documents.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Assist with the duties of Operations Supervisor, Operations Shift Supervisor or Operator, as needed.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Supervise, train and evaluate performance of assigned staff.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

JOB TITLE: Chief Plant Operator

Experience and/or Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of increasingly responsible experience supervising wastewater operations.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in environmental science, engineering, or a related field. Additional experience may substitute for the required education. Equivalence would typically be two years of additional experience for one year of education.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a Wastewater Treatment Operator Grade V Certificate issued by the California State Water Resources Control Board.

Possession of, or ability to obtain a forklift certification is required within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, control rooms, laboratory or job site while performing work activities and to reach needed items; work effectively for long periods of time at a desk or table in a control room, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or access low or high items; ascend and descend stairs, ladders or step stools to reach elevated platforms,

JOB TITLE: Chief Plant Operator

equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in both an indoor office environment and outdoors with exposure to confined spaces and all weather conditions, and includes working on or operating equipment and working on elevated platforms.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Customer Service Specialist I/II

Department: Administrative Services

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs technical work involving financial record keeping, utility billing and customer service; receives and responds to utility billing questions, serving as liaison between the Agency and customers by answering questions and solving utility billing issues; and performs commercial and residential property inspections.

DISTINGUISHING CHARACTERISTICS

Customer Service Specialist I - This is the entry level class in the Customer Service Specialist series. Positions in this class typically require little directly related work experience. The Customer Service Specialist I class is distinguished from the II level by the performance of less than the full range of duties assigned to the II level. Incumbents work under immediate supervision while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Customer Service Specialist II - This is the journey level class in the Customer Service Specialist series and is distinguished from the I level by the assignment and satisfactory performance of the full range of duties. Employees at this level receive relatively less instruction or assistance, as employees at this level are expected to be fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

SUPERVISION RECEIVED AND EXERCISED

Customer Service Specialist I

Reports directly to, a receives immediate supervision from the Customer Service Supervisor.

Customer Service Specialist II

Reports directly to, a receives general supervision from the Customer Service Supervisor.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

CLASS TITLE: Customer Service Specialist I/II

- Receives and responds to customer inquiries and questions regarding bills; processes payments; researches and resolves payment discrepancies and customer complaints.
- Maintains customer account information; coordinates and conducts on-site inspections for billing purposes.
- Reviews and audits customer accounts; analyzes and researches discrepancies in financial documents and transactions.
- Performs first-line customer service duties including: answers phones, assists the general public in person with inquiries, on the phone, via mail or by email.
- Performs plan checks for residential and commercial structures and calculates appropriate fees; issues permits.
- Prepares a variety of letters, correspondence and transmittals.
- Sets up and maintains a variety of customer, account and category files; ensures accurate input of data into utility billing system.
- Calculates and prorates or adjusts utility bills for partial periods; posts received cash to account records.
- Conducts off-site inspections for utility billing purposes.
- Processes and updates records related to property transfers and splits.
- Assists with the preparation of lien lists and notification of intent to lien.
- Maintains a variety of records and reports related to assigned duties.
- Interacts with public agencies and title companies to identify new customer accounts.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Customer Service Specialist I

Knowledge of:

- Principles of accounting as it relates to accounts receivable.
- Mathematical calculations related to financial record keeping.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

CLASS TITLE: Customer Service Specialist I/II

Ability to:

- Learn to perform difficult and responsible technical work involving financial and related statistical record keeping.
- Learn to know, understand and perform job-related operations; learn requirements and essential aspects of the job; learn to observe and report problems; learn to review, analyze and interpret documents and information, remember instructions; and communicate information to others.
- Learn to prepare, process, review, and check submitted accounting and financial documents, records, and forms for accuracy, completeness and conformance to applicable policies, rules, and regulations.
- Learn to research and compile technical and financial information.
- Operate a personal computer for data entry, inquiry, and report generation.
- Make accurate mathematical calculations.
- Make appropriate decisions regarding billing adjustments.
- Respond to and assist in the more routine inquiries related to financial accounting records and processes.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of customer service experience that includes the determination and processing of billing information experience is desirable.

Education:

Equivalent to the completion of the twelfth grade required supplemented by desired college courses in business administration or related field.

CLASS TITLE: Customer Service Specialist I/II

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required.

Customer Service Specialist II

In addition to the above-listed qualifications for Customer Service Specialist I:

Knowledge of:

- Practices, methods, and terminology used in financial and statistical record keeping.
- Principles and practices of routine analytical research.
- Pertinent local, State and Federal laws, ordinances, rules and regulations.

Ability to:

- Independently perform difficult and responsible technical work involving financial and related statistical record keeping.
- On an ongoing basis, know, understand and explain operations; know all requirements and essential aspects of the job; intermittently observe and analyze and recommend solutions to problems; review, analyze and interpret documents and information, remember instructions; and communicate tasks or projects to others.
- Prepare, process, review, and check submitted accounting and financial documents, records, and forms for accuracy, completeness and conformance to applicable policies, rules, and regulations.
- Independently research and compile technical and financial information.
- Respond to and assist in resolving difficult and/or sensitive inquiries related to financial accounting records and processes.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of applicable experience similar to Customer Service Specialist I with T-TSA.

Education:

Equivalent to the completion of the twelfth grade required supplemented by desired college courses in business administration or related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required.

CLASS TITLE: Customer Service Specialist I/II

PHYSICAL REQUIREMENTS (for Customer Service Specialist I and II)

Work effectively at desk, table or counter for long periods of time; travel to conduct off-site inspections; intermittently move around the office while performing work activities and to reach needed items; manipulate and file documents; operate and adjust office equipment; manipulate, activate, operate and adjust equipment; ascend and descend ladders or step stools to reach equipment or other items and to access areas out of reach; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS (for Customer Service Specialist I and II)

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Additional work may be performed outdoors with exposure to all weather conditions.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Customer Service Supervisor

Department: Administrative Services

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and supervises customer service operations within the Administrative Services Department; and performs a variety of technical tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

The Customer Service Supervisor performs full supervisory responsibilities for including planning, assigning and evaluating the work of subordinates. In addition, this position is responsible for oversight of the Customer Service billing operation.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Administrative Department Manager. Exercises direct supervision over assigned technical personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class are not intended to be an inclusive list.*

- Develops and implements goals and objectives related to Customer Service; establishes schedules and methods for determining fees, processing utility bills and providing customer service; implements policies and procedures.
- Plans, prioritizes, assigns, supervises and reviews the work of staff involved in the maintenance of customer accounts, connection and sewer permitting process, and customer relations.
- Evaluates operations and activities of Customer Service; recommends improvements and modifications; prepares various reports on operations and activities.
- Assists the Administrative Manager in developing and administering section budget; prepares cost estimates for budget recommendations; submits justifications for equipment, materials and supplies; monitors and controls expenditures.
- Recommends to Administrative Manager the selection of staff; provides or coordinates staff training; works with employees to correct performance deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.
- Supervises first-line customer service duties including: answers phones; assists the general public in person with inquiries, via mail or by email.
- Receives, researches and responds to the more complex and sensitive customer service inquiries.
- Supervises the annual County tax collection, lien and bankruptcy claim processes.

CLASS TITLE: Customer Service Supervisor

- Prepares a variety of correspondence, financial and statistical reports; maintains financial records.
- Performs plan checks for residential and commercial structures and calculates appropriate fees; issues permits.
- Conducts off-site inspections for utility billing purposes.
- Maintains the Agency's utility billing system.
- Supervises the appeal process as it relates to utility billing.
- Receives, reviews and routes development project proposals; evaluates and responds to requests for the abandonment of easements.
- Supervises the opening, maintenance and closing of customer accounts.
- Answers questions and provides information to the public; investigates customer complaints and recommends corrective action as necessary to resolve complaints.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of customer service including the processing of utility billing.
- Principles and practices of supervision, training and evaluating performance.
- Procedures, policies, and rules affecting the development, maintenance and control of utility billing recordkeeping.
- Practices of financial and statistical recordkeeping including automated accounting and bookkeeping systems.
- Principles and practices of budget monitoring.
- Principles and practices of safety management.
- Pertinent local, State and Federal laws, ordinances and rules.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Organize, implement and direct customer service operations/activities.

CLASS TITLE: Customer Service Supervisor

- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules, and codes related to area of assignment; intermittently access, review, analyze and adjust technical documents, work orders, reports and other files and records; train others; observe performance, review and evaluate the work of others; problem solve issues related to area of assignment; remember various processes and requirements; identify, interpret and communicate technical and numerical information and instructions.
- Interpret and explain pertinent Agency and department policies and procedures.
- Assist in the development and monitoring of an assigned program budget.
- Develop and recommend policies and procedures related to assigned operations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Supervise, train and evaluate performance of assigned staff.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of increasingly responsible experience in the processing and maintenance of utility billing; including one year providing technical and functional supervision over assigned personnel.

Education:

Equivalent to the completion of the twelfth grade required supplemented by college courses in business administration or related field desired.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

CLASS TITLE: Customer Service Supervisor

PHYSICAL REQUIREMENTS

Work effectively at desk, table or counter for long periods of time; travel to conduct off-site inspections; intermittently move around the office while performing work activities and to reach needed items; manipulate and file documents; operate and adjust office equipment; manipulate, activate, operate and adjust equipment; ascend and descend ladders or step stools to reach equipment or other items and to access areas out of reach; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Additional work may be performed outdoors with exposure to all weather conditions.

TAHOE-TRUCKEE SANITATION AGENCY

Class Specification

Job Title: Engineering Department Manager

Department: Engineering

FLSA Status: EXEMPT

Revised as of: **12/2019**

DEFINITION

Plans, organizes, directs and reviews the activities and operations of the Engineering Department, including the development, administration and execution of engineering projects related to the Agency's advanced wastewater treatment plant and interceptor pipeline; directs safety and regulatory compliance; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager.

DISTINGUISHING CHARACTERISTICS

The Engineering Department Manager duties are administrative/managerial and highly complex in nature, involving highly technical functions. The incumbent has broad management authority for the day-to-day operations of the Engineering Department, as well as functional authority/responsibility for overseeing numerous engineering projects and studies.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives administrative direction from the General Manager. Responsibilities include broad management authority over professional and technical positions in the Engineering Department.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops, plans and implements department goals and objectives; recommends and administers policies and procedures.
- Coordinates department activities with those of other departments and outside agencies and organizations; provides staff assistance to the General Manager and Board of Directors; prepares and presents staff reports and other necessary correspondence.
- Directs, oversees and participates in the development of the department's work plan; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Supervises and participates in the development and administration of the Engineering Department budget; directs the forecast of additional funds needed for staffing,

JOB TITLE: Engineering Department Manager

equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments.

- Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; recommends and/or implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the department.
- Directs, plans, and oversees the design, construction and implementation of complex projects associated with the operations of the Grade V wastewater treatment plant including structural, mechanical, instrumentation, and architectural projects; directs and oversees construction inspections of projects.
- Directs and oversees the preparation and administration of the Agency's long-term master plan and capital improvement project plan including preparation of cost estimates for budget recommendations; administers approved CIP budgets.
- Coordinates with other department managers regarding the effective planning and implementation of engineering projects to ensure minimal disruption to operations.
- Directs, develops, reviews and approves engineering solutions, designs, plans, specifications and cost estimates for projects and equipment.
- Secures and manages the services of contractors and consultants in the performance of engineering studies and projects; prepares and administers engineering contracts and purchase agreements.
- Serves as liaison between the Agency and regulatory agencies, stakeholders and outside organizations.
- Oversees the development and maintenance of various hydraulic models for conveyance, treatment and pumping systems.
- Serves as Agency's Safety Director; oversees safety audits, safety committee meetings, emergency first responder meetings and safety related projects; reviews and approves safety plans and programs.
- Represents the department to outside groups and organizations; participates in outside community and professional groups and committees; provides technical assistance as necessary.
- Researches and prepares technical and administrative reports and studies; prepares written correspondence as necessary.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

JOB TITLE: Engineering Department Manager

QUALIFICATIONS

Knowledge of:

- Principles and practices of advanced engineering including, planning, design, cost estimating, construction, operation and inspection of a wide variety of wastewater projects.
- Principles and practices related to Grade V wastewater treatment, conveyance systems, analytical quality control methods and interpretation of data.
- Basic process control principles used in a Grade V wastewater treatment plant.
- Methods of master planning.
- Principles and practices of advanced project management.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Principles and practices of safety and emergency procedures.
- Principles and practices of customer service.

Ability to:

- Plan, direct and control the administration and operations of the Engineering Department.
- On a continuous basis know and understand requirements and all essential aspects of the job; access, review, analyze and interpret a wide variety of reports, technical data and budget documents; know and understand laws, regulations, rules and codes related to area of assignment; observe performance and review and evaluate staff; problem solve department related issues; remember various processes and requirements; and interpret and communicate policy, information and instructions.
- Prepare and administer department budgets.
- Develop and implement department policies and procedures.
- Supervise, train and evaluate assigned personnel.
- Gain cooperation among staff and management team through discussion and persuasion.

JOB TITLE: Engineering Department Manager

- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Interpret and apply local, regional, State and Federal and Agency policies, procedures, rules and regulations.
- Analyze complex operational processes and perform complex engineering calculations in the development of sound recommendations.
- Read and interpret plans, specifications, diagrams and maps.
- Write and revise technical and regulatory reports.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Eight years of supervisory or higher-level experience that involved professional engineering duties; including two years in a management capacity.

Education:

Equivalent to a Bachelor's degree from an ABET accredited college or university with major course work in engineering or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

JOB TITLE: Engineering Department Manager

Possession of a valid Certificate of Registration as a Licensed Professional Engineer in Civil or Mechanical Engineering issued by the California Department of Consumer Affairs Board for Professional Engineers, Land Surveyors, and Geologists.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Work effectively at desk and in meetings for long periods of time; intermittently move, traverse and position self while performing duties; travel to conduct off-site inspections; access equipment surrounding desk; activate, use and operate a computer and other office equipment; use telephone; communicate through written means; and move or transport weight of 20 pounds or less.

Ability to wear a self-contained breathing apparatus and air purifying respirator.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and plant noise. Position requires work both during and outside of regular business hours, as well as occasional weekend work and the ability to travel.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: General Manager

FLSA Status: EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and reviews the overall activities and operations of the Tahoe-Truckee Sanitation Agency; advises and assists the Board of Directors; represents the Agency's goals and interests locally, regionally and at the State and Federal levels; provides leadership to the organization; and coordinates activities with outside agencies and the community.

DISTINGUISHING CHARACTERISTICS

The General Manager's duties are administrative/managerial and highly complex in nature, involving highly technical functions. The incumbent is responsible for representing and implementing the Board's policies and programs with employees, community organizations and the general public.

SUPERVISION RECEIVED AND EXERCISED

The General Manager reports to, and receives policy direction from the Board of Directors. Responsibilities include management authority over a large and diverse group of management, supervisory, professional, technical, and support positions whose incumbents perform the full range of administrative and operations activities for the Agency.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops, plans and implements Agency goals and objectives; develops and administers policies and procedures.
- Coordinates Agency activities between departments and with outside agencies and organizations; provides staff assistance to the Board of Director's; prepares and presents staff reports and other necessary correspondence.
- Directs, oversees and participates in the development of Agency-wide work plans; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Directs the development and administration of the Agency's budget; directs the forecast of additional funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments as necessary.

JOB TITLE: General Manager

- Prepares and submits to the Board of Directors the annual reports of financial, administrative, and operational activities; keeps the Board of Directors advised of financial conditions, program progress, regulatory issues, and the present and future needs of the Agency.
- Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the Agency.
- Monitors and provides direction, as needed, for media and public relations; ensures the Agency's interests are represented with customers, stakeholders, governmental agencies, the financial community and the public.
- Coordinates with outside counsel on legal issues affecting the Agency.
- Represents the Agency to outside groups and organizations; participates in outside community and professional groups and committees; provides technical assistance as necessary.
- Researches and prepares technical and administrative reports and studies; prepares written correspondence as necessary.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of modern and highly complex public utility administration, departments, organization, and service.
- Principles and practices of effective public relations and interrelationships with community groups, local, regional, State and Federal agencies, and the public.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.

JOB TITLE: General Manager

- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Principles and practices of safety and emergency procedures.
- Principles and practices of customer service.

Ability to:

- Plan, direct and control the administration and operations of the Agency.
- On a continuous basis, know and understand requirements and all essential aspects of the job; access, review, analyze and interpret a wide variety of reports, technical data and budget documents; know and understand laws, regulations, rules and codes related to area of assignment; observe performance and review and evaluate staff; problem solve Agency related issues; remember various processes and requirements; and interpret and communicate policy, information and instructions.
- Prepare and administer Agency budgets.
- Develop and implement Agency policies and procedures.
- Supervise, train and evaluate assigned personnel.
- Gain cooperation through discussion and persuasion.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Interpret and apply local, regional, State and Federal and Agency policies, procedures, rules and regulations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

JOB TITLE: General Manager

Experience:

Ten years of administrative and management experience that involved planning, organizing, implementing, and supervising varied programs, preferably within a public agency.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in engineering, business administration, public administration, or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required.

PHYSICAL REQUIREMENTS

On a continuous basis, remain stationary at desk and in meetings for long periods of time; intermittently move, traverse and position self while performing duties; access equipment surrounding desk; activate, use and operate a computer and other office equipment; use telephone; communicate through written means; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position requires work both during and outside of normal office hours, including occasional weekend work, and the ability to travel.

TAHOE-TRUCKEE SANITATION AGENCY

Class Specification

Job Title: Human Resources Administrator

Department: Human Resources

FLSA Status: EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, and performs professional duties in support of Human Resources activities and programs including recruitment, benefits, training, grievances, discipline, investigations, compliance with local, state and federal laws, and risk management; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager.

DISTINGUISHING CHARACTERISTICS

The Human Resources Administrator is responsible for the development and implementation of all significant Human Resources programs, including planning, organizing, maintaining and implementing program elements.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the General Manager.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops, plans and implements Human Resources program goals and objectives; recommends and administers policies and procedures.
- Coordinates Human Resources activities with those of other departments and outside agencies and organizations; provides staff assistance to the General Manager and Board of Directors; prepares and presents staff reports and other necessary correspondence.
- Manages Human Resources functions of the Agency including recruitment, benefits, training, grievances, discipline, investigations, compliance with local, State and Federal laws, risk management; participates in and/or provides information for labor-related collaborations.
- Develops, administers and implements the processing and maintenance of a comprehensive benefit plan including health, dental and life insurance, long-term disability, flexible spending, and other benefits.
- Develops, manages and implements and evaluates the Agency's classification and compensation plan, policies, processes, and procedures; manages, coordinates, and monitors the larger classification and/or compensation studies conducted on an Agency-wide basis.

JOB TITLE: Human Resources Administrator

- Consults with and advises department managers, supervisors and employees on human resources related issues, policies, procedures.
- Analyzes and recommends improvements for the Human Resources functions of the Agency; develops and implements Human Resources procedures, processes and practices.
- Oversees the maintenance of all personnel records, including benefit plan participation (insurance and pension plans), personnel transactions (e.g. hires, promotions, transfers, performance reviews, leaves of absence, terminations, etc.), and employee statistics for government reporting.
- Oversees Department of Transportation (DOT) program for commercial drivers including drug-testing program.
- Represents the Agency to outside groups and organizations; participates in outside community and professional groups and committees; provides technical assistance as necessary.
- Researches and prepares technical and administrative reports and studies; prepares written correspondence as necessary; prepares and presents agenda items to the Board of Directors.
- Secures and manages the services of contractors and consultants in the performance of Human Resources studies and trainings; prepares and administers Human Resources contracts and agreements.
- Administers Agency health and wellness strategy and programs; develops and implements health management/well-being programs and resources.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of public sector Human Resources administration to include recruitment and selection, classification and pay, organizational analysis and development, performance management, employee benefits administration, leave management administration, and public retirement systems.
- Principles and practices of grievance processes, progressive discipline and labor-related collaboration.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, office administration.

JOB TITLE: Human Resources Administrator

- Principles and practices of budget preparation and administration.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Plan, direct and administer the Agency's Human Resources program including recruitments, benefits, training, grievances, discipline, investigations, compliance with local, state and federal laws, and risk management.
- On a continuous basis, know and understand requirements and all essential aspects of the job; access, review, analyze and interpret a wide variety of reports, technical data and budget documents; know and understand laws, regulations, rules and codes related to area of assignment; problem solve department related issues; remember various processes and requirements; and interpret and communicate policy, information and instructions.
- Understand and convey Human Resources policies and procedures to employees, supervisors and managers.
- Maintain confidentiality related to sensitive information and personnel issues.
- Prepare and present oral presentations, perform technical writing and prepare reports, and salary and benefit surveys.
- Prepare and administer department budget.
- Develop and implement department policies and procedures.
- Gain cooperation among staff and management team through discussion and persuasion.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals. Interpret and apply Agency and department policies, procedures, rules and regulations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.

JOB TITLE: Human Resources Administrator

- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Five years of increasingly responsible experience in Human Resources, preferably within the public sector.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in human resources, personnel management, business administration or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

Possession of, or ability to obtain, a SHRM-CP or equivalent certification within eighteen months of appointment.

PHYSICAL REQUIREMENTS

Work effectively at desk and in meetings for long periods of time; intermittently move, traverse and position self while performing duties; access equipment surrounding desk; activate, use and operate a computer and other office equipment; use telephone; communicate through written means; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position may require work outside of regular business hours, as well as occasional weekend work and the ability to travel.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Information Technology Department Manager

Department: Information Technology

FLSA Status: EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and reviews the activities and operations of the Information Technology ("IT") Department including the development and maintenance of hardware and software systems that allow for automated operations of the Agency and its wastewater treatment plant; maintains Agency computer security; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager.

DISTINGUISHING CHARACTERISTICS

The Information Technology Department Manager duties are administrative/managerial and highly complex in nature, involving highly technical functions. The incumbent has broad management authority for the day-to-day operations of the Information Technology Department, as well as functional authority/responsibility for overseeing numerous information technology projects.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives administrative direction from the General Manager. Responsibilities include broad management authority over professional and technical positions within the IT Department.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops, plans and implements department goals and objectives; recommends and administers policies and procedures.
- Coordinates department activities with those of other departments and outside agencies and organizations; provides staff assistance to the General Manager and Board of Directors; prepares and presents staff reports and other necessary correspondence.
- Directs, oversees and participates in the development of the department's work plan; assigns work activities, projects and programs; monitors work flow; on-site and off-site review and evaluation of work products, methods and procedures; troubleshoots metering stations both on-site and off-site.
- Supervises and participates in the development and administration of the Information Technology Department budget; directs the forecast of additional funds needed for

CLASS TITLE: Information Technology Manager

staffing, equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments as necessary.

- Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the department.
- Develops, programs and maintains plant IT equipment including computer systems, programmable logic controllers, variable frequency drive and systems integration in accordance with industry standards.
- Develops, programs and maintains the Agency's Enterprise Resource Package software and integrates with hardware and software systems.
- Designs and implements technical specifications for new equipment and processes.
- Provides appropriate response for any failures in processes.
- Identifies and provides technical products and expertise to Agency staff for hardware and software programming.
- Manages and maintains computer systems including networking, security, surveillance, automation, desktops, servers and software.
- Coordinates with other department managers regarding the effective planning and implementation of IT upgrades, improvements and modifications to the treatment plant in accordance with industry standards and ensures minimal disruption to operations.
- Secures and manages the services of contractors and consultants in the performance of IT studies and projects; prepares and administers IT contracts and purchase agreements.
- Assists in the implementation of the Agency surplus property program.
- Performs confined space entries for equipment installation.
- Represents the department to outside groups and organizations; participate in outside community and professional groups and committees; provides technical assistance as necessary.
- Researches and prepares technical and administrative reports and studies; prepares written correspondence as necessary.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of programming in several computer and automation languages such as JAVA, Python, Javascript, HTML, Programming Frameworks, Ladder Logic, Statement List, etc.

CLASS TITLE: Information Technology Manager

- Principles and practices of system integration including SCADA, HMI, Industrial Communications Protocols, electrical signaling, and industrial equipment and operations common to industry standards for an advanced wastewater treatment plant.
- Methods for building, troubleshooting and maintaining communications systems.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Principles and practices of safety and emergency procedures.
- Principles and practices of customer service.

Ability to:

- Plan, direct and control the administration and operations of the Information Technology Department.
- On a continuous basis, know and understand requirements and all essential aspects of the job; access, review, analyze and interpret a wide variety of reports, technical data and budget documents; know and understand laws, regulations, rules and codes related to area of assignment; observe performance and review and evaluate staff; problem solve department related issues; remember various processes and requirements; and interpret and communicate policy, information and instructions.
- Develop software and hardware solutions for a variety of Agency needs.
- Troubleshoot, repair and retool software and hardware.
- Read, understand and apply electrical and mechanical drawings and designs.
- Prepare and administer department budgets.
- Develop and implement department policies and procedures.
- Supervise, train and evaluate assigned personnel.
- Gain cooperation among staff and management team through discussion and persuasion.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Interpret and apply Agency and department policies, procedures, rules and regulations.

CLASS TITLE: Information Technology Manager

- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Eight years of supervisory or higher-level experience that involved the development, maintenance and implementation of information technology solutions; including two years in a management capacity.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in computer science, information technology, or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Ability to obtain a confined space certificate within six months of appointment.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Work effectively for long periods of time at a desk, table, counter or while driving; intermittently move, traverse and position self while performing work activities and to

CLASS TITLE: Information Technology Manager

reach needed items; position self to adjust office equipment or to access low or high items; manipulate operate and activate office equipment and office tools; and move or transport weight of 20 pounds or less.

Ability to wear a self-contained breathing apparatus and air purifying respirator.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position requires work both during and outside of regular business hours, as well as occasional weekend work and the ability to travel.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Information Technology Specialist

Department: Information Technology

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs a variety of professional and technical duties related to the maintenance of information technology components of the operations of the Agency, including Supervisory Control and Data Acquisition (SCADA) operations, conventional desktops and networking.

DISTINGUISHING CHARACTERISTICS

Employees within this journey-level class perform the full range of duties as assigned including maintaining various information technology components such as SCADA, HMI and desktop systems. Employees at this level receive minimal instruction or assistance, and are fully aware of the operating procedures and policies of the work unit

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general supervision from the Information Technology Department Manager.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Performs technical and professional duties related to the development and maintenance of Agency computer systems including servers, computers, phones, printers, security cameras, uninterruptible power supplies and networking equipment.
- Develops and maintains custom software and hardware for use by Agency departments.
- Monitors and performs computer equipment repairs; plans and implements upgrades and creates redundancy and backups.
- Provides desktop support for Agency computers, hardware and software; provides training and technical support to Agency staff.
- Collaborates with Operations staff as it relates to the design, monitoring and training of SCADA and automation hardware and software.
- Develops technical documentation; assembles a variety of reports; maintains daily and weekly logs and records.
- Designs, modifies, reads and interprets maps, schematics, plans, blueprints and specifications.
- Provides input to the Agency's information technology strategy.

CLASS TITLE: Information Technology Specialist

- Designs, implements and maintains systems architecture across multiple platforms; and coordinates for the design, modification, upgrade and implementation of infrastructure design.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles of Windows and Linux-based Systems Management.
- Principles of network communication through hardware and software.
- Physical and virtual architecture of networks and computer systems.
- Various programming languages including scripting languages (Javascript, Python), dynamic and statically compiled languages (JAVA, C++) and automation configuration software (Ladder Logic and assembly).
- Best practices as they relate to network and systems security, web development, data storage, replication, retention and governance.
- PLC and SCADA control strategies.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, typewriters, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Install, maintain and troubleshoot a variety of information technology components including networks, hardware, software, PLC's and SCADA systems.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; intermittently access, review, and adjust and enter data on documents, reports and files; design specifications and schematics; analyze, interpret and recommend changes to technology work plans; manage technology projects; interpret analytical results and technical and numerical information; explain processes to others; observe equipment and conditions and problem solve issues related to area of assignment; remember various processes and requirements; interpret and communicate information.
- Read and interpret maps, schematics and electrical drawings.

CLASS TITLE: Information Technology Specialist

- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible experience in the development and maintenance of computer systems, SCADA and automation.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in computer science, information technology, or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desired.

PHYSICAL REQUIREMENTS

Work effectively for long periods of time at a desk, table, counter; intermittently move, traverse and position self while performing work activities; ascend and descend stairs, ladders or step stools to inspect or reach equipment or other items and to access areas out of normal reach; manipulate, operate, activate and adjust equipment and tools; position self to adjust office and field equipment or to access low or high items; discern hazard warning signs, and discern and respond to announcements and alarms, move or transport weight of 25 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. In addition, this position is exposed to all weather conditions while conducting field work.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Instrumentation and Electrical Supervisor

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and supervises the installation, operation, maintenance and repair of a wide variety of electrical and instrumentation equipment used in wastewater treatment facility operations within the Maintenance Department; and performs a variety of technical tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

The Instrumentation and Electrical Supervisor position performs full supervisory responsibilities including planning, assigning and evaluating the work of subordinates. In addition, this position is responsible for the oversight of electrical and instrumentation repair, maintenance and installation.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Maintenance Manager. Exercises direct supervision over assigned technical staff. May be assigned to supervise Warehouse Inventory Control Specialist.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class, and are not intended to be an inclusive list.*

- Develops and implements goals and objectives related to assigned section; establishes schedules and methods for the installation, operation, maintenance and repair of a wide variety of electrical and instrumentation equipment; implements policies and procedures.
- Plans, prioritizes, assigns, supervises, reviews and evaluates the work of staff involved in instrumentation and electrical installations, maintenance and repair.
- Evaluates operations and activities; recommends improvements and modifications; prepares various reports on operations and activities.
- Assists Maintenance Department Manager in developing and administering section budget; prepares cost estimates for budget recommendations; submits justifications for equipment, materials and supplies; monitors and controls expenditures.
- Recommends to Maintenance Department Manager the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.

JOB TITLE: Instrumentation and Electrical Supervisor

- Assesses, schedules, and assigns predictive and preventive maintenance tasks; troubleshoots electrical and instrumentation equipment and systems; estimates time, cost, labor and material needs, and orders necessary equipment and materials.
- Inspects locations where work is being performed, both on-site and off-site; ensures conformity with repair requisitions, submittals, plans, diagrams and specifications; determines special equipment needs and assesses and identifies solutions to problems; accurately diagnoses electronic, electromechanical and instrumentation malfunctions.
- Prepares bid specifications and requisitions; assists in the preparation of plans; reviews bid documents to ensure accuracy.
- Performs confined space entries to operate and maintain electrical and instrumentation equipment, if needed.
- Works collaboratively with the Safety Compliance Coordinator to identify hazards and ensure safe work procedures and processes are in place and followed.
- Coordinates instrumentation and electrical work with other Agency departments and other entities as needed; and assists staff with implementing changes.
- Operates a forklift to transport, load and unload materials, supplies and equipment, as needed.
- Answers questions and provides information to the public; investigates complaints and recommends corrective action as necessary to resolve complaints.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- May be assigned to temporarily assume the duties of the Maintenance Manager during their absence.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of electrical equipment and instrument operation.
- Methods for the design, preparation and review of plans and specifications for installation, maintenance, operation, testing and repair of electrical and instrumentation equipment and processes used for a wastewater treatment facility.
- Methods and procedures for instrumentation communications systems including signaling, analog, digital and fieldbus and related technologies used for a wastewater treatment facility.
- Equipment, tools and materials used in the installation, operation, maintenance and repair of a wide variety of recording and metering devices, control apparatus, radio and cellular telemetering equipment, recording and data logging devices, communication systems, variable frequency drives and other electrical and instrumentation equipment used in the wastewater treatment facility operations.
- Methods and procedures for diagnosing industrial electrical, electronic, electromechanical, and instrumentation malfunctions.

JOB TITLE: Instrumentation and Electrical Supervisor

- Methods and procedures for work order management and Computerized Maintenance Management Systems (CMMS).
- Methods and procedures related to asset management.
- Methods and procedures of competitive bidding processes including how to review and prepare accurate equipment plans and specifications.
- Principles and practices of supervision, training and evaluating performance.
- Principles and practices of budget monitoring.
- Principles and practices of safety management.
- Pertinent local, State and Federal laws, ordinances and rules including NFPA 70E standards for electrical workplace safety.
- Basic principles and practices of inventory control.
- Modern office practices, methods, and computer equipment including relevant software programs and fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Organize, implement, and direct the installation, operation, maintenance and repair of a wide variety of electrical systems, recording and metering devices, control apparatus, radio and cellular telemetering equipment, recording and data logging devices, communication systems, variable frequency drives and other electrical and instrumentation equipment used in the wastewater treatment facility operations.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and provide input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Assist in the development and monitoring of an assigned program budget.
- Interpret and explain pertinent Agency and department policies and procedures.
- Diagnose electrical, electromechanical and instrumentation malfunctions.
- Interpret, understand and explain instrumentation submittals, drawings, sketches, plans and specifications.
- Accurately estimate time, labor and materials for proposed work.
- Assist in the development and monitoring of an assigned program budget.
- Develop and recommend policies and procedures related to assigned operations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.

JOB TITLE: Instrumentation and Electrical Supervisor

- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Use safety precautions related to all work performed including that which occurs in hazardous environments such as confined space.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Function in confined spaces and/or hazardous environment.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Supervise, train and evaluate performance of assigned staff.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Five years of increasingly responsible journey level experience in the installation, maintenance and repair of electrical and instrumentation equipment within a wastewater treatment facility; and including one year providing technical and/or functional supervision over assigned personnel.

Education:

Equivalent to the completion of the twelfth grade supplemented by college or trade school course work in engineering, electrical, instrumentation and/or control systems or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a CWEA Electrical Instrumentation Technology Grade IV Certification is required within three qualifying testing cycles of appointment (approximately 18 months).

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

JOB TITLE: Instrumentation and Electrical Supervisor

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, shop or job site while performing work activities and to reach needed items; Work effectively for long periods of time at a desk, table, counter, confined space, in a shop, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or to access low or high items; ascend and descend stairs, ladders or step stools to reach equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 75 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a plant environment subject to typical plant noise and environment conditions. Many duties expose the incumbent to outdoor conditions and exposure to all weather conditions, along with possible exposure to chemicals (dust, gases, liquids, solids, fumes) odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Instrumentation and Electrical Technician I/II/III

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs technical duties in the installation, operation, maintenance and repair of a wide variety of electrical and instrumentation equipment used in wastewater treatment facility operations within the Maintenance Department; and provides support to an assigned supervisor.

DISTINGUISHING CHARACTERISTICS

Instrumentation and Electrical Technician I - This is the entry level class in the Instrumentation and Electrical Technician series. Positions in this class typically have little directly related work experience. The Instrumentation and Electrical Technician I class is distinguished from the II level by the performance of less than the full range of duties assigned to the II level. Incumbents work under immediate supervision while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Instrumentation and Electrical Technician II - This is the second level class in the Instrumentation and Electrical Technician series and is distinguished from the I level by the assignment of the full range of duties, with only occasional instruction or assistance needed as new, unusual or unique situations arise and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and meets all other performance standards.

Instrumentation and Electrical Technician III - This is the full journey level in the Instrumentation and Electrical Technician series. It is distinguished from the Instrumentation and Electrical Technician II by the ability to perform the full range of duties assigned. Positions in this class are flexibly staffed and are normally filled by advancement from the II level once the incumbent meets the qualification standards of the III level, demonstrates an ability to perform the full scope of the work, and meets all other performance standards.

JOB TITLE: Instrumentation and Electrical Technician I/II/III

SUPERVISION RECEIVED AND EXERCISED

Instrumentation and Electrical Technician I

Reports directly to, and receives immediate supervision from the Instrumentation and Electrical Supervisor, or designee.

Instrumentation and Electrical Technician II

Reports directly to, and receives general supervision from the Instrumentation and Electrical Supervisor.

Instrumentation and Electrical Technician III

Reports directly to, and receives general supervision from the Instrumentation and Electrical Supervisor.

EXAMPLES OF DUTIES (for I&E Technician I/II/III): *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Performs technical work on a wide variety of electrical and instrumentation equipment used in wastewater treatment facility operations.
- Operates process calibrators and controllers to configure, program, calibrate, and start-up plant instrumentation and control systems.
- Inspects electrical equipment, electronic systems and telemetry equipment for proper operation.
- Performs work at on-site areas, as well as off-site monitoring stations requiring the use of an Agency vehicle.
- Programs, troubleshoots, and repairs Variable Frequency Drives and other equipment.
- Installs new equipment and parts, including conduit and wiring.
- Performs preventative and corrective maintenance on plant instrumentation, controls, and electrical systems; disassembles and replaces worn or broken parts; realigns equipment.
- Estimates time, materials and prioritizes jobs as required for various tasks.
- Performs confined space entries to service equipment.
- Assists, communicates with, and coordinates with Information Technology for troubleshooting of process controls and with Operations to achieve proper process control efficiency.
- Recommends upgrades for instrumentation and control systems; orders replacement parts for repairs as authorized.
- Maintains accurate maintenance records; completes reports and other documentation as required; enters and retrieves information electronically.
- Utilizes Computerized Maintenance Management System (CMMS) to track work orders, preventative maintenance and asset management.
- Creates, maintains and verifies instrumentation and electrical engineering drawings.

JOB TITLE: Instrumentation and Electrical Technician I/II/III

- Operates a forklift to transport, load and unload materials, supplies and equipment, as assigned.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Instrumentation and Electrical Technician I

Knowledge of:

- Basic principles and practices of industrial electrical systems, electronic equipment and instrument operation.
- Basic principles and practices of the design, preparation and review of plans and specifications.
- Basic methods and procedures for instrumentation communications systems including signaling, analog, digital and fieldbus and related technologies used in a wastewater treatment facility.
- Basic use of equipment, tools and materials common in the installation, operation, maintenance and repair of a wide variety of recording and metering devices, control apparatus, radio and cellular telemetering equipment, recording and data logging devices, communication systems, variable frequency drives and other electrical and instrumentation equipment used in the wastewater treatment facility operations.
- Basic methods and procedures for diagnosing electrical systems, electronic, electromechanical, and instrumentation malfunctions and the processes and equipment.
- Modern office practices, methods, and computer equipment including relevant software programs and including fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Learn to perform the installation, operation, maintenance and repair of a wide variety of electrical and instrumentation equipment used in wastewater treatment facility operations.
- Learn to know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; learn to know and observe safety rules and identify hazards; learn to intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; learn to problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; learn to intermittently access, review, and interpret and adjust or

JOB TITLE: Instrumentation and Electrical Technician I/II/III

enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.

- Learn to diagnose electrical, electronic, electromechanical and instrumentation malfunctions.
- Learn to interpret, understand and explain electrical and instrumentation submittals, drawings, sketches, plans and specifications.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Use safety precautions related to all work performed including that which occurs in hazardous environments such as confined space.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of experience in the installation, maintenance and repair of industrial electrical, instrumentation and control systems.

Education:

Equivalent to the completion of the twelfth grade supplemented by college or trade school course work in engineering, electrical, instrumentation and/or control systems or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

JOB TITLE: Instrumentation and Electrical Technician I/II/III

Possession of a CWEA Electrical Instrumentation Technician I certificate is required for this position within three qualifying test cycles of appointment (approximately 18 months).

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

Instrumentation and Electrical Technician II

In addition to the qualifications for the Instrumentation and Electrical Technician I:

Knowledge of:

- General principles and practices of industrial electrical systems, electronic equipment and instrument operation.
- Specific principles and practices of the design, preparation and review of plans and specifications for installation, maintenance, operation, testing and repair of electrical and instrumentation equipment and processes used for a wastewater treatment facility.
- Methods and procedures for instrumentation communications systems including signaling, analog, digital and fieldbus and related technologies used for a wastewater treatment facility.
- Equipment, tools and materials used in the installation, operation, maintenance and repair of a wide variety of recording and metering devices, control apparatus, radio and cellular telemetering equipment, recording and data logging devices, communication systems, variable frequency drives and other electrical and instrumentation equipment used in the wastewater treatment facility operations.
- Methods and procedures for diagnosing electrical, electronic, electromechanical, and instrumentation malfunctions and the processes and equipment needed to perform repairs or replacements for a wastewater treatment facility.
- Methods and procedures of competitive bidding processes including how to review and prepare accurate equipment plans and specifications.

Ability to:

- Independently perform technical duties in the installation, operation, maintenance and repair of a wide variety of electrical and instrumentation equipment used in wastewater treatment facility operations.

JOB TITLE: Instrumentation and Electrical Technician I/II/III

- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Diagnose electrical systems, electronic, electromechanical and instrumentation malfunctions.
- Interpret, understand and explain electrical and instrumentation submittals, drawings, sketches, plans and specifications.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible work experience similar to Instrumentation and Electrical Technician I with T-TSA.

Education:

Equivalent to the completion of the twelfth grade supplemented by college or trade school course work in engineering, electrical, instrumentation and/or control systems or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a CWEA Electrical Instrumentation Technician II certificate is required at time of appointment.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certificate within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial

JOB TITLE: Instrumentation and Electrical Technician I/II/III

12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

Instrumentation and Electrical Technician III

In addition to the qualifications for the Instrumentation and Electrical Technician II:

Knowledge of:

- Advanced principles and practices of industrial electrical systems, electronic equipment and instrument operation including specific principles and practices of the design, preparation and review of plans and specifications for installation, maintenance, operation, testing and repair of electrical and instrumentation equipment and processes used for a wastewater treatment facility.
- Advanced methods and procedures for instrumentation communications systems including signaling, analog, digital and fieldbus and related technologies used for a wastewater treatment facility.
- Methods and procedures for diagnosing the more complex electrical, electronic, electromechanical, and instrumentation malfunctions and the processes and equipment needed to perform repairs or replacements for a wastewater treatment facility.

Ability to:

- Perform the most complex and difficult duties related to the installation, operation, maintenance and repair of a wide variety of electrical and instrumentation equipment used in wastewater treatment facility operations.
- Diagnose complex electrical, electronic, electromechanical and instrumentation malfunctions.
- Assist with the training of new staff.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible work experience similar to Instrumentation and Electrical Technician II with the T-TSA.

Education:

Equivalent to the completion of the twelfth grade supplemented by college or trade school course work in engineering, electrical, instrumentation and/or control systems or a related field.

JOB TITLE: Instrumentation and Electrical Technician I/II/III

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a CWEA Electrical Instrumentation Technician III certificate is required at time of appointment.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certificate within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS (for I&E Technician I/II/III)

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, shop or job site while performing work activities and to reach needed items; work effectively for long periods of time at a desk, table, counter, in a shop, confined space, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or to access low or high items; ascend and descend stairs, ladders or step stools to reach equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS (for I&E Technician I/II/III)

Work is performed in a plant environment subject to typical plant noise and environment conditions. Many duties expose the incumbent to outdoor conditions, along with exposure to all weather conditions and possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Inventory Control Specialist

Department: Maintenance Department

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs a variety of responsible duties related to the receipt, inspection, issuance, and surplus of supplies and materials; prepares items for shipment; and performs data entry for inventory and tracking purposes.

DISTINGUISHING CHARACTERISTICS

Employees within this journey-level class perform the full range of duties as assigned including the receipt and processing of inventory. Employees at this level receive only occasional instruction or assistance, and are fully aware of the operating procedures and policies of the work unit.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general supervision from the Instrumentation and Electrical Supervisor or designee.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Receives, unpacks, counts, and inspects materials to ensure accurate quantity and quality; marks material with appropriate stock numbers; places materials in designated location; and issues material and equipment to Agency personnel.
- Receives, enters, and issues a variety of supplies and materials; researches unmarked items for issuance to correct department.
- Inspects items and notifies end user if damaged and prepares appropriate documentation.
- Participates in the Agency's surplus activities; recycles scrap materials.
- Participates in performing physical inventories as necessary.
- Performs snow removal, janitorial duties, general clean-up, and routine maintenance on Agency property as directed.
- Operates a forklift and/or overhead hoist to relocate supplies or equipment.
- Assists other personnel as may be required.
- Prepares items for shipping and coordinates with outside freight companies.
- Loads, unloads and delivers items to various Agency facilities.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.

CLASS TITLE: Inventory Control Specialist

- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of modern warehouse activities including the receipt, inspection, documentation and issuance of supplies and materials.
- Equipment, tools and materials used in the operation of a warehouse.
- Techniques used in locating parts and materials.
- Basic accounting and record-keeping practices.
- Warehouse and inventory databases and software.
- Supplies and materials commonly used by Agency departments.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Perform warehouse activities including the receipt, inspection, and issuance of supplies and materials.
- Maintain accurate inventory, shipping, receiving and distribution records.
- Ensure all items in the warehouse are appropriately received and stored.
- Identify and interpret technical specifications related to specific parts and materials.
- On a continuous basis, know and understand warehouse and inventory functions and observe safety rules; intermittently review documents related to department operations; observe, identify and problem solve procedural issues.
- Safely operate equipment including forklifts and pallet jacks.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.

CLASS TITLE: Inventory Control Specialist

- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of general warehouse experience that included the receipt of supplies and materials.

Education:

Equivalent to the completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Position self and intermittently move so as to access, maintain inventory of supplies and materials; intermittently move, traverse and position self around the office, shop or job site while performing work activities and to reach needed items; work effectively at a desk, table, counter, or while driving vehicle; ascend and descend ladders or step stools to reach equipment or other items and to access areas out of reach; and move or transport weight of 50 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS

Work is primarily performed in a warehouse and plant environment subject to typical warehouse and plant noise and environment conditions. Many duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes) odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Laboratory Director

Department: Operations

FLSA Status: EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and supervises Laboratory operations within the Operations Department, including maintaining accreditation and completing and submitting a variety of regulatory reports; and provides highly responsible and complex administrative support to the Operations Department Manager.

DISTINGUISHING CHARACTERISTICS

The Laboratory Director performs full supervisory responsibilities including planning, assigning and evaluating the work of subordinates. In addition, this position is responsible for the overseeing the performance, recording and reporting of laboratory testing.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Operations Department Manager. Exercises direct supervision over assigned professional personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops and implements goals and objectives related to assigned section; establishes schedules and methods for performance of laboratory testing; implements policies and procedures.
- Plans, prioritizes, assigns, supervises and reviews the work of laboratory staff; assumes the role of assigned staff, as needed.
- Evaluates operations and activities of assigned section; recommends improvements and modifications; prepares various reports on operations and activities.
- Assists the Operations Department Manager in developing and administering section budget; prepares cost estimates for budget recommendations; submits justifications for equipment, materials and supplies; monitors and controls expenditures.
- Recommends to the Operations Department Manager the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.

JOB TITLE: Laboratory Director

- Develops, revises and updates standard operating procedures (SOPs) and quality assurance program per Environmental Laboratory Accreditation Program (ELAP) standards; ensures all requirements are met; reviews and approves data for use in regulatory reporting; enters data and maintains detailed records; posts analytical results, ensures all local and state requirements are met for accreditation purposes.
- Develops, revises and updates Agency Chemical Hygiene Plan.
- Coordinates, schedules, and performs sampling for routine and special project sampling for in-house testing, off-site sampling, and testing performed by contracted outside laboratories; provides drinking water testing services to other local agencies and clients; monitors and reviews test results; investigates and resolves inconsistent data or concerns.
- Coordinates and provides training for Operators as needed, to meet competency per ELAP requirements.
- Tracks and purchases laboratory chemicals, supplies, equipment and parts; ensures equipment maintenance protocols are followed; determines need for, requests, and coordinates maintenance and repair of laboratory equipment; works with staff and technical support to troubleshoot and repair laboratory analyzers and equipment as needed.
- Assists operations staff with developing and revising strategies to optimize plant performance.
- Ensures safety program is implemented; trains laboratory staff and general plant staff on safety requirements; maintains Safety Data Sheets and coordinates for hazardous waste handling and other safety requirements and protocols.
- Conducts research and prepares technical and administrative reports and studies; prepares written correspondence as necessary.
- May collect field and composite samples and data and transport according to prescribed protocols; may perform field sampling at off-site locations.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles, practices and procedures for biological, chemical, bacteriological and physical testing and analyses of water and wastewater including proper sampling procedures and EPA approved methods as dictated in Standard Methods.
- Principles and practices of research, analysis and laboratory functions as they relate to water and wastewater.
- Methods and procedures for the operation of laboratory instrumentation used in water and wastewater analysis.

JOB TITLE: Laboratory Director

- Principles and practices of supervision, training and evaluating performance.
- Principles and practices of budget monitoring.
- Principles and practices of safety management.
- Pertinent local, State and Federal laws, ordinances and rules.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Organize, implement and direct Laboratory operations/activities.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Interpret and explain pertinent Agency and department policies and procedures.
- Assist in the development and monitoring of an assigned program budget.
- Develop and recommend policies and procedures related to assigned operations.
- Perform analysis of standard laboratory tests including using instrumentation, running calibrations, weighing, measuring, making standards, analyzing and interpreting reports and results.
- Perform mathematical, statistical, geometric and algebraic calculations common to water quality control laboratory analysis.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.

JOB TITLE: Laboratory Director

- Collect field and composite samples and data and transports according to prescribed protocols.
- Safely operate a snowmobile, ATV, or vehicle with chains installed, in inclement weather conditions.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Supervise, train and evaluate performance of assigned staff.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and/or Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Five years of increasingly responsible experience in water or wastewater analyses; including two years providing technical and functional supervision over assigned personnel.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in chemical or biological science or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a CWEA Grade IV Laboratory Analyst Certificate within three qualifying testing cycles of appointment (approximately 18 months).

PHYSICAL REQUIREMENTS

On a continuous basis, remain stationary at desk and in meetings for long periods of time; intermittently move, traverse and position self while performing duties in the field, laboratory or office; access equipment surrounding desk and in laboratory; activate, use and operate a computer and other office equipment and laboratory equipment; discern color-based test results and organisms through a microscope; use telephone; communicate through written means; and move or transport weight of 25 pounds or less.

JOB TITLE: Laboratory Director

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position may require work outside of regular business hours, as well as occasional weekend work.

TAHOE-TRUCKEE SANITATION AGENCY

Class Specification

Job Title: Lead Maintenance Mechanic

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

As directed, plans, oversees, reviews and participates in the mechanical and facility maintenance of the Agency's wastewater treatment plant and collection system; performs duties requiring specialized knowledge; and provides administrative support to assigned supervisor.

DISTINGUISHING CHARACTERISTICS

Positions at this advanced journey level are distinguished from other classes within the Maintenance Mechanic series by the level of responsibility assumed, complexity of duties assigned, and independence of action taken. Employees at this level perform the most difficult and responsible types of duties assigned to classes within this series, including providing technical and functional leadership to assigned personnel and overseeing the assignment of corrective and preventive maintenance tasks. Employees at this level are required to be fully trained in all procedures related to assigned areas of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives direction from the Maintenance Supervisor, or designee. Exercises technical and functional leadership over assigned technical maintenance personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to the class and are not intended to be an inclusive list.*

- Plans, oversees, and participates in, a variety of technical tasks related to the predictive and preventive maintenance of the Agency's wastewater treatment plant and facilities.
- Develops schedules and methods to accomplish assignments ensuring work is completed in a timely and efficient manner.
- Participates in evaluating and reviewing the activities of staff, recommending improvements and modifications.
- Provides and coordinates staff training; works with employees to correct deficiencies.
- Gathers and prepares cost estimates and scope of work for contractors and vendors for the repair and upgrade of the wastewater treatment plant and related facilities; serves as contact with contractors and consultants involved in the upgrade of treatment plant facilities.
- Maintains comprehensive records within the Agency's Computerized Maintenance Management System; creates and assigns work orders; completes and reviews documentation regarding repair and maintenance activities; scans documents and closes work orders.

JOB TITLE: Lead Maintenance Mechanic

- Ensures that staff are properly trained in the effective and safe maintenance and repair of wastewater treatment plant equipment and facilities, heavy equipment operation and snow removal.
- Operates Agency commercial vehicles (including 10-wheel dump truck and combination hydro vac/sewer cleaning truck), trucks, rubber-tired loader, skid-steer, backhoe, forklift and maintenance cart; performs snow removal and equipment transports.
- Coordinates the Agency's Underground Service Alert program.
- Participates in the selection and oversight of outside contractors, ensuring Agency standards are met.
- Assist in construction of special projects, reading and interpreting blueprints and understanding oral instructions.
- Checks on methods used by mechanics to ensure adherence to safety guidelines; ensure that protective devices and equipment are used when necessary; conducts safety tailgate meetings and monitors safe working habits of assigned staff.
- Researches, recommends, and procures parts and materials.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Performs the most difficult work related to the Mechanic class series.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of technical and functional leadership and training.
- General knowledge of wastewater treatment processes.
- Advanced operating practices and procedures of skilled plant and equipment mechanical work associated with construction, maintenance, repair and service of equipment related to wastewater operations.
- Advanced methods for troubleshooting and diagnosing problems with equipment and machinery.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.
- Principles and practices of maintaining an advanced wastewater treatment plant.
- Equipment, tools and materials used in the maintenance, repair and rehabilitation of a wastewater treatment plant.

JOB TITLE: Lead Maintenance Mechanic

- Methods of hydraulic equipment maintenance.
- Methods of Underground Service Alert marking.

Ability to:

- Provide technical and functional leadership over assigned staff; effectively train staff.
- Perform the most complex duties related to the predictive and preventive maintenance of the Agency's wastewater treatment plant.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and provide input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Safely operate a variety of equipment and tools such as loader, backhoe, forklift, lathe, mill, small hand and power tools, welding equipment.
- Lubricate and maintain equipment as necessary.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Diagnose malfunctions and determine effective courses of action for correcting them.
- Read and interpret sketches, blueprints and diagrams and modify as necessary to complete the work.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objective and activities.

JOB TITLE: Lead Maintenance Mechanic

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Four years of journey level experience involving mechanical and facility maintenance of a wastewater treatment plant.

Education:

Equivalent to graduation from high school.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a valid California or Nevada Class B Commercial Learners Permit, with tanker endorsement, is required within 3 months of appointment.

Possession of a valid California or Nevada Class B Commercial Drivers License, with tanker endorsement, is required within 18 months of appointment.

Possession of a CWEA Plant Maintenance Technologist Grade III certification is required within three qualifying test cycles of appointment (approximately 18 months).

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Work effectively at desk, table or counter for long periods of time; intermittently move around the office while performing work activities and to reach needed items; manipulate and file documents; operate and adjust office equipment; position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, shop or job site while performing work activities and to reach needed items;

JOB TITLE: Lead Maintenance Mechanic

work effectively for long periods of time at a desk, table, counter, confined space, in a shop, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or to access low or high items; ascend and descend stairs, ladders or step stools to reach equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds or less..

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a plant environment subject to typical plant noise and environment conditions. Many duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY

Class Specification

Job Title: Maintenance Department Manager

Department: Maintenance

FLSA Status: EXEMPT

Revised as of: **12/2019**

DEFINITION

Plans, organizes, directs and reviews the activities and operations of the Maintenance Department including facilities, electrical, instrumentation, process control and mechanical installation, maintenance and repair; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager.

DISTINGUISHING CHARACTERISTICS

The Maintenance Department Manager duties are administrative/managerial and highly complex in nature, involving highly technical functions. The incumbent has broad management authority for the day-to-day operations of the Maintenance Department, as well as functional authority/responsibility for overseeing numerous tasks associated with the maintenance, repair and rehabilitation of the Agency's wastewater treatment plant.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives administrative direction from the General Manager. Responsibilities include broad management authority over professional and technical positions in the Maintenance Department.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops, plans and implements department goals and objectives; recommends and administers policies and procedures.
- Coordinates department activities with those of other departments and outside agencies and organizations; provides staff assistance to the General Manager and Board of Directors; prepares and presents staff reports and other necessary correspondence.
- Directs, oversees and participates in the development of the department's work plan; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Supervises and participates in the development and administration of the Maintenance Department budget; directs the forecast of additional funds needed for staffing,

JOB TITLE: Maintenance Department Manager

equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments.

- Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the department.
- Plans and ensures the implementation of preventive and predictive maintenance programs for supporting continuous operations of plant equipment and processes and for facilities and grounds maintenance activities in accordance with industry standards; recommends, develops, and implements improvements in plant and facility maintenance procedures and work processes to increase effectiveness of maintenance programs in accordance with industry standards.
- Interprets mechanical, electrical or instrumentation drawings, diagrams and specifications to subordinates; inspects work in progress; ensures that work complies with appropriate repair methods and techniques; adjusts existing allocation of staff, materials, and budgetary resources within the department to meet maintenance service agreements and plant operational requirements.
- Considers department input and recommendations regarding maintenance issues; proactively coordinates with other departments regarding current and proposed capital programs and their impact on quality and level of maintenance support.
- Secures and manages the services of contractors and consultants in the performance of maintenance studies and projects; prepares and administers maintenance contracts and purchase agreements.
- Coordinates with other department managers regarding the effective planning and implementation of upgrades, improvements and modifications to the treatment plant in accordance with industry standards and ensures minimal disruption to operations.
- Coordinates and operates Agency commercial vehicles (including 10-wheel dump truck and combination hydro vac/sewer cleaning truck), trucks, rubber-tired loader, skid-steer, backhoe, forklift and maintenance cart; coordinates and performs snow removal and equipment transports.
- Performs confined space entries as needed.
- Assists in the implementation of the Agency surplus property program.
- Directs and oversees the Agency asset management program.
- Represents the department to outside groups and organizations; participates in outside community and professional groups and committees; provides technical assistance as necessary.
- Researches and prepares technical and administrative reports and studies; prepares written correspondence as necessary.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

JOB TITLE: Maintenance Department Manager

QUALIFICATIONS

Knowledge of:

- Principles and practices of electrical, instrumentation, process control and mechanical installation, maintenance and repair common to industry standards for an advanced wastewater treatment plant.
- Principles and practices associated with developing, implementing and managing a comprehensive predictive and preventive maintenance program.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.
- Organizational and management practices as applied to the analysis and evaluation of programs.
- Methods of asset and work order management.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Plan, direct and control the administration and operations of the Maintenance Department.
- On a continuous basis know and understand requirements and all essential aspects of the job; access, review, analyze and interpret a wide variety of reports, technical data and budget documents; know and understand laws, regulations, rules and codes related to area of assignment; observe performance and review and evaluate staff; problem solve department related issues; remember various processes and requirements; and interpret and communicate policy, information and instructions.
- Prepare and administer department budgets.
- Develop and implement department policies and procedures.
- Supervise, train and evaluate assigned personnel.
- Gain cooperation among staff and management team through discussion and persuasion.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.

JOB TITLE: Maintenance Department Manager

- Interpret and apply local, regional, State and Federal and Agency policies, procedures, rules and regulations.
- Troubleshoot mechanical and electrical issues.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Eight years of supervisory or higher-level experience that involved the development and implementation of a comprehensive predictive and preventive maintenance plan within an industrial, manufacturing, utility and/or large commercial setting; including two years in a management capacity.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in environmental science, engineering, or a related field. Additional experience may substitute for the required education. Equivalence would be two years of additional experience for one year of the required education.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

JOB TITLE: Maintenance Department Manager

Possession of a valid California or Nevada Class B Commercial Learners Permit, with tanker endorsement, is required within 3 months of appointment.

Possession of a valid California or Nevada Class B Driver License with tanker endorsement is required within 18 months of appointment.

Possession of a CWEA Plant Maintenance Technologist Grade IV certification within three qualifying testing cycles of appointment (approximately 18 months).

Possession, or ability to obtain confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

On a continuous basis, work effectively at desk and in meetings for long periods of time; intermittently move, traverse and position self while performing duties; access equipment surrounding desk; activate, use and operate a computer and other office equipment; use telephone; communicate through written means; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position requires work both during and outside of regular business hours, as well as occasional weekend work and the ability to travel.

TAHOE-TRUCKEE SANITATION AGENCY

Class Specification

Job Title: Maintenance Mechanic I/II/III

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs skilled preventive and predictive duties involving the maintenance, repair, rehabilitation, and installation of mechanical equipment associated with wastewater treatment; repairs pumps, valves, pressure and flow control regulators and related equipment; responds to Underground Service Alert requests; and operates heavy equipment.

DISTINGUISHING CHARACTERISTICS

Maintenance Mechanic I - This is the entry level class in the Maintenance Mechanic series. Positions in this class typically have little directly related work experience. The Maintenance Mechanic I class is distinguished from the II level by the performance of less than the full range of duties assigned to the II level. Incumbents work under immediate supervision while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Maintenance Mechanic II - This is the second level class in the Maintenance Mechanic series and is distinguished from the I level by the assignment of the full range of duties, with only occasional instruction or assistance needed as new, unusual or unique situations arise and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

Maintenance Mechanic III - This is the full journey level in the Maintenance Mechanic series. It is distinguished from the Maintenance Mechanic II by the ability to perform the full range of duties assigned. Positions in this class are flexibly staffed and are normally filled by advancement from the II level once the incumbent meets the qualification standards of the III level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

This class is distinguished from the Lead Maintenance Mechanic in that the latter is the lead level responsible for providing technical and functional supervision to an assigned staff.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

SUPERVISION RECEIVED AND EXERCISED

Maintenance Mechanic I

Reports directly to, and receives immediate supervision from the Maintenance Supervisor or designee; receives technical and functional supervision from a Lead Maintenance Mechanic.

Maintenance Mechanic II

Reports directly to, and receives general supervision from the from the Maintenance Supervisor or designee; receives technical and functional supervision from a Lead Maintenance Mechanic.

Maintenance Mechanic III

Reports directly to, and receives general supervision from the from the Maintenance Supervisor or designee; receives technical and functional supervision from a Lead Maintenance Mechanic.

EXAMPLES OF DUTIES (for Maintenance Mechanic I/II/III): *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Performs skilled duties and responsibilities in the maintenance, repair, service, and troubleshooting of equipment and machinery associated with the Agency's wastewater treatment plant and related facilities including pumps, engines, electric motors, valves, aeration blowers, emergency generators, air compressors, hydraulic systems, pneumatic systems, filters and vehicles.
- Performs troubleshooting using visual inspection to determine cause of malfunction on wastewater treatment plant equipment.
- Rebuilds and overhauls equipment by disassembling, cleaning, and repairing mechanical malfunctions; reassembles, installs and tests equipment to ensure that it is in proper working condition; disassembles machinery to carefully evaluate for required machine work and parts; cleans, bead blasts, primes and paints prior to reassembly; tests equipment to ensure proper operation.
- Maintains appropriate records and documentation of repairs; reviews, revises and implements maintenance schedules.
- Utilizes Computerized Maintenance Management System (CMMS) to track work orders, preventative maintenance and asset management.
- Identifies and mitigates unsafe work conditions and maintains safe work practices such as "lock-out/tag-out," confined space entry and fall protection.
- Operates Agency commercial vehicles (including 10-wheel dump truck and combination hydro vac/sewer cleaning truck), trucks, rubber-tired loader, skid-steer, backhoe, forklift and maintenance cart. Performs snow removal and equipment transports.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

- Operates a variety of hand tools, machine powered tools, light and heavy equipment; utilizes proper rigging and lifting techniques and methods.
- Perform line location consistent with Underground Service Alert requirements.
- Reads and updates blueprints and schematics as required to assist in repairs; prioritizes and coordinates the appropriate timing to service equipment; estimates labor and materials necessary to complete the needed work; orders replacement parts to perform maintenance and repairs as necessary.
- Performs confined space entries in order to inspect, clean and/or make repairs.
- Performs welding and metal fabrication utilizing various welding techniques.
- Utilizes lathes, mills and other machine shop equipment to fabricate parts.
- Performs building and yard maintenance, cleaning and custodial duties; paints utility equipment, keeps work area in a neat and orderly condition.
- Trains less experienced staff on performing complex rebuilds of plant equipment..
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Maintenance Mechanic I

Knowledge of:

- Uses and purposes of tools and equipment used in general construction and mechanical equipment maintenance and repair.
- Basic record keeping procedures.
- Basic welding practices.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Learn to repair, maintain and troubleshoot a variety of mechanical equipment associated with wastewater treatment facilities.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

- Learn all requirements and essential aspects of the job, learn and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; locate, adjust and operate tools and equipment; intermittently access, review, interpret and enter or adjust information on documents and work orders, remember instructions and how to operate equipment; interpret and communicate technical and numerical information.
- Learn to diagnose malfunctions and determine effective courses of action for correcting them.
- Use safety precautions related to all work performed including that which occurs in hazardous environments such as confined space.
- Adhere to Agency safety policies and procedures and utilize appropriate Personal Protection Equipment.
- Learn to safely operate and maintain hand tools, machine powered tools, light and heavy equipment.
- Learn to safely utilize rigging and lifting techniques and methods.
- Read and update blueprints and schematics.
- Perform line locating .
- Accurately perform mathematic calculations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of increasingly responsible experience performing maintenance and repair duties, preferably in a utility environment.

Education:

Equivalent to the completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a valid California or Nevada Class B Commercial Learners Permit, with tanker endorsement, is required within three months of appointment.

Possession of a valid California or Nevada Class B Commercial Driver's License, with tanker endorsement, is required within 18 months of appointment.

Possession of a CWEA Plant Maintenance Technologist Grade I certification is required within three qualifying test cycles of appointment (approximately 18 months).

Possession of, or ability to obtain a forklift certification is required within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

Maintenance Mechanic II

In addition to the qualifications for the Maintenance Mechanic I:

Knowledge of:

- Standard operating practices and procedures of skilled plant and equipment mechanical work associated with construction, maintenance, repair and service of equipment related to wastewater operations.
- Methods for troubleshooting and diagnosing problems with equipment and machinery.
- Safe work practices such as lock-out/tag-out, confined space entry, fall protection, and Personal Protection Equipment use
- Pertinent local, State and Federal laws, ordinances, rules and regulations.
- Methods and procedures to disassemble machinery to carefully evaluate it for required machine work and parts.
- Methods and procedures of how to estimate and prioritize the work and to order parts and equipment.
- Principles and practices of maintaining detailed records.

Ability to:

- Independently perform a variety of semi-skilled to skilled repair, maintenance, and service tasks involving pumps and motors and other equipment associated with the operation of wastewater treatment plants.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Respond to emergency situations.
- Read a variety of technical documentation, schematics, blue prints and related documents. Operate a computer to access, enter and retrieve data.
- Prioritize workload to meet deadlines.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible work experience similar to Maintenance Mechanic I with T-TSA.

Education:

Equivalent to the completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a valid California or Nevada Class B Commercial Learners Permit, with tanker endorsement, is required within three months of appointment.

Possession of a valid California or Nevada Class B Commercial Driver's License, with tanker endorsement, is required within 18 months of appointment.

Possession of a CWEA Plant Maintenance Technologist Grade II certification is required at time of appointment.

Possession of, or ability to obtain a forklift certification is required within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

Maintenance Mechanic III

In addition to the qualifications for the Maintenance Mechanic II:

Knowledge of:

- Advanced operating practices and procedures of skilled plant and equipment mechanical work associated with construction, maintenance, repair and service of equipment related to wastewater operations.
- Advanced methods for troubleshooting and diagnosing problems with equipment and machinery.

Ability to:

- Independently perform a variety of skilled and complex repair, maintenance, and service tasks involving pumps and motors and other equipment associated with the operation of wastewater treatment plants.
- Assist with the training of new staff.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of responsible journey experience similar to Maintenance Mechanic II with T-TSA.

Education:

Equivalent to the completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a valid California or Nevada Class B Commercial Learners Permit, with tanker endorsement, is required within three months of appointment.

Possession of a valid California or Nevada Class B Commercial Driver's License, with tanker endorsement, is required within 18 months of appointment.

Possession of a CWEA Plant Maintenance Technologist Grade III certification is required at time of appointment.

CLASS TITLE: Mechanic I/Mechanic II/Mechanic III

Possession of, or ability to obtain a forklift certification is required within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS (for Maintenance Mechanic I/II/III)

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, shop or job site while performing work activities and to reach needed items; work effectively for long periods of time at a desk, table, counter, confined space, in a shop, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or access low or high items; ascend and descend stairs, ladders or step stools to reach equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS (for Maintenance Mechanic I/II/III)

Work is performed in a plant environment subject to typical plant noise and environment conditions. Many duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Maintenance Supervisor

Department: Maintenance Department

FLSA Status: Non-Exempt

Revised as of: 12/2019

DEFINITION

Oversees and supervises mechanical, facility, collections and fleet maintenance duties associated with the operation of the wastewater treatment plant and the Truckee River Interceptor within the Maintenance Department; Plans and implements maintenance projects to ensure plant equipment operates properly and efficiently; provides technical expertise on the more complex maintenance issues; and performs a variety of technical tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

The Maintenance Supervisor level recognizes positions that perform full supervisory responsibilities including planning, assigning and evaluating the work of subordinates and responsibility for overall maintenance activities of the Maintenance Department including maintenance, rehabilitation, and installation of mechanical equipment.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Maintenance Department Manager, or designee. Exercises direct supervision over assigned technical personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Implements goals and objectives related to assigned section; establishes schedules and methods for wastewater treatment plant maintenance and rehabilitation; implements policies and procedures.
- Plans, prioritizes, assigns, supervises and reviews the work of staff involved in preventive and predictive maintenance activities associated with the wastewater treatment plant.
- Evaluates operations and activities of assigned section; recommends improvements and modifications; prepares various reports on operations and activities.
- Assists Maintenance Department Manager in developing and administering section budget; prepares cost estimates for budget recommendations; submits justifications for equipment, materials and supplies; monitors and controls expenditures.
- Recommends to Maintenance Department Manager the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.

JOB TITLE: Maintenance Supervisor

- Assesses, schedules, and assigns predictive and preventive maintenance tasks; troubleshoots mechanical equipment and systems; estimates time, cost, labor and material needs, and orders necessary equipment and materials.
- Inspects locations where work is being performed; ensures conformity with work orders, submittals, plans, diagrams and specifications; determines special equipment needs and assesses and identifies solutions to problems; accurately diagnoses mechanical malfunctions.
- Prepares bid specifications and requisitions; assists in the preparation of plans; reviews bid documents to ensure accuracy.
- Performs confined space entries to operate and maintain mechanical equipment, if needed.
- Works collaboratively with the Safety Officer to identify hazards and ensure safe work procedures and processes are in place and followed.
- Answers questions and provides information to the public; investigates complaints from the public and recommends corrective action as necessary to resolve complaints.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of mechanical equipment maintenance, installation and rehabilitation.
- Principles and practices of facility repairs, such as carpentry, concrete and plumbing.
- Principles and practices of collection system maintenance, such as line cleaning and manhole raising.
- Advanced methods for troubleshooting and diagnosing problems with equipment and machinery.
- Equipment, tools and materials used in wastewater treatment equipment maintenance, installation and rehabilitation.
- Methods and procedures for diagnosing industrial mechanical malfunctions.
- Methods and procedures of competitive bidding processes including how to review and prepare accurate equipment plans and specifications.
- Principles and practices of supervision, training and evaluating performance.
- Principles and practices of budget monitoring.
- Principles and practices of safety management and emergency response.
- Pertinent local, State and Federal laws, ordinances and rules.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.

JOB TITLE: Maintenance Supervisor

- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Organize, implement, and direct the installation, maintenance, repair, rehabilitation and troubleshooting of a wide variety of mechanical equipment used in the wastewater treatment facility operations.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and provide input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Assist in the development and monitoring of an assigned program budget.
- Interpret and explain pertinent Agency and department policies and procedures.
- Diagnose complex mechanical malfunctions.
- Interpret, understand and explain drawings, sketches, plans and specifications.
- Accurately estimate time, labor and materials for proposed work.
- Develop and recommend policies and procedures related to assigned operations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Supervise, train and evaluate performance of assigned staff.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and/or Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

JOB TITLE: Maintenance Supervisor

Experience:

Five years of increasingly responsible journey level experience in the installation, maintenance and repair of mechanical equipment within a wastewater treatment facility or similar; and including one year providing technical and/or functional supervision over assigned personnel.

Education:

Equivalent to the completion of the twelfth grade with emphasis on, or supplemented by, course work in mathematics and chemistry or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a valid California or Nevada Class B Commercial Learners Permit, with tanker endorsement, is required within three months of appointment.

Possession of a valid California or Nevada Class B Commercial Driver's License, with tanker endorsement, is required within 18 months of appointment.

Possession of a CWEA Plant Maintenance Technologist Grade IV certification is required within three qualifying test cycles of appointment (approximately 18 months).

Possession of, or ability to obtain a forklift certification is required within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

JOB TITLE: Maintenance Supervisor

PHYSICAL REQUIREMENTS

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, shop or job site while performing work activities and to reach needed items; Work effectively for long periods of time at a desk, table, counter, confined space, in a shop, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or to access low or high items; ascend and descend stairs, ladders or step stools to reach equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and exposure to all weather conditions, along with possible exposure to chemicals (dust, gases, liquids, solids, fumes) odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY

Class Specification

Job Title: Operations Department Manager

Department: Operations

FLSA Status: EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, directs and reviews the activities and operations of the Operations Department including wastewater treatment and laboratory operations; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager.

DISTINGUISHING CHARACTERISTICS

The Operations Department Manager duties are administrative/managerial and highly complex in nature, involving highly technical functions. The incumbent has broad management authority for the day-to-day operations of the Operations Department, as well as functional authority/responsibility for overseeing numerous tasks associated with the wastewater treatment and laboratory functions of the Agency's wastewater treatment plant.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives administrative direction from the General Manager. Responsibilities include broad management authority over a large and diverse group of management, supervisory, professional, technical, and support positions whose incumbents perform the full range of operational activities.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Develops, plans and implements department goals and objectives; recommends and administers policies and procedures.
- Coordinates department activities with those of other departments and outside agencies and organizations; provides staff assistance to the General Manager and Board of Directors; prepares and presents staff reports and other necessary correspondence.
- Directs, oversees and participates in the development of the department's work plan; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Supervises and participates in the development and administration of the Operations Department budget; directs the forecast of additional funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments.

JOB TITLE: Operations Department Manager

- Selects, trains, motivates and evaluates personnel; provides or coordinates staff training; conducts performance evaluations; implements discipline procedures; maintains discipline and high standards necessary for the efficient and professional operation of the department.
- Reviews and evaluates plant and laboratory operations and performance.
- Directs and participates in negotiations with Federal, State, regional, and local permitting and regulatory agencies; communicates and serves as resource to Agency staff and the Board of Directors regarding compliance issues.
- Coordinates with other department managers regarding the effective planning and implementation of upgrades, improvements and modifications to the treatment plant and ensures minimal disruption to operations.
- Secures and manages the services of contractors and consultants in the performance of operations studies and projects; prepares and administers operations contracts and purchase agreements.
- Performs confined space entries as needed.
- Represents the department to outside groups and organizations; participate in outside community and professional groups and committees; provides technical assistance as necessary.
- Researches and prepares technical and administrative reports and studies; prepares written correspondence as necessary.
- May deliver laboratory samples to third-party laboratory via Agency vehicle; may perform site visits on and off property.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices associated with the operations of an advanced wastewater treatment plant, including activated sludge wastewater treatment reclamation system, primary, secondary and tertiary processes, solids handling, biological nutrient removal, final filtration and disinfection.
- Principles and practices of wastewater treatment plant laboratories. Wastewater treatment chemistry and microbiology including biological and biochemical reactions.
- Principles of math and data processing applicable to wastewater treatment processes.
- Principles and practices of project management.
- Regulatory compliance issues.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Pertinent local, State and Federal laws, rules and regulations.

JOB TITLE: Operations Department Manager

- Organizational and management practices as applied to the analysis and evaluation of programs.
- Principles and practices of organization, administration and personnel management.
- Principles and practices of budget preparation and administration.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Principles and practices of safety and emergency procedures.
- Principles and practices of customer service.

Ability to:

- Plan, direct and control the administration and operations of the Operations Department.
- On a continuous basis, know and understand requirements and all essential aspects of the job; access, review, analyze and interpret a wide variety of reports, technical data and budget documents; know and understand laws, regulations, rules and codes related to area of assignment; observe performance and review and evaluate staff; problem solve department related issues; remember various processes and requirements; and interpret and communicate policy, information and instructions.
- Prepare and administer department budgets.
- Develop and implement department policies and procedures.
- Supervise, train and evaluate assigned personnel.
- Gain cooperation among staff and management team through discussion and persuasion.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Interpret and apply local, regional, State and Federal and Agency policies, procedures, rules and regulations.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.

JOB TITLE: Operations Department Manager

- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Eight years of supervisory or higher-level experience that involved the operation of an advanced wastewater treatment plant, including two years in a management capacity.

Education:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in environmental science, engineering, or a related field. Additional experience may substitute for the required education. Equivalence would typically be two years of additional experience for one year of education.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at time of appointment.

Possession of a Grade V Wastewater Treatment Operator certificate from the California State Water Resources Control Board.

Possession, or ability to obtain confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Work effectively at desk and in meetings for long periods of time; intermittently move, traverse and position self while performing duties; access equipment surrounding desk;

JOB TITLE: Operations Department Manager

activate, use and operate a computer and other office equipment; use telephone; communicate through written means; and move or transport weight of 20 pounds or less.

Ability to wear a self-contained breathing apparatus and air purifying respirator.

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position requires work both during and outside regular business hours, as well as occasional weekend work and the ability to travel.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Operations Shift Supervisor

Department: Operations Department

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Oversees and supervises assigned shifts of the wastewater treatment process within the Operations Department; assists with implementation of projects; ensures the Agency is in compliance with all regulatory requirements; and performs a variety of technical tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

The Operations Shift Supervisor level recognizes positions that perform full supervisory responsibilities including planning, assigning and evaluating the work of subordinates and responsibility for independently making decisions related to functional activities of the Operations Department, and independently performing the full range of duties.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Operations Supervisor, or designee. Exercises direct supervision over assigned technical personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class, and are not intended to be an inclusive list.*

- Implements goals and objectives; establishes schedules and methods for the wastewater treatment operations and processes; implements policies and procedures.
- Plans, prioritizes, assigns, supervises and reviews the work of staff involved in wastewater treatment process operations for an assigned shift.
- Evaluates operations and activities of assigned section; recommends improvements and modifications; prepares various reports on operations and activities.
- Recommends the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.
- Provides training to operators in wastewater treatment processes, operational tasks, and related equipment such as pumps, boilers, chlorine gas disinfection process, power generators, and related equipment.
- Provides training and monitoring on chemical processing such as storage, condition, dosage and use; ensures staff use proper personal protection equipment when required; provides on-scene management and emergency response when needed.

JOB TITLE: Operations Shift Supervisor

- Oversees staff and operations on an assigned shift; troubleshoots problems and unusual situations; assists in planning, prioritizing and implementing special projects.
- Monitors the Operators taking the plant off and back on line; ensures SOP's (Standard Operating Procedures) and all other requirements are met and followed.
- Ensures compliance with all regulatory requirements; monitors operations to determine efficiency and effectiveness of plant processes; prepares documentation as assigned.
- Performs operational tasks, when needed; operates pumps and equipment; collects samples; enters and retrieves information and monitors processes; operates, repairs or cleans equipment; interprets data; puts equipment in and out of service.
- Oversees staff collecting, processing and performing laboratory tests including retrieving wastewater sludge and/or dry samples.
- Adheres to and oversees compliance with all safety policies and procedures; oversees receipt of, storage and use of chemicals including maintaining inventory and ordering.
- Performs confined space entries to inspect tanks and other spaces.
- Operates a forklift to transport, load and unload materials, supplies and equipment, as assigned.
- Assumes the role of Operator as needed.
- Answers questions and provides information to the public; investigates complaints from public and recommends corrective action as necessary to resolve complaints.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of wastewater treatment operations and processes and the methods of evaluating treatment results.
- Equipment, tools and materials used in wastewater treatment operations and processes.
- Methods and procedures of mathematics, biology, chemistry, biochemistry and sampling procedures and laboratory techniques related to area of assignment.
- Procedures, methods, tools, and equipment related to plant safety, including methods and procedures used in emergency settings.
- Analyze and prepare technical reports and related documents.
- Principles and practices of supervision, training and evaluating performance.
- Principles and practices of safety management and emergency response, including confined space entry.
- Pertinent local, State and Federal laws, ordinances and rules.
- Modern office practices, methods, and computer equipment including relevant software programs.

JOB TITLE: Operations Shift Supervisor

- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices and Standard Operating Procedures.
- Principles and practices of customer service.

Ability to:

- Oversee and supervise assigned shifts of the wastewater treatment operations process; assist to implement projects.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and provide input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Ensure requirements are met and that the Agency is in compliance with all regulatory requirements.
- Interpret and explain pertinent operational and department policies and procedures.
- Develop and recommend policies and procedures related to assigned operations.
- Safely operate a variety of manual and mechanized tools and equipment, including forklift and skid loader, as needed.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Work an assigned shift on a rotating basis.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Supervise, train and evaluate performance of assigned staff.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

JOB TITLE: Operations Shift Supervisor

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Five years of increasingly responsible journey level wastewater operations experience; and one year providing technical and/or functional supervision over assigned staff.

Education:

Equivalent to the completion of the twelfth grade with emphasis on, or supplemented by, course work in mathematics and chemistry or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License desirable.

Possession of a Wastewater Treatment Operator Grade III Certificate issued by the California State Water Resources Control Board.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession, or ability to obtain of a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, control rooms, laboratory or job site while performing work activities and to reach needed items; work effectively for long periods of time at a desk or table in a control room, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or access low or high items; ascend and descend stairs, ladders or step stools to reach elevated platforms, equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds or less.

JOB TITLE: Operations Shift Supervisor

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in both indoor and outdoor environments with exposure to confined spaces and all weather conditions. This assignment includes working on or operating equipment and working on elevated platforms. Works a flexible, rotating schedule and/or shifts in order to accommodate a 24-hour, 7 day per week operation, to include weekends and holidays, as well as overtime work.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Operations Supervisor

Department: Operations Department

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Oversees and supervises the wastewater treatment operations overall process within the Operations Department to ensure wastewater discharge requirements (WDR) are met; ensures the Agency is in compliance with all regulatory requirements; plans and implements projects and troubleshoots overall plant malfunctions; and performs a variety of technical tasks relative to assigned area of responsibility.

DISTINGUISHING CHARACTERISTICS

The Operations Supervisor level recognizes positions that perform full supervisory responsibilities including planning, assigning and evaluating the work of subordinates and responsibility for overall operational activities of the Operations Department including regulatory compliance, projects, and plant functions.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from the Chief Plant Operator, or designee. Exercises direct supervision over assigned technical personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Implements goals and objectives related to assigned section; establishes schedules and methods for wastewater treatment operations and processes; implements policies and procedures.
- Plans, prioritizes, assigns, supervises and reviews the work of staff involved in wastewater treatment process operations.
- Evaluates operations and activities of assigned section; recommends improvements and modifications; prepares various reports on operations and activities.
- Assists in developing and administering section budget; prepares cost estimates for budget recommendations; submits justifications for equipment, materials and supplies; monitors and controls expenditures.
- Recommends the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.
- Troubleshoots problems and unusual situations; submits repair requests; assists with planning, prioritizing and implementing special projects.

JOB TITLE: Operations Supervisor

- Ensures proper procedures for taking the plant off and back on line, monitors chemical and gas levels; ensures compliance with SOP's (Standard Operating Procedures) and all other applicable requirements.
- Ensures operations are in compliance with all regulatory requirements; monitors operations to determine efficiency and effectiveness of plant processes; prepares special reports including Waste Management Permit Report and EPA report on air quality and others as assigned.
- Performs operational tasks, when needed including operates pumps and equipment; collects samples and delivers to laboratory; enters and retrieves information and monitors pump flows; operates, repairs or cleans equipment; interprets data; puts equipment in and out of service; and related tasks, as needed.
- Adheres to and oversees compliance with all safety policies and procedures; oversees storage and use of chemicals, including maintaining inventory and ordering.
- Develops and updates Standard Operating Procedures.
- Assumes the role of Operations Shift Supervisor or Operator as needed.
- Fills in for the Chief Operator in that person's absence, as needed.
- Performs confined space entries to inspect tanks and other spaces.
- Operates a forklift to transport, load and unload materials, supplies and equipment, as needed.
- Collects, compiles and analyzes information from various sources as it relates to assigned operations and projects.
- Answers questions and provides information to the public; investigates complaints from the public and recommends corrective action as necessary to resolve complaints.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and practices of wastewater treatment operations and processes and the methods of evaluating treatment results.
- Equipment, tools and materials used in wastewater treatment operations and processes.
- Methods and procedures of mathematics, biology, chemistry, biochemistry and sampling procedures and laboratory techniques related to area of assignment.
- Principles and practices of supervision, training and evaluating performance.
- Principles and practices of budget monitoring.
- Principles and practices of safety management and emergency response.
- Pertinent local, State and Federal laws, ordinances and rules.
- Modern office practices, methods, and computer equipment including relevant software programs.

JOB TITLE: Operations Supervisor

- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Safe work practices and Standard Operating Procedures.
- Principles and practices of customer service.

Ability to:

- Oversee and supervise the wastewater treatment operations process to ensure all waste discharge (WDR) requirements are met; and to ensure the Agency is in compliance with all regulatory requirements.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; train and explain processes to others; when so assigned, observe performance and input into review and evaluation of the work of others; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Assist with planning and implementing projects and troubleshooting plant malfunctions.
- Interpret and explain pertinent operational and department policies and procedures.
- Assist in the development and monitoring of an assigned program budget.
- Develop and recommend policies and procedures related to assigned operations.
- Safely operate a variety of manual and mechanized tools and equipment, including forklift, as needed.
- Analyze and prepare technical reports and related documents.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Supervise, train and evaluate performance of assigned staff.

JOB TITLE: Operations Supervisor

- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of increasingly responsible wastewater operations experience that included supervision of an assigned shift.

Education:

Equivalent to the completion of the twelfth grade with emphasis on, or supplemented by, course work in mathematics and chemistry or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License desirable.

Possession of a Wastewater Treatment Operator Grade IV Certificate issued by the California State Water Resources Control Board.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, control rooms, laboratory or job site while performing work activities and to reach needed items; work effectively at a desk or table in a control room, or while driving vehicle or operating equipment; position self to adjust equipment, use tools to review work of others or access low or high items; ascend and descend stairs, ladders or step stools to reach elevated platforms, equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds or less.

JOB TITLE: Operations Supervisor

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in both indoor and outdoor environments with exposure to confined spaces and all weather conditions. Assignment includes working on or operating equipment and working on elevated platforms.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Operator-In-Training/Operator I/II/III

Department: Operations Department

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs a variety of semi-skilled and skilled tasks associated with the operation and maintenance of the Agency's wastewater treatment plant; monitors treatment plant processes; responds to alarms; collects and analyzes samples; and maintains and submits a variety of documents and records.

DISTINGUISHING CHARACTERISTICS

Operator-In-Training – This is the trainee level of the Operator class series. Positions in this class typically have little directly related work experience. Operators–In–Training perform the most routine duties of this classification, progressing to more complex duties with training and experience. The Operator–In–Training is distinguished from the Operator I by the performance of tasks allowed with possession of a Wastewater Treatment Operator–In–Training certificate.

Operator I - This is the entry level class in the Operator series and works under close supervision while continuing to learn job tasks. The Operator I is distinguished from the Operator II by the performance of tasks allowed with possession of a Wastewater Treatment Operator Grade I certificate. Positions in this class are flexibly staffed and are normally filled by advancement from the Operator–In–Training level once the incumbent meets the qualification standards of the I level, demonstrates an ability to perform the full scope of the work, and meets all other performance standards.

Operator II - This is the third level class in the Operator series. It is distinguished from the I level by the assignment of the full range of duties. The Operator II is distinguished from the Operator III by the performance of tasks and duties allowed with possession of a Wastewater Treatment Plant Operator Grade II certification. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and meets all other performance standards.

Operator III - This is the fourth level class in the Operator series. The Operator III is distinguished from the Operator II by the ability to perform the full range of duties assigned, including serving as shift operator-in-charge, as needed and allowed with possession of Wastewater Treatment Plant Operator Grade III certification and sufficient amount of Agency experience as determined by the Chief Plant Operator. Positions in this class are flexibly staffed and are normally filled by advancement from the Operator II level the incumbent meets the qualification standards of the III

JOB TITLE: Operator-In-Training/I/II/III

level, demonstrates an ability to perform the full scope of the work, and meets all other performance standards.

SUPERVISION RECEIVED AND EXERCISED

Operator-In-Training

Reports directly to, and receives immediate supervision from an Operations Shift Supervisor, or designee and may receive technical and functional supervision from an Operator III who is serving as shift operator-in-charge.

Operator I

Reports directly to, and receives immediate supervision from an Operations Shift Supervisor, or designee and may receive technical and functional supervision from an Operator III who is serving as shift operator-in-charge.

Operator II

Reports directly to, and receives general supervision from an Operations Shift Supervisor, or designee and may receive technical and functional supervision from an Operator III who is serving as shift operator-in-charge.

Operator III

Reports directly to, and receives general supervision from an Operations Shift Supervisor, or designee. May provide technical and functional supervision to less certified Operators and assumes the role of operator-in-charge as needed.

EXAMPLES OF DUTIES (for all Operator levels): *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Collects, processes and performs laboratory tests including retrieving wastewater, sludge and/or dry samples.
- Performs operations, control, and maintenance functions and performs laboratory testing and sample collections, consistent with certification.
- Operates pumps, valves and metering equipment and other plant equipment; monitors pumping flows; and adjusts, stops or starts plant processes.
- Cleans, flushes and maintains plant equipment and performs minor equipment repairs.
- Inspects a variety of plant equipment; reads and records gauges; ensures maximum efficiency of processes and equipment.
- Operates a forklift to transport, load and unload materials, supplies and equipment, as assigned.

JOB TITLE: Operator-In-Training/I/II/III

- Delivers materials to laboratory.
- Enters and retrieves information using computer-based system application.
- Performs confined space entries to inspect tanks and other spaces.
- Performs record keeping functions such as logging plant operations, test results, maintenance work performed and unusual operating conditions; prepares and maintains a variety of records.
- Locates and troubleshoots malfunctions; investigates and inspects abnormal equipment gauge readings or other unusual situations; responds to alarms and treatment issues; and notifies appropriate personnel as necessary.
- Reports the need for repairs or maintenance if unable to be performed immediately.
- Interprets technical data and maintains a variety of accurate records, reports, and logs.
- Adheres to all safety policies and standard operating procedures, including the handling of chemicals used in the operation of the plant.
- Performs a variety of general facilities maintenance duties.
- Complies with all wastewater treatment facility permits and regulations.
- Accepts deliveries and handles other known hazardous chemicals.
- Work and assigned shift on a rotating basis.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

When acting as the designated shift operator-in-charge (with sufficient amount of Agency experience as determined by the Chief Plant Operator), duties include (Operator III only):

- Ensures Agency compliance with the Wastewater Discharge Requirements (WDR).
- Performs the full range of operations, control, and maintenance functions during assigned shift while optimizing efficiency; performs basic laboratory testing and sample collections; demonstrates a full understanding of all applicable policies and work methods associated with assigned duties.
- Operates and monitors all SCADA systems; revises equipment settings as appropriate; makes inspections and corrects or controls system problems as necessary; documents problems and actions taken to address problems.
- Instructs staff in work procedures.
- Communicates, organizes, and directs staff efforts in response to emergency situations.

JOB TITLE: Operator-In-Training/I/II/III

QUALIFICATIONS

Operator-In-Training

Knowledge of:

- Basic mechanical principles and practices.
- Basic mathematics, geometry and algebra.
- Basic principles and practices related to chemistry and biology.
- Manual and mechanized tools and equipment needed to make general repairs.
- Methods and processes to perform basic laboratory tests.
- Modern office practices, methods, and computer equipment.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Learn to assist in the performance of a variety of unskilled and progressively more skilled tasks related to operating the wastewater treatment facility in a safe manner.
- Learn the requirements and essential aspects of the job, including safety rules and identifying hazards.
- Learn to safely operate a variety of manual and mechanized tools and equipment.
- Learn to make minor repairs.
- Learn to maintain accurate records, reports, and logs.
- Understand and carry out oral and written instructions.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and learn to use applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

JOB TITLE: Operator-In-Training/I/II/III

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying (equivalent to California State Water Resources Control Board requirements for certification). A typical way to obtain the required knowledge and abilities would be:

Experience:

No previous wastewater treatment plant experience necessary.

Education:

Equivalent to completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License desirable.

Possession of a Wastewater Treatment Operator-In-Training Certificate from California State Water Resources Control Board within 4 months from date of hire.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

Operator I

In addition to the qualifications for the Operator-In-Training:

Knowledge of:

- Basic mechanical, electrical and hydraulic principles including pumps and piping.
- Relevant software programs used in wastewater treatment operations.

JOB TITLE: Operator-In-Training/I/II/III

Ability to:

- Learn to perform a variety of semi-skilled and skilled tasks associated with the operation and maintenance of the Agency's wastewater treatment plant; monitor treatment plant operations; respond to alarms; collect and analyze samples.
- Learn all requirements and essential aspects of the job, learn and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; locate, adjust and operate tools and equipment; intermittently access, review, interpret and enter or adjust information on documents and work orders, remember instructions and how to operate equipment; interpret and communicate technical and numerical information.
- Safely operate a variety of manual and mechanized tools and equipment.
- Learn to investigate equipment and equipment problems.
- Assist to make minor equipment repairs and adjustments.
- Learn to enter or record technical data and information.
- Maintain accurate records, reports and logs.
- Learn to interpret diagrams and technical instructions.
- Learn the safe handling of hazardous materials, liquids, solids and gases used in plant operations.
- Learn to safely operate a variety of manual and mechanized tools and equipment, including forklift, as needed.
- Learn to prioritize workload to meet deadlines.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying (equivalent to California State Water Resources Control Board requirements for certification). A typical way to obtain the required knowledge and abilities would be:

Experience:

One year of experience similar to an Operator-In-Training with T-TSA.

Education:

Equivalent to completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License desirable.

Possession of a Wastewater Treatment Operator Grade I Certificate issued by the California State Water Resources Control Board.

Possession of, or ability to obtain a forklift certification within six months of appointment.

JOB TITLE: Operator-In-Training/I/II/III

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

Operator II

In addition to the qualifications for the Operator I:

Knowledge of:

- Basic principles and practices associated with operating a wastewater treatment plant and associated facilities.
- Proper handling of hazardous materials, liquids, solids and gases used in plant operations.
- Water quality testing procedures.

Ability to:

- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; know and observe safety rules and identify hazards; intermittently locate, analyze, detect and diagnose problem equipment and determine solutions; problem solve issues related to area of assignment; remember various processes and requirements and how to operate equipment; intermittently access, review, and interpret and adjust or enter data on work orders, reports and other documents; identify, interpret and communicate technical and numerical information.
- Perform a variety of progressively more skilled tasks related to the operations of the wastewater treatment facility in a safe manner.
- Enter or record technical data and information.
- Assist with the investigation of equipment and equipment problems.
- Make minor equipment repairs and adjustments.
- Interpret diagrams and technical instructions.
- Safely operate a variety of manual and mechanized tools and equipment, including forklift, as needed.

JOB TITLE: Operator-In-Training/I/II/III

- Prioritize workload to meet deadlines.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying (equivalent to California State Water Resources Control Board requirements for certification). A typical way to obtain the required knowledge and abilities would be:

Experience:

Eighteen months of experience similar to an Operator I with T-TSA.

Education:

Equivalent to completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License desirable.

Possession of a Wastewater Treatment Operator Grade II Certificate issued by the California State Water Resources Control Board.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

Operator III

In addition to the qualifications for the Operator II:

Knowledge of:

- Methods and procedures for wastewater treatment.
- Methods and procedures for troubleshooting equipment associated with the operation of a wastewater treatment plant.

JOB TITLE: Operator-In-Training/I/II/III

- Principles and practices of trend analysis.
- Emergency response procedures.
- Principles and practices of training and technical and functional supervision of less experienced staff.

Ability to:

- Interpret and apply a variety of instructions furnished in written, oral, diagram, or other form.
- Calculate figures and amounts including percentages, areas, circumferences, and volumes and apply the concepts of basic algebra and geometry.
- Act as Emergency Coordinator and respond to urgent situations, if assigned.
- Assist with the enforcement of safety policies and ensures standard operating procedures are followed.
- Serve as shift operator, as needed, and provide technical or functional supervision of less experienced staff, with sufficient amount of Agency experience as determined by the Chief Plant Operator.
- Assist with the development and implementation of training for lower level Operators. Shut down areas of the system if needed.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying (equivalent to California State Water Resources Control Board requirements for certification). A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of experience similar to an Operator II with T- TSA.

Education:

Equivalent to completion of the twelfth grade.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License desirable.

Possession of a Wastewater Treatment Operator Grade III Certificate issued by the California State Water Resources Control Board.

Possession of, or ability to obtain a forklift certification within six months of appointment.

Possession of, or ability to obtain a confined space certification within six months of appointment.

JOB TITLE: Operator-In-Training/I/II/III

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS (for all Operator levels):

Position self and intermittently move so as to access, maintain, clean, repair and/or install equipment; intermittently move, traverse and position self around the office, control rooms, laboratory or job site while performing work activities and to reach needed items; work effectively at a desk or table in a control room, or while driving vehicles or operating equipment; position self to adjust equipment, use tools to review work of others or access low or high items; ascend and descend stairs, ladders or step stools to reach elevated platforms, equipment or other items and to access areas out of reach; manipulate, operate, activate and adjust equipment and tools; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS (for all Operator levels):

Work is performed in both indoor and outdoor environments with exposure to confined spaces and all weather conditions. Assignment includes working on or operating equipment and working on elevated platforms. Works a flexible, rotating schedule and/or shifts in order to accommodate a 24-hour, 7 day per week operation, to include weekends and holidays, as well as overtime work.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Purchasing Agent I/II

Department: Administrative Services

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Performs a variety of responsible technical administrative functions in support of the Agency's purchasing activities; prepares, coordinates and monitors contracts, and purchasing agreements.; and provides general administrative support, as assigned.

DISTINGUISHING CHARACTERISTICS

Purchasing Agent I - This is the entry level class in the Purchasing Agent series. Positions in this class typically require little directly related work experience. The Purchasing Agent I class is distinguished from the II level by the performance of less than the full range of duties assigned to the II level. Incumbents work under immediate supervision while learning job tasks, progressing to general supervision as procedures and processes of assigned area of responsibility are learned.

Purchasing Agent II - This is the journey level class in the Purchasing Agent series and is distinguished from the I level by the assignment and satisfactory performance of the full range of duties. Employees at this level receive relatively less instruction or assistance, as employees at this level are expected to be fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the I level once the incumbent meets the qualification standards of the II level, demonstrates an ability to perform the full scope of the work, and otherwise meets performance standards.

SUPERVISION RECEIVED AND EXERCISED

Purchasing Agent I

Reports directly to, and receives immediate supervision from the Administrative Department Manager.

Purchasing Agent II

Reports directly to, and receives general supervision from the Administrative Department Manager.

JOB TITLE: Purchasing Agent I/II

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Assists with the Request for Proposal and Request for Qualifications process; posts and distributes bid documents; receives, opens, records and summarizes bids; reviews bid and insurance for compliance with Agency standards.
- Prepares, monitors and tracks a variety of contracts, purchasing agreements, bids, and other documents, reports and orders.
- Coordinates the purchasing and procurement process; prepares purchase orders; receives, records and posts requisitions; expedites urgent orders as necessary.
- Contacts suppliers for pricing and availability of items and materials; participates in the selection of suppliers; researches alternate sources of items and materials, as needed.
- Computes costs; routes documents for approval; generates purchase orders; meets with sales representatives as necessary.
- Coordinates with maintenance to tag Agency assets and maintain inventory.
- Responds to requests for documentation related to assigned area of responsibilities; develops, explains and interprets policies and procedures.
- Drafts correspondence, prepares orders, forms, and documentation.
- May receive and respond to billing and general questions.
- Performs technical duties related to area of assignment including interpreting, analyzing, and determining compliance or acceptance of information and materials.
- Assists in the conduct of studies, special projects, administrative and technical functions; performs data collection, research and analysis; prepares draft reports and technical documents.
- Receives, researches, responds to or refers questions from vendors and contractors pertaining to contracts.
- Establishes and maintains systems related to assigned technical area of responsibility; monitors area activities and reports progress as required.
- Ensures areas of responsibilities are in compliance with related laws, codes, ordinances, and legislation; advise staff of any irregularities in compliance.
- Receives, opens and date stamps and distributes mail.
- Establishes and maintains a wide variety of filing and reporting systems as necessary; develops record keeping procedures.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

JOB TITLE: Purchasing Agent I/II

QUALIFICATIONS

Purchasing Agent I

Knowledge of:

- Modern office practices, methods, and computer equipment including relevant software programs.
- Principles and practices of administrative office functions including file management.
- Methods and procedures of basic mathematics and computations of prices.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices.
- Principles and practices of customer service.

Ability to:

- Learn to prepare, coordinate and monitor/track contracts, purchasing/procurement agreements and bids, and other documents, reports and orders.
- On an ongoing basis, know, understand and perform operations; know all requirements and essential aspects of the job; observe and analyze and propose solutions to problems; review, analyze and interpret documents and information, remember instructions; and communicate tasks or projects to others.
- Learn, interpret, apply and explain Agency policies and procedures related to procurement of supplies, materials and professional services.
- Accurately compute costs.
- Learn to review bids for compliance with Agency needs, requirements and policies.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

JOB TITLE: Purchasing Agent I/II

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of responsible administrative support or technical experience including customer service.

Education:

Equivalent to the completion of an Associate's degree in business administration, public administration, accounting or related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

Purchasing Agent II

Knowledge of:

- Methods and procedures of contract development and administration.
- Principles and practices of intermediate analytical research and project coordination.
- Methods and procedures for conducting research, ordering, purchasing and procurement processes, bid processes and purchase agreements.
- Methods and procedures of contract development and administration

Ability to:

- Review bids for compliance with Agency needs, requirements and policies.
- Conduct research, prepare, coordinate and monitor/track contracts, purchasing/procurement agreements and bids, and other documents, reports and orders.
- Coordinate, monitor and implement special projects.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Two years of experience similar to Purchasing Agent I with T-TSA.

Education:

Equivalent to the completion of an Associate's degree in business administration, public administration, accounting or related field.

JOB TITLE: Purchasing Agent I/II

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is desirable.

PHYSICAL REQUIREMENTS (for Purchasing Agent I and II)

Work effectively at desk, table or counter for long periods of time; intermittently move around the office while performing work activities and to reach needed items; manipulate and file documents; operate and adjust office equipment; manipulate, activate, operate and adjust equipment; ascend and descend ladders or step stools to reach equipment or other items and to access areas out of reach; and move or transport weight of 20 pounds or less.

WORKING/ENVIRONMENTAL CONDITIONS (for Purchasing Agent I and II)

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Safety Officer

Department: Engineering

FLSA Status: NON EXEMPT

Revised as of: 12/2019

DEFINITION

Administers the Agency's environmental, health, safety and emergency response programs; ensures compliance with applicable laws, regulations and insurance requirements; conducts and/or coordinates training; performs facility audits and inspections to ensure safety and compliance; provides guidance and follow-up to departments and managers on identifying, evaluating, and mitigating occupational hazards, risks and non-compliance; assists in administering the Agency's liability and risk management support services; and provides professional support and assistance to assigned manager.

DISTINGUISHING CHARACTERISTICS

The Safety Officer performs the full range of duties as assigned including regulatory compliance, training, and providing technical assistance to staff and managers related to occupational hazards, risks, environmental compliance and emergency response and is fully aware of the operating procedures and policies of the work unit.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives direction from the Engineering Department Manager.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.*

- Administers and implements the Agency's safety, environmental health and emergency response programs; ensures compliance with applicable Federal, State and Local safety and health laws, regulations and insurance requirements.
- Administers and implements the Agency's Injury and Illness Prevention Program (IIPP) along with input from other Agency staff.
- Conducts and/or coordinates training; provides guidance and follow-up related to identifying, evaluating, and mitigating occupational and environmental hazards and risks and emergency response; and assists in administering the Agency's liability and risk management support services.
- Implements occupational and environmental safety policies, programs and procedures that promote a culture of safety; evaluates, develops and recommends additional and improved safety and health procedures and programs.
- Conducts site inspections and hazard determinations at on-site and off-site locations.

JOB TITLE: Safety Officer

- Identifies training needs; coordinates or provides new employee safety orientations and training on how to conduct work hazard assessments, incident investigations and site inspections; orders training supplies and prepares training materials; assists supervisors with safety “tailgate” meeting planning; maintains records of training and required certifications.
- Works with employees to correct safety deficiencies; provides advice to staff regarding safety, regulatory and health standards and requirements; serves as Chair of Employee Safety Committee.
- Conducts Agency compliance audits and in-house investigations of occupational and environmental safety incidents and matters; inspects and evaluates workplace hazards, workplace environments, and equipment and practices including conditions that could affect employee health, comfort and performance; ensures compliance with standards and regulations; makes recommendations; coordinates and ensures timely corrective actions are taken.
- Serves as Agency emergency response team coordinator and as liaison to outside first responders.
- Coordinates for and/or assists in the development and implementation of emergency response drills and exercises.
- Assists in the development and implementation of emergency management plans.
- Ensures emergency response equipment is ready for service.
- Calculates statistics; provides analysis of trends; reviews incident reports for completeness and delivers to Human Resources; maintains CalOSHA injury and illness logs and related records.
- Researches and measures exposure to loss; coordinates workers’ compensation cases and return-to-work processes with Human Resources; coordinates with Human Resources to administer Risk Management programs as relates to safety and security programs.
- Coordinates emergency response plan drills; and maintains library of reference materials.
- Coordinates and oversees contractor and vendor safety procedures; coordinates with, and serves as liaison for, various regulatory and enforcement agencies.
- Assists management in budget preparation for safety programs, equipment and supplies; prepares and presents a variety of reports and studies; evaluates equipment and makes purchasing recommendations; assists in maintaining inventory of safety equipment and supplies.
- Ensures applicable permits are maintained and Agency compliance with such permits; reviews and reports information for environmental reporting and permit requirements.
- Coordinates with outside consultants, as required.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Prepares for and participates in effective public speaking presentations to a variety of audiences.
- Performs related duties as assigned.

JOB TITLE: Safety Officer

QUALIFICATIONS

Knowledge of:

- Principles and practices of effective training and presentations.
- Principles and practices of safe work practices including policies, regulations, specifications and requirements governing industrial safety and health, loss prevention, environmental compliance, emergency preparedness and accident prevention.
- Methods and procedures of statistical concepts and methods for collecting and analyzing data on a variety of technical, analytical, and administrative topics.
- Principles and practices of assessments, inspections and investigations as related to area of assignment.
- Modern office practices, methods, and computer equipment including relevant software programs.
- Operation of office equipment including personal computers, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Principles and practices of customer service.
- Principles and practices of technical and functional training.

Ability to:

- Administer the Agency's safety programs; ensuring compliance with applicable Federal, State and Local safety and health laws, regulations and insurance requirements.
- Conduct and/or coordinate training; provide guidance and follow up with managers regarding identifying, evaluating, and mitigating occupational hazards and risks; and assist in administering the Agency's liability and risk management support services.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; intermittently access, review, and adjust and enter data on documents, reports and files; interpret analytical results and technical and numerical information; train and explain processes to others; observe equipment and conditions and problem solve issues related to area of assignment; remember various processes and requirements; interpret and communicate information.
- Stay current on laws, policies, codes, ordinances, and regulations pertaining to area of assignment; and update Agency's programs accordingly.
- Understand, interpret and apply complex written materials and requirements as related to risk management, safety and environmental health.
- Troubleshoot equipment and determine solutions to safety and regulatory issues and concerns.
- Design and implement safety programs to target losses, exposures to loss, and compliance with applicable government standards.

JOB TITLE: Safety Officer

- Effectively collaborate with external regulatory agencies and represent the Agency in matters related to occupational health and safety, emergency preparedness and environmental compliance programs, as assigned.
- Understand and carry out oral and written instructions, and prioritize workload to meet deadlines.
- Read, write and comprehend the English language at a level necessary for effective job performance, exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Utilize appropriate safety procedures and practices for assigned duties.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Three years of responsible professional environmental health safety and emergency response program administration experience; previous water or wastewater treatment plant experience preferred.

Education:

Equivalent to a Bachelor's degree from an accredited college or university in business administration, public administration, industrial hygiene, occupational health and safety, environments and occupational health, life sciences or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession, or ability to obtain confined space certification within six months of appointment.

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial

JOB TITLE: Safety Officer

12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Work effectively at a desk, table, counter or while driving; intermittently move, traverse and position self while performing work activities; ascend and descend stairs, ladders or step stools to reach equipment or other items and to access areas out of normal reach; manipulate, operate, activate and adjust equipment and tools; position self to adjust office and field equipment or to access low or high items; discern hazardous warning signs and discern and respond to announcements and alarms; maintain airtight seal with self-contained breathing apparatus and air purifying respirator; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Some duties expose the incumbent to outdoor conditions and to all weather conditions. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise.

TAHOE-TRUCKEE SANITATION AGENCY

Class Specification

Job Title: Senior Engineer

Department: Engineering

FLSA Status: EXEMPT

Revised as of: 12/2019

DEFINITION

Plans, organizes, supervises and performs professional and highly complex and technical civil engineering duties including the design, drafting, planning, bidding, inspections and implementation of construction projects and technical work for the plant/pipeline operations and maintenance programs; conducts special studies; prepares reports; and provides highly responsible professional support to an assigned manager.

DISTINGUISHING CHARACTERISTICS

This is the most advanced professional level in the Engineer series. Positions at this level are distinguished from other classes within the series by the level of responsibility assumed, complexity of duties assigned, independence of action taken, the amount of time spent performing these duties requiring independent judgment and discretion, and the nature of the public contact made. Employees perform the most difficult and responsible types of duties assigned to classes within this series, including providing supervision over assigned personnel and perform complex design, planning, and implementation of projects. Employees at this level are required to be fully trained in all procedures related to assigned areas of responsibility.

SUPERVISION RECEIVED AND EXERCISED

Reports directly to, and receives general direction from, the Engineering Department Manager. Exercises supervision over assigned professional, technical and administrative support personnel.

EXAMPLES OF DUTIES: *the duties specified below are representative of the range of duties assigned to the class and are not intended to be an inclusive list.*

- Plans, prioritizes, assigns, supervises and reviews the work of a variety of assigned staff engaged in civil engineering, design, planning, bidding, inspections and implementation of construction projects, technical work for the plant/pipeline operations and maintenance programs and related support functions.
- Evaluates operations and activities of assigned section; recommends improvements and modifications; prepares various reports on operations and activities.
- Performs the most difficult and highly complex professional and technical civil engineering duties requiring specialized knowledge related to the design and completion of complex engineering and construction assignments.

JOB TITLE: Senior Engineer

- Develops schedules and methods to accomplish assignments ensuring work is completed in a timely and efficient manner; prioritizes and develops critical path schedules to successfully manage overlapping and sequential work activities.
- Assists with the selection of staff; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline procedures; evaluates employee performance; drafts and conducts performance evaluations.
- Serves as project manager for the more complex capital improvement projects including the development of Requests for Qualifications and Requests for Proposals, the development and monitoring of project budgets, management of outside design consulting firms and management of the construction phase; performs inspections of on-site and off-site projects.
- Prepares complex engineering studies and reports; coordinates projects with other Agency departments, outside agencies, consultants, and developers; participates in the development of Agency master plans.
- Researches project design requirements and performs related calculations; conducts plan checks to ensure compliance with Agency and regulatory standards; prepares time and material cost estimates.
- Researches and recommends use of consultants and contractors for various projects; monitors progress and authorizes payments according to contract terms and conditions.
- Prepares, reviews, interprets and revises technical and administrative reports, prepares and reviews instructions, memos, letters, other correspondence and other documentation; performs research and conducts complex studies.
- Analyzes, understands, interprets, and communicates to others the correct application of applicable Federal, State, and Local governmental regulations, technical reports, manuals, sketches and related information.
- Adheres to and ensures compliance with safety and emergency policies, procedures, rules, regulations and standard operating procedures.
- Oversees and participates in bidding process, oversees and ensures compliance with contracts and agreements; monitors contractor performance.
- Reviews and checks plans and specifications for conformance with design standards, codes and regulations.
- Oversees, reviews and performs technical work for the plant/pipeline operations and maintenance programs.
- Prepares for and participates in effective public speaking presentations to a variety of audiences.
- May serve as acting Engineering Department Manager in Manager's temporary absence.
- Coordinates construction activities with other departments, divisions, and outside agencies.
- Represents the Agency with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Builds and maintains positive working relationships with co-workers, other Agency employees and the public using principles of good customer service.
- Performs related duties as assigned.

JOB TITLE: Senior Engineer

QUALIFICATIONS

Knowledge of:

- Principles and practices of professional civil engineering, construction, inspection, and design project requirements.
- Advanced project management methods.
- Methods and procedures related to wastewater treatment, conveyance systems, plant and pipeline operations, analytical quality control methods and interpretation of data.
- Master planning, application of asset management principles, development of capital improvement plans.
- Current development and trends related to professional engineering.
- Methods and procedures for securing permits and approvals; Federal, State, and local regulations, laws, codes, ordinances and rules related to construction and civil engineering projects.
- Principles and practices of supervision, training and evaluating performance.
- Modern office practices, methods and equipment including personal computers, AutoCAD and other specialized civil engineering software applications, fax machines, copiers, printers, telephones, voicemail and e-mail systems, etc.
- Principles and practices of budget planning, processes, monitoring and implementation.
- Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.
- Safe work practices, policies, rules, regulations methods and procedures as relates to design, engineering, construction and emergency procedures and equipment.
- Principles and practices of customer service.

Ability to:

- Organize, implement, supervise and participate in civil engineering, design, drafting, planning, bidding, inspections and implementation of construction projects and technical work for the plant/pipeline operations and maintenance programs.
- On an ongoing basis, know and understand all requirements and essential aspects of the job including laws, regulations, rules and codes related to area of assignment; intermittently access, review, and adjust and enter data on documents, reports and files; design engineering plans; conduct surveys of proposed construction sites; analyze, interpret and recommend changes to engineering work plans; manage engineering and construction projects; interpret analytical results and technical and numerical information; train and explain processes to others; observe equipment and conditions and problem solve issues related to area of assignment; remember various processes and requirements; interpret and communicate information.
- Perform the most complex duties related to professional and highly technical civil engineering assignments.
- Conduct complex special studies; write, review and revise detailed documents and reports.
- Analyze, understand, interpret, and communicate the correct application of relevant governmental regulations, technical reports, books, manuals, sketches and plans.

JOB TITLE: Senior Engineer

- Understand and carry out oral and written instructions; prioritize assignments and meet deadlines; adjust to changing requirements and environments.
- Ensure compliance with relevant safety policies, procedures, rules, regulations and standard operating procedures.
- Comprehend the English language at a level necessary for effective job performance exercising correct English usage, vocabulary, spelling, grammar and punctuation.
- Communicate effectively, tactfully and positively in both oral and written form.
- Operate and use modern office equipment and technology, including computers and applicable software including AutoCAD and other specialized engineering software applications.
- Maintain regular attendance and adhere to prescribed work schedule to conduct job responsibilities.
- Function in confined spaces and/or hazardous environment.
- Adhere to and utilize appropriate Agency safety policies, procedures and practices and utilize appropriate Personal Protection Equipment.
- Supervise, train and evaluate performance of assigned staff.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Contribute effectively to the accomplishment of Agency goals, objectives and activities.

Experience and Education:

Any combination of experience and training that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Ten years of increasingly responsible professional engineering experience within a utility.

Education:

Equivalent to a Bachelor's degree from an accredited ABET college or university with major course work in civil engineering or a related field.

SPECIAL QUALIFICATIONS

License and Certificate:

Possession of a valid California or Nevada Class C Driver License is required at the time of appointment.

Possession of a valid Certificate of Registration as a Licensed Professional Engineer in Civil Engineering issued by the California Department of Consumer Affairs Board for Professional Engineers, Land Surveyors, and Geologists.

Possession, or ability to obtain confined space certification within six months of appointment.

JOB TITLE: Senior Engineer

Persons employed in this classification are required to participate in Agency provided training to acquire basic First Aid and Cardiopulmonary Resuscitation (CPR) certificates during the initial 12 months of employment and continued maintenance of a valid certificate as a condition of employment for this position.

Possession of, or ability to obtain a 40-hour Hazwoper Hazardous Materials Technician Level III certification within six months of appointment.

PHYSICAL REQUIREMENTS

Work effectively for long periods of time at a desk, table, counter; travel to conduct off-site inspections; intermittently move, traverse and position self while performing work activities; ascend and descend stairs, ladders or step stools to inspect or reach equipment or other items and to access areas out of normal reach; manipulate, operate, activate and adjust equipment and tools; position self to adjust office and field equipment or to access low or high items; discern hazardous warning signs and discern and respond to announcements and alarms; maintain airtight seal with self-contained breathing apparatus and air purifying respirator; and move or transport weight of 50 pounds or less.

Ability to wear a self-contained breathing apparatus (SCBA) and Full-Face Air Purifying Respirator (APR).

WORKING/ENVIRONMENTAL CONDITIONS

Work is performed in a typical temperature controlled office environment subject to typical office noise and environment. Incumbents exposed to all weather conditions and plant noise while conducting inspections and field work. Possible exposure to chemicals (dust, gases, liquids, solids, fumes), odors and noise. Position may require work outside of regular business hours, as well as occasional weekend work.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: V-3
Subject: Approval of the Agency Organizational Chart

Background

As part of the Classification and Compensation Study, some classification titles were amended. The organizational chart has been updated to reflect the classification title changes.

It should be noted, the organizational chart includes the current number of staff as full-time equivalents (FTE) filling each classification, for information purposes only. The chart will be updated as full-time-equivalents (FTE) for each classification are determined and approved by the Board of Directors in the future.

Fiscal Impact

None.


Attachments

Agency organizational chart.

Recommendation

Management and staff recommend approval of the Agency organizational chart.

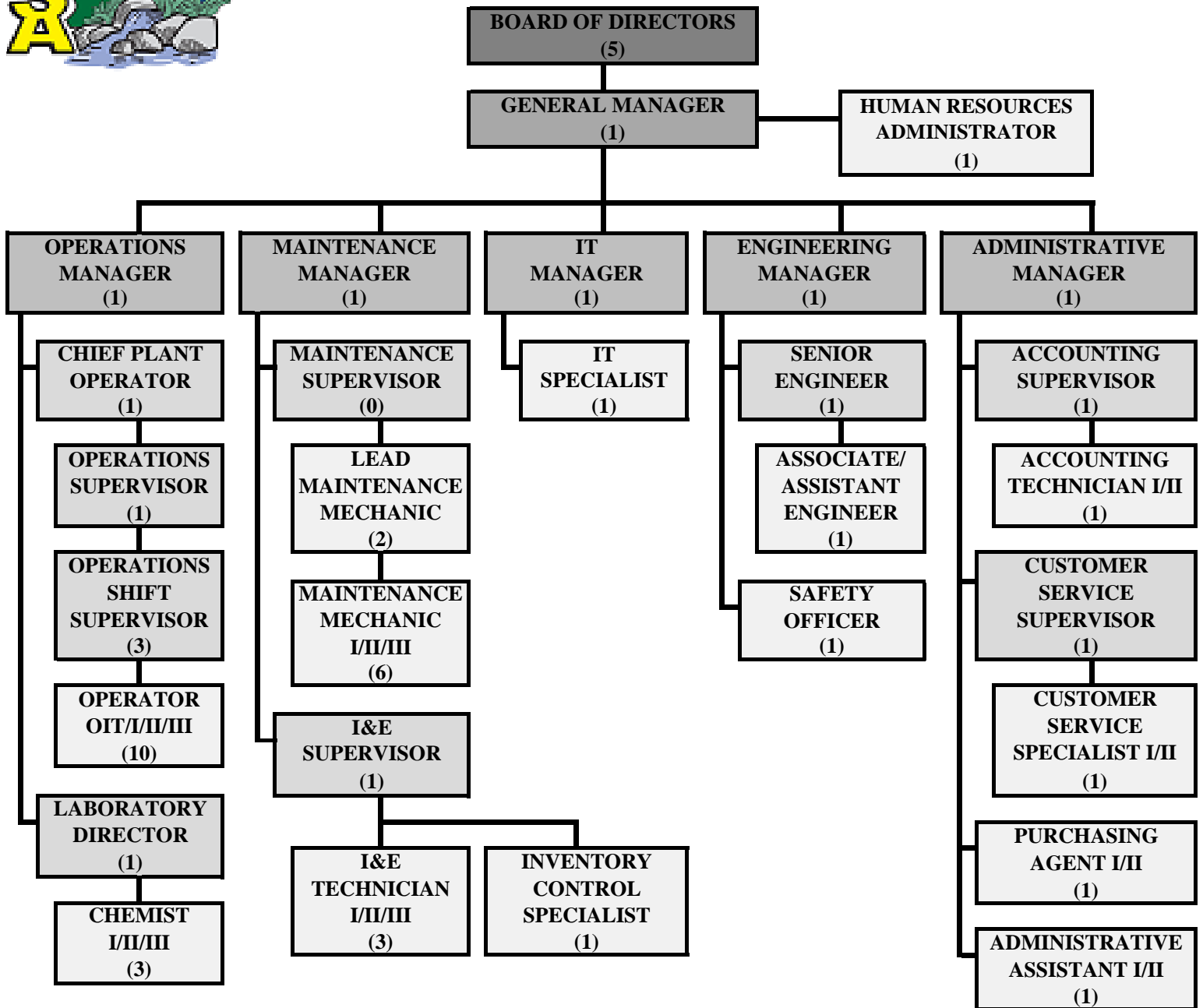
Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY ORGANIZATIONAL CHART



Note: (#) identifies quantity of staff in classification



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: V-4
Subject: Presentation by municipal advisor Steven Gortler concerning proposed refinancing of Agency State Revolving Fund loan

Background

Mr. Steven Gortler, registered municipal advisor, recently contacted the Agency to discuss an opportunity for the Agency to have a debt service savings on its current State Revolving Fund (SRF) loan. At the last Board of Directors meeting, Mr. Gortler provided a presentation of the SRF loan refinancing analysis for Board of Directors review and discussion.

Mr. Goertler has prepared an updated presentation that further explains the refinancing process and will be able to answer and questions on the process at the meeting.

Fiscal Impact

None.


Attachments

State Revolving Fund loan refinancing analysis presentation.

Recommendation

None.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager



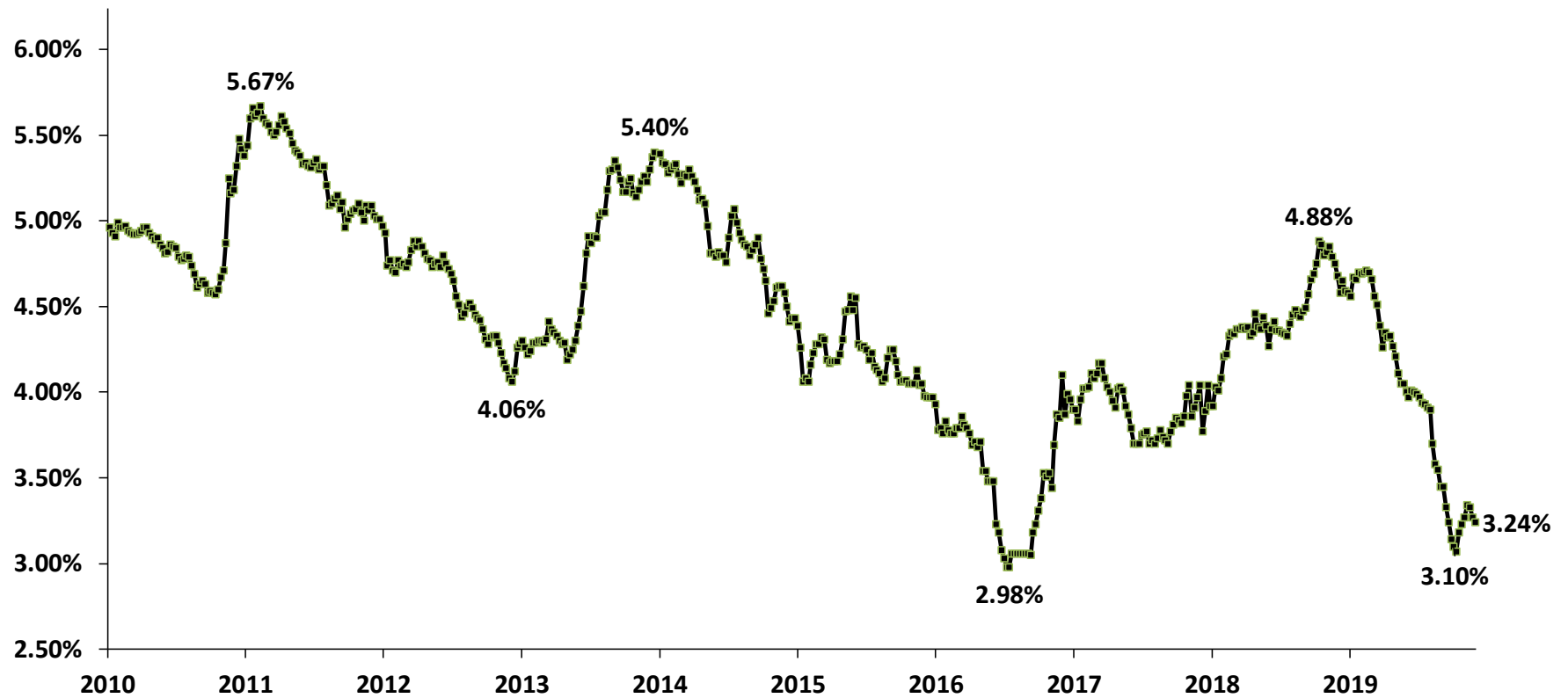
Tahoe-Truckee Sanitation Agency

SRF Loan Refinancing Analysis

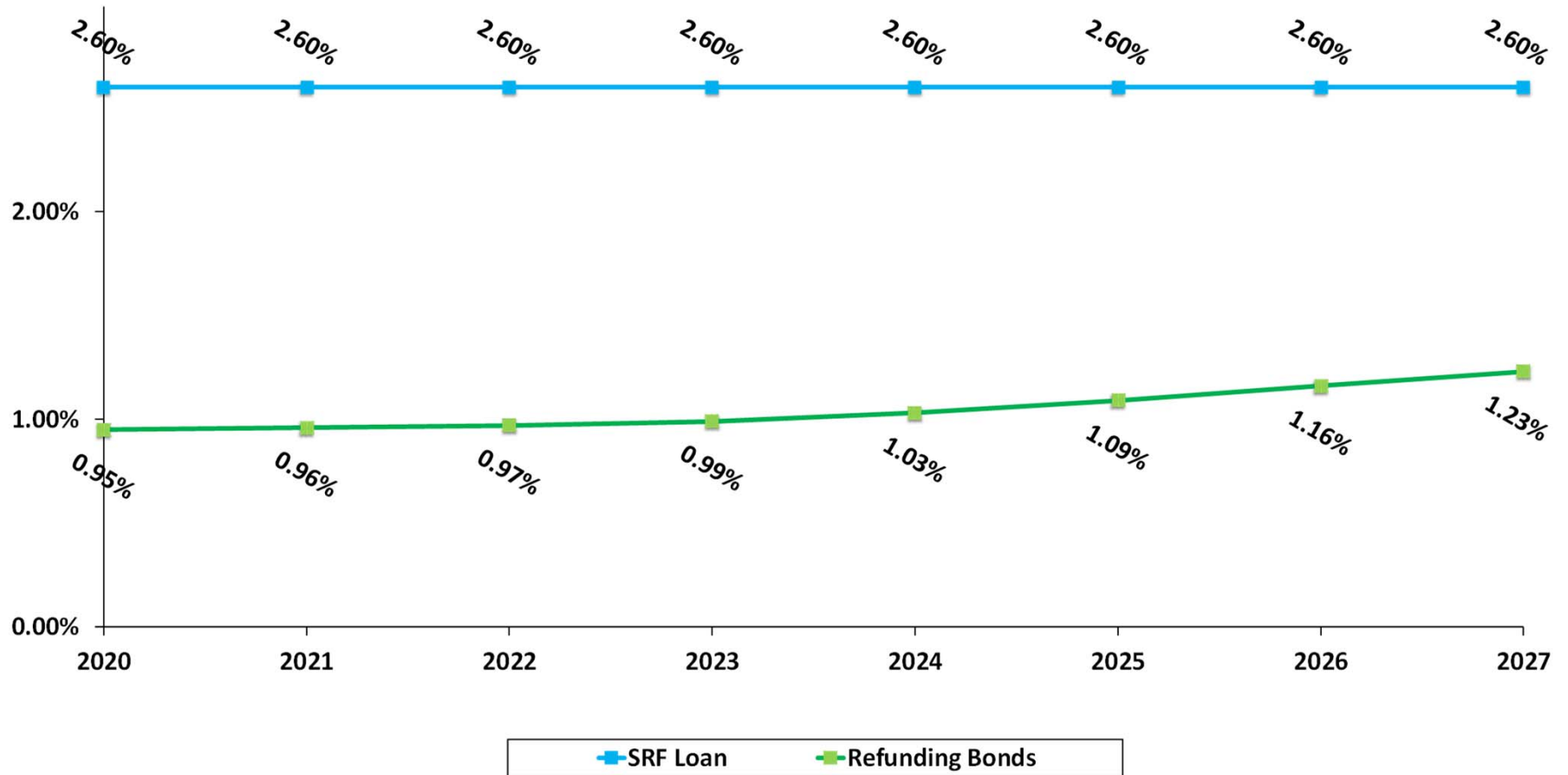
December 3, 2019

Prepared by Steven Gortler
Telephone (415) 298-3319
Email: steven.gortler@att.net

Historical Trends in Municipal Revenue Bond Yields (Bond Buyer Revenue Bond Index)



Interest Rate Comparison: T-TSA SRF Loan vs. Refunding Bonds



Estimated Debt Service Savings

12-Mo. Ending Nov. 1,	SRF Loan			Refunding Bonds			Debt Service Savings	
	Principal	Interest	Total	Principal	Interest	Total	Annual	Cumulative
2020	2,644,660	602,837	3,247,497	2,340,000	746,463	3,086,463	161,035	161,035
2021	2,713,422	534,076	3,247,497	2,195,000	893,250	3,088,250	159,247	320,282
2022	2,783,970	463,527	3,247,497	2,305,000	783,500	3,088,500	158,997	479,279
2023	2,856,354	391,144	3,247,497	2,420,000	668,250	3,088,250	159,247	638,526
2024	2,930,619	316,878	3,247,497	2,540,000	547,250	3,087,250	160,247	798,774
2025	3,006,815	240,682	3,247,497	2,665,000	420,250	3,085,250	162,247	961,021
2026	3,084,992	162,505	3,247,497	2,800,000	287,000	3,087,000	160,497	1,121,518
2027	3,165,202	82,295	3,247,497	2,940,000	147,000	3,087,000	160,497	1,282,015
	23,186,034	2,793,944	25,979,978	20,205,000	4,492,963	24,697,963	1,282,015	



Estimated Sources & Uses of Funds

Sources of Funds:

Par Amount of Bonds	20,205,000
Net Original Issue Premium	3,381,732
Transfer from SRF Loan Reserve	0
Total Sources	23,586,732

Uses of Funds:

Deposit to SRF Loan Prepayment Fund	23,345,116
Estimated Costs of Issuance	241,616
Total Uses	23,586,732

Estimated Pricing Results

Maturity	Coupon Rate	Yield to Maturity	Maturity Value	Price	Dollar Price
11/01/2020	5.000%	0.95%	2,340,000	102.97%	2,409,568
11/01/2021	5.000%	0.96%	2,195,000	106.95%	2,347,509
11/01/2022	5.000%	0.97%	2,305,000	110.86%	2,555,415
11/01/2023	5.000%	0.99%	2,420,000	114.68%	2,775,280
11/01/2024	5.000%	1.03%	2,540,000	118.31%	3,005,176
11/01/2025	5.000%	1.09%	2,665,000	121.69%	3,243,092
11/01/2026	5.000%	1.16%	2,800,000	124.82%	3,494,960
11/01/2027	5.000%	1.23%	2,940,000	127.75%	3,755,732
			20,205,000		23,586,732

Bid Information:

Par Amount of Bonds	\$20,205,000
Reoffering Premium	\$3,381,732
Gross Production	\$23,586,732

Novato Sanitary District SRF Loan Refinancing Final Results

12-Mo. Ending Feb 1,	SRF Loan				Refunding Bonds						Debt Service Savings
	Principal	Rate	Interest	Total	Principal	Coupon	Yield	Interest	Interest on SRF Loan	Total	
2020	4,046,677	2.40%	1,332,279	5,378,956	3,480,000	5.00%	0.90%	1,091,536	806,769	5,378,305	651
2021	4,143,797	2.40%	1,235,159	5,378,956	3,005,000	5.00%	0.92%	2,084,350		5,089,350	289,606
2022	4,243,248	2.40%	1,135,708	5,378,956	3,155,000	5.00%	0.93%	1,934,100		5,089,100	289,856
2023	4,345,086	2.40%	1,033,870	5,378,956	3,310,000	5.00%	0.94%	1,776,350		5,086,350	292,606
2024	4,449,368	2.40%	929,588	5,378,956	3,475,000	5.00%	0.96%	1,610,850		5,085,850	293,106
2025	4,556,153	2.40%	822,803	5,378,956	3,650,000	5.00%	1.03%	1,437,100		5,087,100	291,856
2026	4,665,501	2.40%	713,455	5,378,956	3,835,000	5.00%	1.11%	1,254,600		5,089,600	289,356
2027	4,777,473	2.40%	601,483	5,378,956	4,025,000	5.00%	1.17%	1,062,850		5,087,850	291,106
2028	4,892,132	2.40%	486,824	5,378,956	4,225,000	5.00%	1.27%	861,600		5,086,600	292,356
2029	5,009,543	2.40%	369,413	5,378,956	4,435,000	5.00%	1.34%	650,350		5,085,350	293,606
2030	5,129,772	2.40%	249,184	5,378,956	4,660,000	5.00%	1.71%	428,600		5,088,600	290,356
2031	5,252,887	2.40%	126,069	5,378,956	4,890,000	4.00%	1.91%	195,600		5,085,600	293,356
	55,511,638		9,035,836	64,547,475	46,145,000			14,387,886	806,769	61,339,655	3,207,820

City of Petaluma SRF Loan Refinancing Final Results

12-Mo. Ending May 1,	SRF Loan				Refunding Bonds						Debt Service Savings
	Principal	Rate	Interest	Total	Principal	Coupon	Yield	Interest	Interest on SRF Loan	Total	
2020	6,598,543	2.40%	1,766,104	8,364,647	5,645,000	5.00%	0.76%	2,000,510	711,347	8,356,858	7,789
2021	6,756,908	2.40%	1,607,739	8,364,647	5,000,000	5.00%	0.76%	2,756,500		7,756,500	608,147
2022	6,919,074	2.40%	1,445,573	8,364,647	5,250,000	5.00%	0.77%	2,506,500		7,756,500	608,147
2023	7,085,131	2.40%	1,279,515	8,364,647	5,515,000	5.00%	0.77%	2,244,000		7,759,000	605,647
2024	7,255,174	2.40%	1,109,472	8,364,647	5,790,000	5.00%	0.78%	1,968,250		7,758,250	606,397
2025	7,429,299	2.40%	935,348	8,364,647	6,075,000	5.00%	0.79%	1,678,750		7,753,750	610,897
2026	7,607,602	2.40%	757,045	8,364,647	6,380,000	5.00%	0.84%	1,375,000		7,755,000	609,647
2027	7,790,184	2.40%	574,462	8,364,647	6,700,000	5.00%	0.91%	1,056,000		7,756,000	608,647
2028	7,977,149	2.40%	387,498	8,364,647	7,035,000	5.00%	0.99%	721,000		7,756,000	608,647
2029	8,168,600	2.40%	196,046	8,364,647	7,385,000	5.00%	1.07%	369,250		7,754,250	610,397
	73,587,664		10,058,803	83,646,467	60,775,000			16,675,760	711,347	78,162,108	5,484,359



Estimated Net Present Value (NPV) Savings

Net Present Value (NPV) Savings	1,212,397
Par Amount of Refunded Bonds	23,186,034
NPV Savings / Refunded Par Amount	5.23%



Estimated Costs of Issuance

Service	Estimated Fee
Underwriter (0.50%)	101,025
Bond & Disclosure Counsel	70,000
Financial Advisor	35,000
Rating Agency	23,000
Trustee & Counsel	5,000
Financial Printer	2,500
Bidding Platform	1,500
Advertising	1,000
Contingency	2,591
	241,616



Proposed Financing Schedule

Fri. Dec. 6	Draft Financing Documents distributed by Bond Counsel
Wed. Dec. 11	TTSA Board Meeting to approve Financing Team Revised draft Financing Documents distributed by Bond Counsel Submit request for credit rating and bond insurance
Week of Dec. 16	Rating Agency presentation
Wed. Jan. 8	TTSA Board meeting to approve issuance of Refunding Bonds
Thurs. Jan. 9	Print, post & mail Preliminary Official Statement
Jan. 10-21	Pre-sale marketing of Bonds
Wed. Jan. 22	Bond pricing, subject to market conditions
Wed. Feb. 5	Closing

Municipal Market Focus

New Issue Premium Coupon Bonds

The nuances of bond pricing—the relationship between yield, coupon, premiums, and discounts—can be confusing to many investors, but understanding some basic principles of bond pricing can help investors make more informed investment decisions.

For example, some individual investors believe that premium bonds (see page 2 for some working definitions) merit less investment consideration. Our experience suggests that when given the choice between a premium bond and a par bond at the same yield, more retail investors will choose par bonds, yet in a rising-rate environment, institutional investors prefer premium bonds. Why is that? Is there a strategic advantage to buying premium bonds (as opposed to buying a bond at par or at a discount) in certain market environments? Is this aversion to premium bonds logical or just a consequence of their confusing nature?

Inside:

- ✔ How bonds are priced
- ✔ Why an investor would pay a premium for a bond
- ✔ Factors in strategic bond investing
- ✔ Who gets a bond's premium
- ✔ Why so many premium bonds are being issued in this market environment
- ✔ Why institutions prefer premium bonds, and how retail investors might apply this knowledge
- ✔ Conclusion

This primer seeks to explain bond pricing and the behavior of premium, discount, and par bonds under various interest rate scenarios. Please note, however, that investment decisions should be based on an individual's risk profile, cash flow needs, tax status, and overall portfolio. With that in mind, let's explore how a better understanding of dollar pricing can help you build a bond portfolio.

Here are some basic bond terms to frame our discussion:

Coupon vs. Yield: The coupon refers to the rate used to calculate the annual interest payment to the bondholder:

$$\begin{aligned} \text{Par} \times \text{coupon rate} &= \text{annual payment}^1 \\ \$10,000 \times 3\% &= \$300 \end{aligned}$$

As you may have noticed, however, quite often the coupon rate and the yield are different. This is because "coupon" simply refers to the periodic interest payments to be expected from the bond over its life, while yield refers to the return on investment.

Price: A bond's dollar price is what the investor pays for the bond. It is the net present value of its cash flows (initial investment plus all coupon payments and par value returned at maturity).

The yield is the rate of return earned on a bond when taking all the cash flows into account, including the initial investment and return of principal. For par bonds, reinvestment of coupon, the stated yield, and coupon are the same. For premium bonds, the stated yield is lower than the coupon, and for discount bonds, the stated yield is higher than the coupon (for example, zero-coupon bonds).²

Dollar Pricing: The dollar price is the amount an investor pays for a bond. The convention is to express the price as a basis of \$100.

Face Amount: The face amount (or face value) of the bond is the par value. Most bonds have a face amount of \$1,000.

Par Bonds: In a par bond, the yield and coupon are the same, and the investor pays the face amount for the bonds and receives the face amount upon maturity or call.

Premium and Discount Bonds: In premium and discount bonds, the yield is different from the coupon, and the dollar amount paid for the bond is different than the amount returned at maturity.

How are bonds priced?

The bond price is the dollar amount an investor pays for a bond. The convention is to express price as per \$100 of face value. Bonds can be priced at par (100), premium (above 100), or discount (below 100).

¹For the sake of simplicity, this is shown as an annual payment, although interest on most municipal bonds is paid semiannually, so the payment would be paid in two installments.

²**Please note:** The realized yield could be different from the stated yield because it incorporates an assumption that 100% of the coupon payments are reinvested at the stated yield level. If the amount or rate of reinvestment of the coupons is lower, the realized yield will be reduced. Conversely, reinvestment of the coupons at a higher rate will increase the realized yield. For the sake of simplicity, in this article we will assume that all coupon payments are reinvested at the stated yield.

The chart below shows examples of three bond pricing structures (examples are for illustrative purposes only).

EXAMPLES OF BOND PRICING FOR A \$10,000 BOND PURCHASE (BONDS WITH THE SAME MATURITY AND CALL FEATURES)*								
TYPE OF BOND	MATURITY DATE	COUPON (%)	YIELD TO WORST (%)	TAX-EQUIVALENT YIELD† (%)	PRICE (\$)	PRICE PAID (INITIAL INVESTMENT) (\$)	ANNUAL INTEREST (\$)	EFFECTIVE DURATION
Discount	JUNE 2028	2.000%	2.650%	4.206%	94.32	9,432.27	200.00	9.080
Par	JUNE 2028	2.650%	2.650%	4.206%	100.00	10,000.00	265.00	8.850
Premium	JUNE 2028	5.000%	2.650%	4.206%	120.53	12,052.55	500.00	8.200

*Illustrative calculation. The above assumes settlement in June 2018 and a maturity date of June 2028.

†Tax-Adjusted Yield calculation utilizes a generic tax rate of 37% and provides a comparison of yield to taxable securities.

Bonds that can be redeemed before the stated maturity at the issuer's option (callable bonds) will have different yields depending on whether you calculate the yield by assuming the bonds are held to maturity or called away on the first call date. Yields on callable bonds are expressed in terms of "yield to worst," i.e., the yield that would give the investor the lowest yield depending on whether the bond is called or remains outstanding until the final maturity.

Why would an investor pay a premium for a bond?

It's all about cash flows and duration. Looking at the bond pricing examples in the chart above, even though the yield is the same, the premium bond, with its 5% coupon, will generate larger periodic interest payments, or **cash flows**, than the par bond's 2.65%. Part of the higher cash flows represent the return of the premium portion of the initial investment paid during the life of the bond, rather than all at the end as with a par bond.

The higher cash flows accelerate the return on investment. This concept, the time it takes to recoup one's investment, is known as **duration** (see sidebar definition on page 4). Premium bonds have a shorter duration — i.e., it takes less time to recoup one's initial investment; discount bonds have a longer duration (expressed in years).

Yield to worst on a discount bond

As already discussed, on the day of issuance, the coupon (i.e., future cash flows) is below the market yield on a discount bond. In a discount bond callable at par, the yield to worst will always be the yield to maturity, based on the premise that the longer the bonds stay outstanding at the lower cash flows, the worse it is for the investors.^{3, 4}

Yield to worst on a premium bond

Conversely, the cash flows on a premium coupon bond are higher than the market yield; hence, the investor would naturally want the bonds to stay outstanding as long as possible. However, there is a high probability that the bonds will be called on the first call date, in which case the high cash flows will end. **Thus, on a premium bond callable at par, the yield to worst will always be the yield to call.**⁴

³Zero-coupon bonds are rarely callable.

⁴This section applies to coupon bonds.

Strategic Bond Investing:

Defensive Structures:

- The shorter the duration, the less sensitive the bond price is to interest rate fluctuations. Price volatility can affect portfolio valuation, which would matter to an investor who may need to sell a bond prior to maturity.
- In a rising-interest-rate environment, the higher cash flow received on the premium bond provides an opportunity to reinvest as rates rise. For this reason, premium bonds are considered defensive investments in rising-interest-rate environments.
- All else being equal, in a declining-rate environment, discount bonds, with their longer duration, will outperform premium bonds, as the yield is locked in at a higher rate for longer. However, the market price on discount bonds is typically more volatile, i.e., it changes to a larger degree when rates rise or fall.

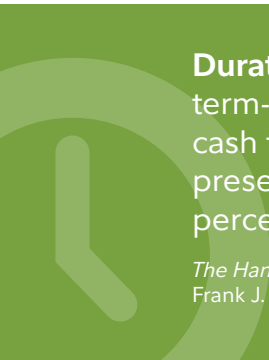
DURATION ESTIMATES HOW MUCH A BOND'S PRICE FLUCTUATES WITH CHANGES IN COMPARABLE INTEREST RATES. IF RATES RISE 1%, FOR EXAMPLE, A BOND WITH A FIVE-YEAR AVERAGE DURATION WILL THEORETICALLY LOSE 5% OF ITS VALUE.

Cash Flow Structures:

Not all investors are focused on defensive structures, however; some have a longer-term cash flow perspective. The following two examples are of investors who may choose a bond based on longer-term needs rather than reinvestment ability.

- Investors such as family trusts may be willing to forgo the quicker return of initial price paid in order to meet a more fundamental objective of keeping their portfolio's principal, or corpus, whole and constant, which could be easier to achieve when buying par bonds.
- Others might be more focused on bond ladders that are structured to coincide with cash flow needs, such as college tuition payments.

Volatility: Some portfolio strategists point out that because par bonds are the neutral position between a premium and discount, they may underperform in either a falling or rising interest-rate environment, missing the upside of one or the other rate trends (i.e., discount bonds generally outperform when rates fall, whereas premium bonds generally outperform when rates rise). This phenomenon may be inconsequential to buy-and-hold investors, but it may be of considerable concern to total return-oriented institutional portfolios, which may engage in more frequent buying and selling of holdings, and therefore must consider market liquidity to satisfy investment flows in and out of their funds. When institutions think rates are rising, premium bonds tend to be more liquid.



Duration: The weighted average term-to-maturity of the security's cash flows. The weights are the present values of each cash flow as a percent of the bond's full price.

The Handbook of Fixed Income Securities,
Frank J. Fabozzi, CFA® with Steven V. Mann

Who gets the bond's premium?

Again, think of it in terms of cash flows. The investor lends the bond issuer the amount of the investment, so the issuer, i.e., the municipality or public agency, gets the premium initially and uses it to build its capital project just as it does with the normal bond proceeds. The issuer then repays the premium to the investor over time through regularly scheduled coupon payments, so that ultimately the premium is returned to the investor. Importantly, premium bonds essentially pay the investor back sooner than a comparable par bond would.

Why are so many premium bonds being issued in this market environment?

For a more in-depth understanding of coupon structures on new issues, it helps to look at the preferences of the principal investors, which, in the current environment are **institutional investors** (bond funds, insurance companies, etc.). Naturally, municipal bond issuers will seek to accommodate the needs of the most active investors at any given time, to maximize demand for their bonds, and in low-interest-rate environments, institutional investors are the most active.

Why do institutions prefer premium bonds, and how might retail investors apply this knowledge?

- 1. Institutional Investors' Returns:** Institutional portfolios (generally speaking, bond funds), are judged on their performance relative to peers and the market. Their portfolios are invested in a manner intended to maximize total return (interest payments plus capital gains). Rising interest rates are a risk in a low-rate environment and can have a dramatic, negative impact on bond prices, which would translate into a decline in the share price of the bond fund, and possibly lead to investor withdrawals. In this environment, institutional investors seek to defend against the possibility of a future rise in interest rates. This is best achieved through the low-volatility, lower-duration, price-cushioning feature of premium bonds. Bond issuers are accommodating this investor preference in order to help ensure that new bond issues can "clear the market" (be at or near 100% subscribed on issuance).
- 2. Retail Investors:** Issuers will also seek to engage other investor segments, notably individuals, and often structure par bonds in a new issue to attract individual or retail investors. Municipal bond issuers understand that their bonds are attractive to individual investors, given their relative safety (as evidenced by low historical default rates, although, notably, defaults do occur). In addition, individual investors who buy individual bonds are typically buy-and-hold investors, which helps provide more market stability for the issuer's bonds in the secondary market.

Conclusion

In low-rate environments, individual investor decisions may be influenced by the belief that interest rates will ultimately rise, so that they remain in cash rather than invested in low-yielding bonds. Understanding the different properties and benefits of par, premium, and discount bonds may help investors understand how to best put their money to work in different rate environments, based on their unique needs.



FIDELITY CAPITAL MARKETS
200 Seaport Boulevard, Boston, MA 02210

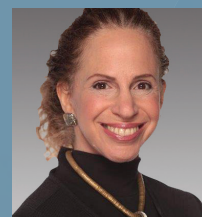
Fidelity Capital Markets contacts:



Euriah Bennett
VP, Municipal Finance



Elizabeth Hanify
SVP, Municipal Finance



Debra Saunders
VP, Municipal Finance

The information provided above is general in nature and should not be considered legal or tax advice. Consult an attorney or tax professional regarding a specific legal or tax situation.

In general, the bond market is volatile, and fixed income securities carry interest rate risk. (As interest rates rise, bond prices usually fall, and vice versa. This effect is usually more pronounced for longer-term securities.) Fixed income securities also carry inflation risk, liquidity risk, call risk, and credit and default risks for both issuers and counterparties. Lower-quality fixed income securities involve greater risk of default or price changes due to potential changes in the credit quality of the issuer. Any fixed income security sold or redeemed prior to maturity may be subject to loss.

Diversification does not ensure a profit or guarantee against a loss. Interest income earned from tax-exempt municipal securities generally is exempt from federal income tax, and may also be exempt from state and local income taxes if you are a resident in the state of issuance. A portion of the income you receive may be subject to federal and state income taxes, including the federal alternative minimum tax. In addition, you may be subject to tax on amounts recognized in connection with the sale of municipal bonds, including capital gains and "market discount" taxed at ordinary income rates. "Market discount" arises when a bond is purchased on the secondary market for a price that is less than its stated redemption price by more than a statutory amount. Before making any investment, you should review the official statement for the relevant offering for additional tax and other considerations.

The municipal market can be adversely affected by tax, legislative, or political changes and the financial condition of the issuers of municipal securities. Investing in municipal bonds for the purpose of generating tax-exempt income may not be appropriate for investors in all tax brackets or for all account types. Tax laws are subject to change and the preferential tax treatment of municipal bond interest income may be revoked or phased out for investors at certain income levels. You should consult your tax advisor regarding your specific situation.

Investing in municipal bonds for the purpose of generating tax-exempt income is generally more beneficial the higher an investor's tax bracket. Tax-advantaged accounts such as IRAs and 401(k)s are generally not appropriate for holding tax-exempt municipal securities.

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About Premium Municipal Bonds

A premium municipal bond is a security purchased at a price in excess of its par value and with a coupon rate that is higher than the prevailing market interest rate. This means that a premium municipal bond will sell for more than 100 percent of its par value. The illustration below provides a hypothetical example comparing two \$1,000 par value municipal bonds maturing in 10 years and not subject to prior redemption.¹ In general, premium bonds are less volatile during periods of rising interest rates.

FEATURES	PREMIUM MUNICIPAL BOND	PAR MUNICIPAL BOND
Annual Coupon	5.50%	4.00%
Yield to Maturity	4.00%	4.00%
Price	112.264/ \$1,122.64	100/ \$1,000
Principal at Maturity	\$1,000	\$1,000
Coupon Payment (annual amount based on 10 bonds)	\$550	\$400
Premium Paid	122.64	0
Net Cash Flow ²	\$427.36	\$400

When investing in premium municipal bonds, investors should consider the potential benefits and the potential risks associated with these investments.³ There may be tax implications associated with premium municipal bonds that should be considered when deciding on the most appropriate investment option. Consult your investment adviser and/or tax advisor for additional information.

Potential Benefits

Among the potential benefits associated with a premium municipal bond are:

- **Increased Cash Flow** — Premium municipal bonds have higher coupon rates than comparable securities selling at par or at a discount.⁴ While premium municipal bonds are priced above par, the additional cash inflow received from the higher coupon may offset the initial higher cost.

In the example above, which assumes that the municipal bond was held to maturity, the higher coupon of the premium municipal bond resulted in an additional net cash flow of \$27.36 over the life of the bond despite the initial cost being \$122.64 above par value. Note that over the life of the bonds the premium must be amortized.

¹ All values used are for illustration purpose only.

² The net cash flow is the total coupon payment of \$550 less the additional premium of \$122.64 paid at the time of purchase.

³ The MSRB is providing this material for educational purposes only. This information is neither a legal interpretation nor a statement of MSRB policy nor an investment recommendation. If you have questions about premium municipal bonds, please consult your investment adviser and/or tax advisor.

⁴ Discount is the difference between the price paid for a bond and its par value or compound accreted value.



There may be tax implications associated with premium municipal bonds that should be considered.

- **Reduced Volatility** — Since premium municipal bonds have higher coupon rates and larger cash flows, the price sensitivity to movements in interest rates is lower. Consequently, their prices tend to increase or decrease less rapidly than comparable securities sold at par or at a discount.
- **Tax Protection** — In certain circumstances, the discount associated with purchasing discount municipal bonds may be subject to either capital gains tax or be taxed as ordinary income and as a result the market value of these bonds will be reduced. Premium bonds may provide investors with protection from any associated market discount costs.

Potential Risks

Among the potential risks associated with a premium municipal bond are the following:

- **Interest Rate Risk** — As with all fixed income securities, the value of a bond will change due to a change in the overall market interest rate. Although premium municipal bonds have less price sensitivity to a change in interest rates than par bonds, overall interest rate risk should be considered when investing in any type of fixed income instrument.
- **Secondary Market Risk** — The risk that an investor will not be able to trade a bond in the secondary market. While such risks exist for any type of fixed income security, premium municipal bonds may be harder to trade depending on the interest rate environment at the time of sale.
- **Reinvestment Risk** — The risk that interest rates may be lower than the yield on a fixed income security when the owner seeks to reinvest interest income received from the security. The term also sometimes refers to the risk that principal repayments on such a security may be paid prior to maturity (e.g., at call date), thereby forcing the owner to seek reinvestment of principal at a time when interest rates may be lower than the rate that was payable on the security. During a period of falling interest rates, the income stream of a premium municipal bond may have to be reinvested at a lower interest rate. This risk effects all coupon bearing fixed income securities, but is greater for premium bonds relative to par or discount bonds.
- **Call Risk** — To the extent that the premium bond is subject to redemption prior to the stated maturity date, the risk that the issuer will use a redemption feature to redeem the bond prior to its final maturity. If a premium municipal bond is called, the proceeds may have to be reinvested at lower interest rates. Investors should consult with their investment advisers to better understand the relationship between call dates, yield-to-call, yield-to-maturity and premium municipal bonds.



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Reported Yield on Statements

Premium bonds have higher coupon payments and as a result can generate greater cash flow. However, investors should remember that part of the coupon

payment on a premium bond is actually the return of principal. There are tax implications that should be considered and discussed with your tax advisor and/or investment adviser.

Here's an example:

An investor has two options in the market when buying \$10,000 par amount of bonds. Both are ten-year bonds that are not subject to prior redemption: one is priced at par and one is priced at a premium.

BOND	COUPON	YIELD TO MATURITY	INITIAL BOND PRICE	TOTAL COUPON PAYMENT	INITIAL CASH FLOW	VALUE AT MATURITY
ABC	3.00%	3.00%	\$100.00	\$3,000	-\$10,000	\$10,000
DEF	5.00%	3.00%	\$117.13	\$5,000	-\$11,713	\$10,000

In the example above, although the coupon payments on premium bond DEF are \$200 more per year than par bond ABC, some of that is attributable to the premium paid upfront to purchase the bond with the higher coupon. Remember, both bonds pay back the same principal amount of \$10,000. It is important to note that although bond DEF's coupon payments over the life of the bond are \$2,000 more than bond ABC (\$5,000 – \$3,000), this is partially offset by the \$1,713 premium paid at the time of purchase.⁵

The annual income estimated on an account statement is provided on a pre-tax basis, and the Internal Revenue Service requires amortization of the municipal bond premium although the municipal bond's interest is not federally taxable. Although the municipal bond's interest is not federally taxed, the interest and annual amortized amount of the premium bond is required when filing tax returns. Your investment adviser or broker can provide the annual amortized amounts.

Consult your investment adviser and/or tax advisor to discuss the potential tax implications associated with premium municipal bonds.

⁵ Note calculations assume that all principal and coupon payments are made in full and as scheduled.



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TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: V-5
Subject: Consider authorizing staff to proceed with refinancing of Agency State Revolving Fund loan

Background

In February 2004, the Tahoe-Truckee Sanitation Agency borrowed \$47,219,706 from the California State Water Resources Control Board - State Revolving Fund (SRF) Loan Program. Loan proceeds were used to expand the capacity of the Agency's wastewater treatment plant. The SRF loan is secured by and payable from wastewater system revenues, carries an interest rate of 2.60%, and has a final maturity date of October 31, 2027. Currently, \$23,186,034 of the SRF Loan remains outstanding.

Interest rates have declined during the past six months, such that the Agency can refinance the SRF loan and obtain a debt service savings, similar to refinancing a home mortgage at a lower interest rate.

The Agency can issue Refunding Bonds at an 'all-inclusive true interest cost' of approximately 1.36% as compared to a rate of 2.60% on the SRF loan being refinanced.

Fiscal Impact

Refinancing the SRF loan at current market interest rates will save approximately \$160,000 per year from 2020 through 2027, for a total debt service savings of approximately \$1,282,000. These savings are net of all issuance costs and assume no extension of the final maturity.

Another measure of the savings from this type of refinancing is 'Net Present Value Savings' or NPV Savings. NPV Savings equals total nominal debt service savings adjusted for the time value of money, costs of issuance, and any up-front contribution of funds. NPV Savings is considered a better measure of the true or real "economic benefit" of such a refinancing.

Based on municipal market conditions as of December 3, 2019, the SRF loan refinancing will yield NPV Savings of approximately \$1,212,000 or 5.23% of the outstanding SRF loan balance. As a rule of thumb, NPV Savings of 3%-5% is considered good. In light of the fact that the SRF Loan carries an interest rate of only 2.60%, NPV Savings of 5.23% is very good.

The cost of issuing the Refunding Bonds is expected not-to-exceed \$240,000 including fees for Bond and Disclosure Counsel, Underwriter, Financial Advisor, Trustee, Rating Agency and miscellaneous other fees and expenses. All costs of issuance are payable from proceeds of the Refunding Bonds upon closing. If for any reason the refinancing fails to close, then all fees and expenses will be waived and the Agency will not be billed, with one exception. A portion of the Rating Agency Fee estimated at approximately \$10,000 is not contingent.

From start to finish, it will take approximately 12-weeks to complete the SRF loan refinancing. The proposed schedule anticipates all preparations for the issuance of the Refunding Bonds will be completed by year-end, whereupon the refinancing will be submitted for formal approval at the January 8, 2020 Board of Directors meeting.

If everything remains on schedule, then the bond sale will occur on or about January 22, 2020 and closing will occur on or about February 5, 2020.


Attachments

None.

Recommendation

Management recommends approval to authorize staff to proceed with refinancing of Agency State Revolving Fund loan.

Review Tracking

Submitted By:  _____
Roshelle Chavez
Administrative Services Manager

Approved By:  _____
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: V-6
Subject: Consider approval of municipal advisor services agreement with Steven Gortler and bond and disclosure counsel services agreement with Jones Hall relating to the proposed refinancing of the Agency State Revolving Fund loan

Background

In order to proceed with the proposed refinancing of the Agency State Revolving Fund loan, the Agency is required to enter into services agreements with Steven Gortler, municipal advisor, and Jones Hall, professional law corporation.

Fiscal Impact

Steven Gortler: \$35,000 (due upon issuance of refunding bonds).
Jones Hall: \$70,000 (due upon issuance of refunding bonds).

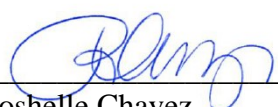
Attachments

Services agreements with Steven Gortler and Jones Hall.

Recommendation

Management recommends approval of municipal advisor services agreement with Steven Gortler and bond and disclosure counsel services agreement with Jones Hall relating to the proposed refinancing of the Agency State Revolving Fund loan.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

November 18, 2019

LaRue Griffin, General Manager
Tahoe-Truckee Sanitation Agency

Dear Sir,

I am pleased to submit this Engagement Letter to serve as Municipal Advisor to the Tahoe-Truckee Sanitation Agency.

If the Terms and Conditions in Exhibit A and the Scope of Services in Exhibit B are acceptable, then please sign below and return this Engagement Letter to me.

Thank you.

Very truly yours,

Steven Gortler

Steven Gortler
Registered Municipal Advisor
268 Bush Street, #3911
San Francisco, CA 94104
(415) 298-3319
steven.gortler@att.net

Signature of Authorized Representative

_____, 2019
Signature Date

Print Name and Title

Exhibit A: Terms and Conditions

Term of Engagement

Steven Gortler is appointed Municipal Advisor by the Tahoe-Truckee Sanitation Agency (the "Agency") for a period of twelve months, beginning on the signature date of this Engagement Letter and ending on the anniversary of such date, unless such date is extended by mutual consent in writing.

Termination of Engagement

The Agency may, in its sole discretion, terminate this Engagement at any time, upon providing notice and a written explanation to Municipal Advisor.

Staffing

Steven Gortler will be responsible for fulfilling the terms of this Engagement. Any change in staffing shall be subject to prior written approval by the Agency.

Compensation

The Agency shall compensate the Municipal Advisor for financial advisory services performed in connection with this Engagement solely from bond proceeds, in the amount of \$35,000 fully contingent upon the successful completion of the refinancing.

If for any reason the refinancing fails to close, then the Agency shall owe no compensation to the Municipal Advisor.

Expenses

All out-of-pocket costs and expenses shall be the sole responsibility of the Municipal Advisor. The Agency shall not be responsible for reimbursing the Municipal Advisor for any costs or expenses incurred in connection with this Engagement.

Exhibit B: Scope of Services

Municipal Advisor shall conduct himself in an ethical and professional manner at all times, and in accordance with his fiduciary duty, shall provide independent, unbiased financial advisory services that are solely in the Agency's best interests. Municipal Advisor shall provide all advisory services that are necessary and desirable to refinance the CWSRF Loan. The CWSRF Loan consists of the following:

	<u>CWSRF Loan</u>
Loan Agreement No.	03-804
Original Loan Amount	47,219,706
Outstanding Loan Amount	23,186,034
Final Maturity	October 31, 2027

Municipal Advisor shall provide the following scope of services, as necessary:

- Identify the goals and objectives the Agency seeks to accomplish with the refinancing;
- Establish a minimum debt service savings threshold;
- Identify the legal, financial, credit and market constraints that govern the refinancing;
- Recommend firms/individuals who are best-suited for each role on the financing team; negotiate equitable fee agreements with all financing team members;
- Develop an aggressive but feasible financing schedule in consultation with the Agency and each financing team member; ensure the financing remains on schedule;
- Ensure all financing team members work in a coordinated, collaborative fashion;
- Analyze all bond structuring options; quantify the costs/benefits/risks of each option; help the Agency evaluate the trade-offs and select the option that best suits its needs;
- Help Agency staff choose optimal legal covenants, taking into account the trade-offs between creditworthiness and preserving the Agency's financial flexibility;
- Help bond counsel draft all financing documents;
- Help disclosure counsel draft the POS, OS and continuing disclosure agreement;
- Help prepare all of the analytical tables for the POS and OS;
- Help the continuing disclosure consultant review the City's compliance record;
- Prepare staff reports for all Board of Directors meetings;
- Gather all of the information needed for rating presentations and disclosure documents;
- Prepare a comprehensive rating presentation and manage the rating process;
- Ensure the bonds are marketed to a broad range of investors and investor-types;
- Help Agency staff select the best method of sale in light of prevailing market conditions;
- Ensure the bonds are priced aggressively and competitively with market comps;
- Provide Agency staff with regular progress reports on the status of the financing;
- Provide any other services necessary and desirable to ensure the timely completion of the refinancing and to ensure the refinancing achieves maximum attainable savings.

Statement Regarding Conflicts of Interest

Municipal Advisor hereby informs the Agency that to the best of its knowledge, the Municipal Advisor has no actual or potential conflicts of interest related to this Engagement. If during the course of this Engagement any actual or potential conflict of interest should arise, then Municipal Advisor shall immediately provide written notice of such conflict to the Agency.

**AGREEMENT FOR LEGAL SERVICES
BETWEEN
TAHOE-TRUCKEE SANITATION AGENCY AND
JONES HALL, A PROFESSIONAL LAW CORPORATION,
FOR SPECIAL LEGAL COUNSEL SERVICES
IN CONNECTION WITH REFINANCING TRANSACTION**

This Agreement for Legal Series (this "Agreement") is entered into as of this _____ day of _____, 2019, between the Tahoe-Truckee Sanitation Agency, a special district organized and existing under the laws of the State of California (the "Agency") and Jones Hall, a Professional Law Corporation, San Francisco, California ("Attorneys").

B A C K G R O U N D :

1. The Agency owns and operates a system for the collection, treatment and disposal of wastewater within the service area of the Agency (the "Wastewater System"), and in order to provide funds to finance improvements to the Wastewater System, the Agency previously entered into an Interagency Sales Agreement with the State Water Resources Control Board pursuant to the State Revolving Fund program (the "SRF Loan").

2. The Agency desires to refinance the SRF Loan by issuing its 2020 Wastewater Revenue Refunding Bonds (the "Refunding Bonds").

3. In connection with such proceedings, the Agency requires the advice and assistance of special legal counsel to provide necessary legal services, consisting of Bond Counsel and Disclosure Counsel services, and Attorneys are competent to provide such legal services.

A G R E E M E N T :

In consideration of the mutual covenants hereinafter contained, and for other good and valuable consideration, the Agency and Attorneys hereby agree as follows:

Section 1. Identification of Client. Attorneys shall represent the Agency in connection with entering into an Indenture pursuant to which the Refunding Bonds will be issued. Attorneys shall not represent and shall owe no duties to any other party than the Agency, including but not limited to the financial advisor, Underwriter and other participants to the financing. Attorneys' services as special counsel to the Agency are limited to those contracted for in this Agreement; Agency's execution of this Agreement will constitute an acknowledgment of those limitations. Attorneys' representation of the Agency will not affect, however, our responsibility to render an objective Final Approving Opinion.

Section 2. Duties of Attorneys.

(a) Bond Counsel Services. Attorneys shall perform all of the following services as Bond Counsel as are necessary for the Agency in connection with the Refunding Bonds:

- Preparation of the Indenture and resolution of the Board of Directors of the Agency approving the Indenture and related transactions; making all filings required with the California Debt and Investment Advisory Commission (CDIAC); and preparation of all certificates, requisitions, federal tax forms, opinions and other documents required to close the transaction.
- Upon completion of proceedings to Attorneys' satisfaction, providing a legal opinion (the "Final Approving Opinion") approving the validity and enforceability of the proceedings for the authorization, execution and delivery of the Indenture, and stating that interest on the Refunding Bonds is excluded from federal income taxation, if applicable, and exempt from California personal income taxation. The Final Approving Opinion will be addressed to the Agency, and may also be addressed to the Underwriter and other participants in the financing.
- Attending all meetings, rating agency presentations and other meetings as requested by Agency staff.
- Such other and further services as are normally performed by special counsel in connection with similar tax-exempt financings, including but not limited to answering any and all questions concerning the financing and the financing documents prior to the closing of the Refunding Bonds.

Attorneys' Final Approving Opinion will be delivered by Attorneys on the date of the closing of the Refunding Bonds (the "Closing"). In rendering the Final Approving Opinion, Attorneys will rely upon the certified proceedings and other certifications of public officials and other persons furnished to Attorneys without undertaking to verify the same by independent investigation, and Attorneys will assume continuing compliance by the Agency with applicable laws relating to the Indenture.

(b) Disclosure Counsel Services. Attorneys shall perform all of the following services as Disclosure Counsel as are necessary for the Agency in connection with the Refunding Bonds:

- Preparation of an official statement describing the Agency, the Refunding Bonds and related matters.
- Preparation of a continuing disclosure certificate meeting the requirement of SEC Rule 15c2-12 for the Refunding Bonds.
- Attending all meetings, rating agency presentations and other meetings as requested by Agency staff.
- Upon completion of proceedings to Attorneys' satisfaction, delivering a customary disclosure counsel letter at the conclusion of the financing.
- Such other and further services as are normally performed by disclosure counsel in connection with similar tax-exempt financings, including but not limited to answering any and all questions concerning the disclosure aspects of the financing prior to the closing of the Refunding Bonds.

Section 3. Excluded Services. Attorneys' duties in this engagement are limited to those expressly set forth above in Section 2, except as expressly set forth in a written amendment to this Agreement. Among other things, Attorneys' duties do not include:

- Engaging in preliminary discussions, negotiations, compromises, reasoning, and planning concerning the Refunding Bonds.
- Pursuing test cases or other litigation, such as contested validation proceedings.
- Making an investigation or expressing any view as to the creditworthiness of the Agency or the Underwriter.
- After Closing, providing advice concerning any actions necessary to assure compliance with any continuing disclosure undertaking under SEC Rule 15c2-12, if applicable.
- After Closing, unless specifically requested to do so by the Agency, and agreed to by Attorneys, providing continuing advice to the Agency or any other party concerning any actions that need to be taken regarding the Refunding Bonds and the Indenture.
- Addressing any other matter not specifically set forth above in Section 2.

Section 4. Conflicts; Prospective Consent. Attorneys represent many political subdivisions, investment banking firms and financial advisory firms. It is possible that during the time that Attorneys are representing the Agency, one or more of Attorneys present or future clients will have transactions with the Agency. It is also possible that Attorneys may be asked to represent, in an unrelated matter, one or more of the entities involved in the execution and delivery of the Indenture, including the placement agent. Attorneys do not believe such representation, if it occurs, will adversely affect Attorneys' ability to represent you as provided in this Agreement, either because such matters will be sufficiently different from the execution and delivery of the Indenture so as to make such representations not adverse to our representation of you, or because the potential for such adversity is remote or minor and outweighed by the consideration that it is unlikely that advice given to the other client will be relevant to any aspect of the execution and delivery of the Indenture. Execution of this Agreement will signify the Agency's consent to Attorneys' representation of others consistent with the circumstances described in this paragraph.

Section 5. Compensation. For the legal services of Attorneys listed in Section 2, the Agency will pay Attorneys a flat fee equal to \$70,000. Payment of said fees and expenses to Attorneys shall be due upon the issuance of the Refunding Bonds, and contingent upon the issuance of the Refunding Bonds.

The compensation set forth in this Section 5 is not set by law but is negotiable between Attorneys and the Agency.

Section 6. Responsibilities of the Agency. The Agency shall cooperate with Attorneys and shall furnish Attorneys with certified copies of all proceedings taken by the Agency, or otherwise deemed necessary by Attorneys to render an opinion upon the validity of such proceedings. All costs and expenses incurred incidental to entrance into the Indenture, including legal publication costs, the cost and expense of preparing certified copies of proceedings required by Attorneys in connection with the closing of the financing, all printing costs and publication costs, financial advisor, placement agent and other consultant fees, and any other expenses incurred by the Agency in connection with the financing, shall be paid from financing proceeds and not by Attorneys.

Section 7. Assignment. Attorneys may not assign their rights or delegate their obligations under this Agreement, in whole or in part, except with the prior written consent of the Agency.

Section 8. Independent Contractor. Attorneys will act as an independent contractor in performing the services required under this Agreement, and under no circumstances will Attorneys be considered an agent, partner, or employee of the Agency.

Section 9. Professional Liability Insurance. Attorneys shall maintain Professional Liability Insurance covering Attorneys' performance under this Agreement with a limit of liability of at least \$1,000,000 per claim and in annual aggregate. At the request of the Agency, Attorneys shall furnish to Agency a Certificate of Insurance, or certified copy of such insurance policy, if requested, indicating compliance with requirements of this Section.

Section 10. Termination of Agreement.

(a) Termination by Agency. This Agreement may be terminated at any time by the Agency with or without cause upon written notice to Attorneys.

(b) Termination by Attorneys. This Agreement may be terminated by Attorneys upon 15 days' written notice to Agency if Agency fails to follow written legal advice given by Attorneys.

(c) Termination Upon Execution and Delivery of Indenture. This Agreement shall terminate upon the execution and delivery of the Indenture and delivery of the Final Approving Opinion.

(d) Consequences of Termination. In the event of termination, all finished and unfinished documents shall at the option of the Agency become its property and shall be delivered to the Agency by Attorneys.

Section 11. Attorneys' Fees. If any legal proceeding should be instituted by either of the parties hereto to enforce the terms of this Agreement or to determine the rights of the parties thereunder, the prevailing party in said proceeding shall recover, in addition to all court costs, reasonable attorneys' fees.

IN WITNESS WHEREOF, the Agency and Attorneys have executed this Agreement as of the date first above written.

TAHOE-TRUCKEE SANITATION AGENCY

**JONES HALL, A PROFESSIONAL
LAW CORPORATION**

By _____
General Manager

Vice President



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: V-7
Subject: Consider approval of Agency Debt Management Policy

Background

The Agency Debt Management Policy documents TTSA's goals for the approval and issuance of bonds, certificates of participation, notes and other debt instruments and sets forth guidelines for the use of debt issued by the Agency to finance capital projects.

In accordance with Government Code section 8855(i)(1), the Agency is required, at least 30 days prior to issuing any refunding bonds or other debt, to adopt local debt policies concerning the use of debt.

A local debt policy must include (1) the purposes for which the debt proceeds may be used, (2) the types of debt that may be issued, (3) the relationship of the debt to, and integration with, the issuer's capital improvement program or budget, (4) policy goals related to the issuer's planning goals and objectives, and (5) the internal control procedures that the issuer has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.

Fiscal Impact

None.


Attachments

Agency Debt Management Policy.

Recommendation

Management recommends approval of the Agency Debt Management Policy.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

TAHOE-TRUCKEE SANITATION AGENCY DEBT MANAGEMENT POLICY

I. Introduction

Tahoe-Truckee Sanitation Agency (“TTSA” or “Agency”) owns and operates a system for the collection, treatment and disposal of wastewater within the service area of the Agency.

This Debt Management Policy documents TTSA’s goals for the approval and issuance of bonds, certificates of participation, notes and other debt instruments and sets forth guidelines for the use of debt issued by the Agency to finance capital projects. This policy is adopted pursuant to California Government Code section 8855. TTSA’s overriding goal in issuing debt is to respond to, and provide for, the infrastructure, capital project, and other financing needs of the Agency, while ensuring that debt is issued and managed prudently to maintain a sound fiscal position and protect credit quality.

This policy shall be reviewed periodically by the Agency Board and updated as needed.

I. Purpose of Policy

The purpose of this policy is to establish guidelines for the issuance and management of the Agency’s debt. The Policy confirms the commitment of the Board and management staff to adhere to sound financial management practices, including full and timely repayment of borrowing, and achieving the lowest possible cost of capital within prudent risk parameters. This policy confirms and memorializes (1) the purposes for which the debt proceeds may be used, (2) the types of debt that may be issued, (3) the relationship of the debt to, and integration with, the Agency capital improvement program or budget, (4) policy goals related to the Agency’s planning goals and objectives, and (5) the internal control procedures that the Agency has implemented, or will implement, to ensure that the proceeds of the proposed debt issuance will be directed to the intended use.

II. General Provisions

The Agency will adhere to the following legal requirements for the issuance of public debt:

- The state law authorizing the issuance of the debt;
- The federal and state laws governing the eligibility of the debt for tax-exempt status;
- The federal and state laws governing the issuance of taxable debt; and
- The federal and state laws, governing the disclosure, sale, and trading of the debt.

TTSA periodically will review its financial performance and its performance relative to this policy. This policy will be taken into account during the capital planning and budgeting process. Necessary appropriations for annual debt service requirements will be included in TTSA’s annual budget.

This policy will be integrated into the decision-making framework utilized in the budgeting and capital improvement planning process. TTSA will issue debt only in the case where there is an

identified and secure source of repayment. Debt will be issued to the extent that (i) projected existing revenues are sufficient to pay for the proposed debt service together with all existing debt service covered by the same revenue, or (ii) additional projected revenues have been identified as a secure source of repayment in an amount sufficient to pay for the proposed debt. Debt issuance for a capital project will not be considered unless the project has been incorporated into an Agency capital plan or has otherwise been approved by the Board.

III. Conditions for Debt Issuance

The following guidelines establish parameters for evaluating, issuing, and managing TTSA's debt. These guidelines are not intended to serve as a list of rules to be applied to TTSA's debt issuance process, but rather to serve as a set of practices to promote sound financial management. In issuing debt, TTSA's objectives and priorities will be to:

- Achieve the lowest cost of capital;
- Maintain a prudent level of financial risk and maintain the Agency's sound financial position
- Preserve future financial flexibility
- Ensure that all debt is structured to maximize the benefit to both current and future Agency taxpayers, ratepayers, and constituents
- Maintain full and complete financial disclosure and reporting
- Obtain and maintain the highest practical credit ratings
- Maintain good investor relations with all investors in Agency debt
- Ensure compliance with applicable federal and state laws and regulations
- Ensure that the Agency's debt is consistent with the Agency's budget, planning goals and objectives, and capital improvement program

Standards for Use of Debt Financing

When appropriate, TTSA may use long-term debt financing to finance the design, acquisition, construction, rehabilitation, replacement, expansion, or repair of public facilities, buildings, equipment, and other improvements, including land and right-of-way acquisition, environmental review and mitigation, and permitting. In any debt financing, the Agency will strive to achieve an equitable allocation of capital costs/charges between current and future users of the facilities being financed, provide more manageable charges to ratepayers, and minimize rate volatility. TTSA may issue any type of debt legally available to the Agency.

TTSA shall not finance construction of a facility if it is unable to adequately provide for the subsequent annual operation, maintenance, and repair costs of the facility throughout its expected life.

Capital projects financed through debt issuance generally will not be financed for a term longer than the expected useful life of the project.

The Agency will not issue debt to cover operating costs, unless specifically approved by the Board for good cause.

Financing Criteria

Each debt issuance should be evaluated on an individual basis considering the overall financing objectives and current market conditions and in an effort to determine the most cost-efficient financing under prevailing market conditions.

Credit Enhancement – TTSA will consider the use of credit enhancement (e.g., bond insurance) on a case-by-case basis. Only when clearly demonstrable savings can be realized shall credit enhancement be utilized.

Cash-Funded Reserve vs. Surety – If the issuance of debt requires a cash-funded debt service reserve fund, then TTSA may purchase a surety policy or replace an existing cash-funded debt service reserve fund when deemed prudent and advantageous. The Agency may permit the use of guaranteed investment agreements for the investment of reserve funds pledged to the repayment of any of TTSA’s debt when it is approved by the Board.

Call Provisions – In general, TTSA’s debt instruments should include optional call provisions. TTSA will avoid the sale of non-callable, long-term fixed rate bonds, absent careful evaluation of the value of the call option.

Additional Bonds Test/Rate Covenants – The amount and timing of debt will be planned to comply with the additional bonds tests and rate covenants outlined in the appropriate legal and financing documents.

Short-Term Debt – TTSA may utilize short-term borrowing to serve as a bridge for anticipated revenues, construction financing, or future bonding capacity.

Use of Variable Rate Debt – TTSA will not issue variable interest rate debt without the specific approval of the Board.

Investment of Bond Proceeds – Bond proceeds will be invested in accordance with the legally permitted investment requirements and limitations and as set forth in the bond documents for each transaction, unless further restricted or limited by the Agency investment policy. TTSA will seek to maximize investment earnings within the investment parameters set forth in the respective debt financing documentation. The reinvestment of bond proceeds will be incorporated into the evaluation of each financing decision, specifically addressing arbitrage/rebate position, and evaluating alternative debt structures and refunding savings on a “net” debt service basis, where appropriate.

Credit Rating – Prior to issuance of new debt, TTSA shall consider and review the latest credit rating agency reports and guidelines to ensure the Agency’s credit ratings and financial flexibility remain at levels consistent with the most highly rated comparable public agencies.

Refinancing Outstanding Debt

The General Manager, in consultation with a municipal advisor and bond counsel, shall have the responsibility to periodically evaluate potential refunding opportunities. TTSA will consider the following issues when analyzing potential refinancing opportunities:

Debt Service Savings – Refunding may be considered when there is a net economic benefit from the refunding of at least three percent on a net present value basis. This figure will serve only as a guideline and TTSA may determine that a different savings target is appropriate. The Agency shall evaluate each refunding opportunity on a case-by-case basis. TTSA shall take into consideration both the financial impact on a net present value basis as well as the rating/credit impact. In addition to the savings guideline, the following shall be taken into consideration:

- Remaining time to maturity;
- Size of the issue;
- Current interest rate environment;
- Annual cash flow savings; and
- The value of the call option.

Restructuring – TTSA may seek to refinance a bond issue on a non-economic basis, in order to restructure debt, to mitigate irregular debt service payments, accommodate revenue shortfalls, release reserve funds, or comply with or eliminate rate/bond covenants.

Term/Final Maturity – TTSA may consider the extension of the final maturity of the refunding bonds in order to achieve a necessary outcome, provided that such extension is legal. The term of the bonds should not extend beyond the reasonably expected useful life of the asset being financed. TTSA may also consider shortening the final maturity of the bonds. The remaining useful life of the assets and the concept of inter-generational equity will guide these decisions.

Method of Issuance

TTSA will determine, on a case-by-case basis and in consultation with a municipal advisor, whether to sell its debt competitively or through negotiation.

Competitive Sale – In a competitive sale, TTSA’s debt generally will be awarded to the bidder providing the lowest all-in true interest cost (“TIC”), as long as the bid adheres to the requirements set forth in the notice of sale.

Negotiated Sale – TTSA recognizes that some debt issues are best sold through negotiation with a selected underwriter. TTSA has identified the following circumstances below in which this would likely be the case:

- Complex structures or credit considerations (such as non-rated bonds), which require a strong pre-marketing effort; significant par value, which may limit the number of potential bidders; unique/proprietary financing mechanism (such as a financing pool); or specialized knowledge of financing mechanism or process;
- Market volatility, such that TTSA would be better served by flexibility in the timing of its sale, such as in the case of a refunding issue wherein the savings target is sensitive to interest rate fluctuations, or in a changing interest rate environment;
- When an underwriter has identified new financing opportunities or presented alternative structures that financially benefit TTSA; and

- As a result of an underwriter’s familiarity with the project/financing, that enables TTSA to take advantage of efficiency and timing considerations.

Private Placement – From time to time TTSA may elect to issue debt on a private placement basis. This method shall be considered if it is demonstrated to result in cost savings or provide other advantages relative to other methods of debt issuance, or if it is determined that access to the public market is unavailable and timing considerations require that a private placement financing be utilized.

Debt Administration and Reporting Requirements

Observance of Debt Covenants and Use of Debt Proceeds – The General Manager will periodically ensure that TTSA is in compliance with all legal covenants for each debt issue. The General Manager shall approve all expenditures of debt proceeds and periodically review expenditures to ensure debt proceeds are only expended on authorized improvements and costs.

Continuing Disclosure – The General Manager will periodically confirm that the Agency is in compliance with all applicable continuing disclosure requirements as set forth in any debt-related continuing disclosure agreement or similar covenant.

Record Keeping – A copy of all debt-related records shall be retained at TTSA’s offices or in an approved storage facility. At minimum, these records shall include all official statements, bid documents, bond documents/transcripts, resolutions, trustee statements, and leases.

Arbitrage Rebate – The use of bond proceeds and their investments must be monitored to ensure compliance with all Internal Revenue Code arbitrage rebate requirements. The General Manager shall ensure that all bond proceeds and investments are tracked in a manner that facilitates accurate calculation and that, if a rebate payment is due, such payment is made in a timely manner.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: V-8
Subject: Approval of Resolution 13-2019 changing the regular Board meeting date

Background

The Agency currently holds its regular Board of Directors meeting on the second (2nd) Wednesday of the calendar month and any changes to the Board of Directors regular meeting schedule shall require a resolution or ordinance in accordance with Government Code § 54954(a):

“Each legislative body of a local agency, except for advisory committees or standing committees, shall provide, by ordinance, resolution, bylaws, or by whatever other rule is required for the conduct of business by that body, the time and place for holding regular meetings.”

Resolution 13-2019 changes the regular Board of Directors meetings to the third (3rd) Wednesday of the month at 9:00 a.m. If the third (3rd) Wednesday falls on a holiday, unless otherwise provided by special meeting notice or notice of adjournment, the regular meeting shall be held on the next Agency business day at the same time and location.

The change in the meeting date will take effect February 1, 2020 and commence with the February 19, 2020 regular Board meeting.

Fiscal Impact

None.

Attachments

Resolution 13-2019.

Recommendation

Management recommends approval of Resolution 13-2019 changing the regular Board meeting date.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager

RESOLUTION NO. 13 - 2019

**A RESOLUTION OF THE BOARD OF DIRECTORS OF
THE TAHOE-TRUCKEE SANITATION AGENCY
CHANGING REGULAR BOARD MEETING DATE**

WHEREAS, Government Code section 54954 requires the Board of Directors to specify the time and place for holding regular Board meetings; and,

WHEREAS, the Board of Directors desires to change the date of its regular monthly Board meeting;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Tahoe-Truckee Sanitation Agency as follows:

1. Regular meetings of the Board of Directors of the Tahoe-Truckee Sanitation Agency shall be held on the third Wednesday of each month at 9:00 a.m. The meetings shall continue to be held at the Board meeting room, Tahoe-Truckee Sanitation Agency office, 13720 Butterfield Drive, Truckee, CA.

2. If at any time any regular Board meeting falls on an Agency holiday, then, unless otherwise provided by special meeting notice or notice of adjournment, the regular meeting shall be held on the next Agency business day at the same time and location.

3. This resolution shall take effect February 1, 2020 and commencing with the February 2020 regular Board meeting. This resolution supersedes any prior inconsistent Board resolution, policy, or practice.

PASSED AND ADOPTED by the Board of Directors of the Tahoe-Truckee Sanitation Agency on this 11th day of December 2019 by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Dan Wilkins, Vice-President
Board of Directors
TAHOE-TRUCKEE SANITATION AGENCY

Attest:

Secretary of the Board of Directors
TAHOE-TRUCKEE SANITATION AGENCY



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: V-9
Subject: Approval of Task Order No. 32.1 for the 2019 Headworks Improvement project

Background

The 2019 Headworks Improvements project entails retrofitting the existing headworks facility with new mechanical screens and a set of new redundant washer-compactor units. Also, a new flow control structure will be constructed upstream of the headwork facility complete with flow control gates, interconnecting piping, and other features. This structure will enhance the ability of the Agency's Operations Department to fully combine, split, and shave all raw sewage flows and recycle streams as they enter the plant.

The Agency's consulting engineer, Jacobs, was able to evolve the design beyond the initial conceptual phase to increase reliability and redundancy compared to what exists today but would require an expansion of the headworks building, which will incur additional project costs. However, Jacobs has improved the proposed construction sequencing to eliminate the need for full-time bypass pumping around the work. By redirecting the large expense of a temporary bypass pumping system to permanent improvements that benefit T-TSA in the long run, construction costs would be reduced by approximately \$100,000.

However, despite a reduction in overall project costs, the revised design has incurred additional engineering costs associated with the new technology selections, additional equipment, improved features and layout, and building expansion. After applying the necessary credits for avoided work, Jacobs developed an additional fee estimate of \$78,336.92 for the balance. A task order amendment reflecting this amount is attached.

Fiscal Impact

Approval of an additional engineering fee of \$78,336.92 for an improved design that would result in an overall net project savings of approximately \$22,000.


Attachments

Task Order Amendment No. 32.1 received from Jacobs.

Recommendation

Management and staff recommend approval of Task Order No. 32.1 for the 2019 Headworks Improvement project.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager

Task Order Amendment No. 32.1 to Agreement between Tahoe-Truckee Sanitation Agency and CH2M HILL, Inc.

This TASK ORDER is an Amendment to Task Order No. 32, 2020 Headworks Improvements Project, effective July 11, 2019, between Tahoe-Truckee Sanitation Agency (T-TSA or Agency) and CH2M HILL, Inc. (Consultant, Consultant's Project Engineer, Consultant's Construction Manager). The purpose of this TASK ORDER is to provide engineering assistance to the Agency for a Project generally described as follows:

2020 Headworks Improvements Project

Article 1 – Scope of Services

This Amendment is made to incorporate an expansion to the Headworks Building, including the addition of an electrical room, as presented in the 30% Design dated October 2019. In addition, this Amendment addresses the following services by Consultant:

- Temporary sanitary sewer bypass design/construction requirements were reduced by Consultant during the preliminary design phase.
- The need for a manual bar screen, associated structure and provisions at the proposed Upstream Diversion Structure was eliminated by developing of a revised sanitary sewer flow bypass strategy.
- Consultant assisted Agency with selection of mechanical bar screen and revised facility layout. Consultant prepared *Comparison of Multi-Rake and Step Screening Technologies* memorandum. Consultant prepared revised layout and expansion of Headworks facility that 1) minimized temporary sanitary sewer bypass requirements, 2) accommodated the selected screen type, screenings sluice, and two screenings wash presses, 3) addressed potential code compliance issues with electrical supply to the Headworks Building by the addition of an electrical room within the proposed building expansion.
- Consultant prepared an order of magnitude construction cost estimate of building expansion to verify the cost of the building expansion is within Agency's budget, considering cost reductions based on revised sanitary sewer flow bypass strategy.
- Consultant prepared 30% design submittal for Agency review and comment. This stage of design was added to ensure the Agency understood and supported the refined Project.
- Additional engineering, including quality control, was performed to support preparation of construction contract documents for the Headworks Building expansion.
- The scope of work for land surveying services, provided by Psomas, increased by \$9,283 on account of the new design concepts. Consultant included a survey allowance of \$5,000 in Task Order 32. Consultant has refined survey request, with consideration of proposed building expansion. An additional direct expense plus service charge of 5% is included herein.

The scope of this Amendment affects Task 2 – Final Design Services – Drawings, Specifications and Engineers Estimate of Task Order No. 32.

Article 2 – Compensation

Compensation by Agency to Consultant will be as follows:

1. Cost-Reimbursable Multiplier (Time and Expense)

For services enumerated in ARTICLE 1, Consultant’s Salary Costs multiplied by a factor of 2.05 plus Direct Expenses, plus a service charge of 5 percent for Direct Expenses.

The budgetary estimate established for services described under ARTICLE 1 is \$78,337. The budgetary estimate is included in Attachment 1 and the Project budget is summarized in the following table.

<u>Task</u>	<u>Description</u>	<u>Original Budget</u>	<u>Amendment No.</u> <u>32.1</u>	<u>Revised Budget</u>
1	Kickoff Workshop	\$17,764	\$0	\$17,764
2	Final Design Services – Drawings, Specifications and Engineers Estimate	\$309,074	\$78,337	\$387,411
3	Bid Phase Services	\$11,865	\$0	\$11,865
4	Services During Construction (SDC)	\$106,064	\$0	\$106,064
5	Project Management	\$45,777	\$0	\$45,777
	Total	\$490,544	\$78,337	\$568,881

It is recognized that actual costs required to complete the work may vary from the estimate provided due to additional or unforeseen requirements. Consultant will provide periodic progress reports to the Agency and the scope and/or fee will be adjusted as necessary to complete the work required. The authorized budgetary fee estimate amount will not be exceeded without prior authorization from the Agency’s Board of Directors.

When any budget has been increased, Consultant’s excess costs expended prior to such increase will be allowable to the same extent as if such costs had been incurred after the approved increase.

Amount invoiced each month will be based on time and expenses expended to date. Invoices shall be accompanied by a listing of charges that make up the invoice total, including employee names, billing rates, and hours of Project staff, plus direct expenses.

2. Salary Costs

Salary Costs are the amount of wages or salaries paid Consultant’s employees for work directly performed on the Project plus a percentage applied to all such wages or salaries to cover all payroll-related taxes; vacation, holiday, and sick pay; group insurance; and pension plan contributions.

3. Direct Expenses

Direct Expenses are those necessary costs and charges incurred for the Project including, but not limited to: (1) the direct costs of transportation, meals and lodging, mail, subcontracts, and outside services; special Agency-approved Project-specific insurance, letters of credit, bonds, and equipment and supplies; (2) Consultant’s current standard rate charges for direct use of Consultant’s vehicles, computing systems, laboratory test and analysis, word processing, printing and reproduction services, and certain field equipment; and (3) Consultant’s standard project charges for special health and safety requirements of the State of California Occupational Safety

and Health Administration (Cal/OSHA) and telecommunications services. Consultant's current standard rates for direct expenses shall be used. These rates are subject to change following internal audits and reviews.

Article 3 – Schedule

The scope of engineering services and activities associated with this Task Order will be completed in accordance with the following approximate Project milestones:

- Project Authorized and Notice to Proceed by Agency – July 2019
- Complete Final Design – June 2020
- Complete Bid Services – September 2020
- Complete Office SDC – December 2021

The scope of engineering services covered by this Task Order shall be considered complete when final deliverables are deemed acceptable by Agency. Efforts will be made by the Consultant to complete the work in a timely manner. However, it is agreed that the Consultant cannot be responsible for delays occasioned by factors beyond Consultant's control, or factors which would not reasonably have been foreseen at the time this Task Order was executed.

Other Provisions

The following provisions shall apply to this TASK ORDER:

All work provided under this task order will be completed by December 2021.

This TASK ORDER shall be subject to the terms and conditions of the referenced AGREEMENT, as amended.

IN WITNESS WHEREOF, TASK ORDER NO. 32.1 is effective when approved by the Agency's Board of Directors, and is executed as shown below:

For Agency,
TAHOE-TRUCKEE SANITATION AGENCY

By: _____
LaRue Griffin

_____ General Manager
Title

Date: _____, 2019

For Consultant,
CH2M HILL, Inc.

By: Lisa A. [Signature]

_____ Designated Project Executive
Title

Date: NOV. 25, 2019

Work under this Task Order will be performed under the direction of CH2M HILL Project Manager, Brad Memeo, P.E., who is a Civil Engineer, Certificate No. C 81778, licensed by the California Board for Professional Engineers and Land Surveyors.

Attachment 1
Budgetary Estimate for Article 1 Services



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: V-10
Subject: Approval to award the Agency Organizational Assessment

Background

The Agency submitted a request for proposal (RFP) for consultant services to perform an Organizational Assessment which included (1) an overall Agency organizational assessment, (2) individual department assessments, and (3) use of consultants assessment. The Organizational Assessment will assist the Agency in improving its efforts to meet its mission statement and provide full-time-equivalents (FTE) as a follow up to the recently completed Classification and Compensation Study.

The Agency received three (3) consultant proposals as follows:

1. Carollo Engineers, Inc.: \$56,000 (time & expenses, not to exceed)
2. Management Partners: \$39,900 (flat fee, not to exceed)
3. Matrix Consulting Group: \$58,000 (time & expenses, not to exceed)

After review of the proposals and discussions with each consultant, it was determined that each consultant (1) demonstrated a positive experience performing the requested services, (2) was capable of performing the services, including qualifications and resources to competently and timely perform the work, (3) maintained a positive reputation in the industry, (4) had positive feedback from their references, and (5) office location was within an acceptable distance from the Agency to perform the services.

A critical consideration in the selection of a consultant is the extent of detailed knowledge of the wastewater industry, the Agency, and its technical and operational challenges in meeting its waste discharge requirements. Carollo Engineers, Inc. is the only consultant that meets all of the above and, in addition, has a current working relationship with Agency staff. Even though, their proposal fee was higher than the other consultants, the knowledge they have about the Agency would be beneficial in assessing TTSA.

After review and discussion with the evaluation and selection team, Carollo Engineers, Inc. is the preferred consultant to perform the Organizational Assessment.

Fiscal Impact

Varies.

Attachments

Consultant proposals.

Recommendation

Management and staff recommend awarding the Organizational Assessment to Carollo Engineers, Inc. in the amount of \$56,000.

Review Tracking

Submitted By: 

LaRue Griffin
General Manager

PROPOSAL November 2019

Prepared for Tahoe-Truckee Sanitation Agency



✓
**INDUSTRY
BEST
PRACTICES**

✓
**ACHIEVE STAFF
BUY-IN**

✓
**PROVIDE
PRACTICAL AND
ACTIONABLE
STEPS**

Organizational Assessment

November 22, 2019

Ms. Vicky Lufrano, Human Resources Administrator
Tahoe-Truckee Sanitation Agency
13720 Butterfield Drive
Truckee, CA 96161

Subject: Proposal to Provide Professional Consulting Services for an Organizational Assessment

Dear Ms. Lufrano and Selection Committee:

Leading utilities are assessing organizational proficiencies and processes, and how to best leverage their resources and knowledge base. This Organization Assessment project comes at a pivotal time for the Tahoe-Truckee Sanitation Agency (T-TSA) with opportunities to understand the factors that affect the Agency's performance by identifying T-TSA's strengths, concerns, and efficient staffing levels.

Carollo brings a team anchored by people who have tackled these same issues as employees of leading local utilities. This means we can focus on practical solutions—not simply “textbook” guidance—that benefit from having seen this from an owner's point of view. Yet we understand that every utility, its processes, and its personnel are unique and should be evaluated with recommendations that are specific to your facility and its operations. Carollo will help you achieve the goals of this study by focusing on:

- **INDUSTRY BEST PRACTICES:** Our experience is formulated through years of experience in working with national associations such as the American Water Works Association (AWWA), Water Environment Federation (WEF), Association of Metropolitan Water Agencies (AMWA), and National Association of Clean Water Agencies (NACWA). Our benchmarking and performance assessment approaches are based on tried-and-true methodologies that will deliver a staffing study with buy-in from the City's management, elected officials, and customers.
- **ACHIEVING STAFF BUY-IN:** We understand the sensitive nature of these analyses and the concerns it can generate among staff. Our project approach is centered on an inclusive and engaging process from day one of the project. For any recommendation to be truly implementable, staff buy-in is a must and a top priority for our team. Fostering a collaborative environment is key to our success.
- **PROVIDING PRACTICAL AND ACTIONABLE STEPS:** Projects like this one can quickly become a moot effort if the recommendations presented are not tailored to your specific facility and operations, or are simply not doable. Our team will tailor steps for T-TSA that make sense for you and your staff. Every step of the way, we will pause for an implementation “truth check” and adjust our work accordingly.

My commitment to T-TSA as your project manager is to work with you and your staff members in a collaborative effort so that T-TSA is set up for organizational success, both in the near- and long-term. At every step, my team will address your needs, goals, and realities, and will help create practical and actionable steps for your facility and personnel. We look forward to working with you on this endeavor.

Sincerely,

CAROLLO ENGINEERS, INC.



Tim Loper, PE
Project Manager/Vice President

WATER

OUR FOCUS
OUR BUSINESS
OUR PASSION

Carollo Engineers, Inc.
100 West Liberty St., Suite 740
Reno, NV 89501
Phone: 775-324-4427
Website: www.carollo.com

Principal Contact
Tim Loper, P.E. | Vice President
Phone: 775-332-8721
E-mail: TLOper@carollo.com

GENERAL INFORMATION, FIRM DESCRIPTION, AND FIRM QUALIFICATIONS

Water...Our Focus, Our Business, Our Passion

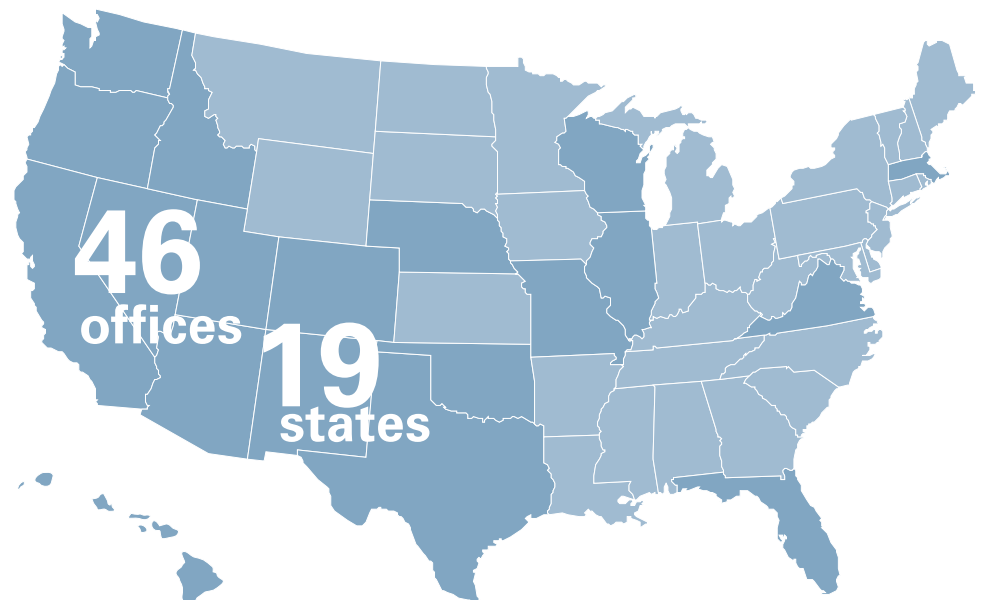
Carollo Engineers is an environmental engineering firm established in 1933 that specializes in the planning, design, and construction of water, wastewater, and reclaimed water facilities and supporting infrastructure. *Engineering News Record* recognizes Carollo as the largest engineering firm in the nation focused solely on water. With more than 1,100 employees in 46 offices throughout the U.S., Carollo has successfully completed more than 50,000 projects for public sector water utilities.

We Provide the Full Range of Water Engineering

Carollo is a full-service, environmental engineering firm that has been exclusively providing water, wastewater, and reuse services for more than 86 years to municipal, federal, and private sector clients. We remain responsive to the needs of our clients as the industry leader in the planning, permitting, design, construction, and operations of facilities that reliably convey and treat water across the U.S. In fact, we are the largest firm in the country that is 100 percent focused on water engineering solutions, with annual revenues growing at 10 percent per year over the past 10 years, currently exceeding \$300 million. With a reputation based on client service, you can expect from us a commitment to quality.

Our areas of expertise include the following:

- Water treatment
- Wastewater treatment
- Program/project management
- Infrastructure
- Water reuse/resources
- Construction management
- Master/integrated planning
- Business/financial solutions
- Asset management
- Design-build/CMAR
- EI&C and SCADA programming
- Research and development



PROJECT TEAM

Our Project Team is Organized to Meet T-TSA's Needs

As shown on the organizational chart, our team includes four staff members with vast experience in regulatory, operational, and staffing challenges in the water and wastewater industry. Firmwide, Carollo's additional staffing resources are comprised of multiple disciplines, including registered civil, mechanical, environmental, structural, electrical, and control systems, as well as CADD and administrative support. We have the local experts and additional resources available to assist T-TSA staff with this Organizational Assessment.

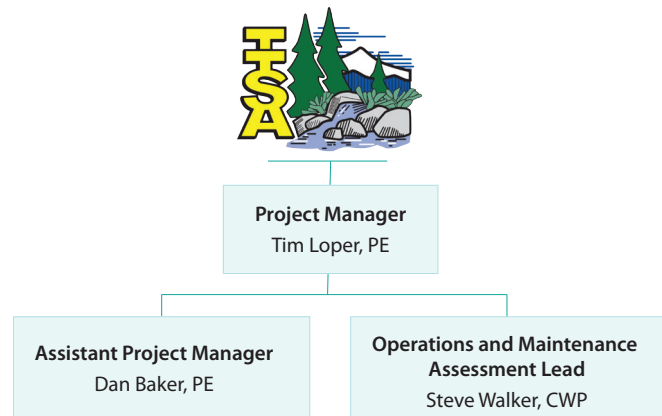
Our team includes previous utility managers with first-hand knowledge and experience addressing staffing challenges.

An Experienced and Local Project Manager

Led by project manager Tim Loper, we assembled a project delivery team of specialists based on a simple but powerful principle—put the most qualified people in the roles essential to meeting project goals. Tim brings effective and proactive project management skills, a focus on client service, and extensive relevant experience.

In this section we briefly highlight our key staff's capabilities and the benefits each team member brings, as well as their experience and responsibilities. Our proposal appendix contains team members' detailed resumes.

Project Organizational Chart



Key Team Members



Tim Loper, PE – Project Manager

Tim is Carollo's company wide Chief of infrastructure master planning services and has been working for the past 18 years exclusively on master planning, modeling, and asset management projects. He is focused on assisting agencies with the development of capital improvement programs that help prioritize capital projects and rehabilitation and replacement programs, as well as the integration of capital funding prioritization. Tim has served as project manager/project engineer for more than 50 water, wastewater, stormwater, and/or recycled water master plans and modeling projects across the country, but lives in Truckee and has local knowledge that can't be matched.

RESPONSIBILITY

- Serve as the T-TSA's main point of contact, while ensuring Carollo's resources are available throughout the project.
- Oversee project direction and timely project delivery across varying service areas and disciplines.
- Develop an economical budget and maintain an efficient schedule.
- Listen carefully to your staff to evaluate current and future needs, project drivers and preferences, and incorporate those concepts into a robust and flexible Organizational Assessment Report.



Dan Baker, PE – Assistant Project Manager

Dan has more than 26 years of experience in business and management consulting for water and wastewater utilities. He is Carollo's leader for program controls and business integration services. He has managed numerous complex program planning, management, and implementation projects that have drawn on his expertise in performance assessments, process optimization, information technology, operations and maintenance management, and capital program development. Dan's diverse experience working for water utilities provides T-TSA with a leader in integrating and optimizing organizations, processes, and systems.

RESPONSIBILITY

- Assist Tim in coordinating and directing Carollo resources in execution of the project.
- Support the project with examples and references of best practices for organizational assessment, benchmarking, and performance measurement.
- Provide subject matter expertise in information technology, finance, and maintenance management assessment areas.



Steve Walker, CWP – Operations and Maintenance Assessment Lead

With more than 35 years of experience in the operation and management of wastewater treatment facilities, Steve brings an owner's perspective to plant operations from his experience in both private industry and municipalities. He is an expert in implementing wastewater process and organizational changes and has developed programs specific to knowledge management. Steve has provided operations and maintenance (O&M)-focused gap analyses and staffing evaluations for several clients. He recently mentored plant managers at both the water and wastewater treatment plants with the Albuquerque Bernalillo County Water Utility Authority, while implementing methods to improve staff accountability. Steve is Carollo's lead for O&M manual development companywide, providing standards development and forward-looking strategies for treatment facility O&M.

RESPONSIBILITY

- As O&M assessment lead he will apply his past experience to your project and will strive to meet the concerns of your operators throughout the project.

Carollo blends local and national experience with organizational assessments to solve clients' staffing challenges.

FIRM EXPERIENCE

Carollo's Business Solutions Practice

Carollo's Business Solutions Practice is focused on working with utility managers to effectively administer their business operations by identifying creative solutions to evolving challenges. Our Business Solutions Practice group consists of multi-disciplinary experts—backed by the depth of Carollo—who provide a broad array of innovative services to the public utility sector including strategic and financial planning, asset management, and organizational development. Subsequent pages include just some of our experience with similar projects.

Similar Project Experience

Key Projects	Project Elements				
	Organizational Assessment	Staff Interviews	Organizational Structure	Roles/Responsibilities Definition	Infrastructure Planning
Cities of Littleton and Englewood, CO	✓	✓	✓	✓	
City of Riverside, CA	✓	✓	✓	✓	✓
City of Greeley, CA	✓	✓	✓	✓	✓
City of Salem, OR	✓	✓		✓	✓
City of Sunnyvale, CA		✓	✓	✓	✓
Albuquerque Bernalillo County Water Utility Authority, NM	✓	✓		✓	✓
Metro Wastewater Reclamation District, CO	✓	✓	✓	✓	✓
City of Aurora, CO	✓	✓	✓		✓
City of Fort Collins, CO		✓			✓
Ridgegate, CO	✓		✓		✓
City of San Clemente, CA	✓	✓	✓	✓	✓
City of Sunnyvale, CA		✓	✓	✓	✓
City of Modesto, CA		✓	✓	✓	✓
Hillsborough County, FL	✓	✓	✓		✓
City of Fresno, CA	✓	✓	✓		✓
County of Washoe, NV	✓	✓	✓	✓	
City of Santa Barbara, CA				✓	✓
Sacramento County Water Agency, CA	✓	✓	✓	✓	✓
Cities of Littleton and Englewood, CO	✓		✓		



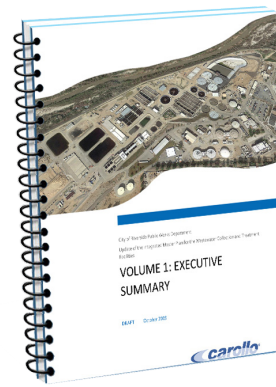
Workforce Alignment and Strategy Advisement Report for the Littleton/Englewood WWTP

Cities of Littleton and Englewood, CO

The Littleton/Englewood Wastewater Treatment Organization (Organization)

consists of various staff members who provide services to the cities of Littleton and Englewood, 19 connecting agencies, and the greater South Platte River Watershed. The Organization also continuously operates the Littleton/Englewood Wastewater Treatment Plant (L/EWWTP), the third largest wastewater facility in Colorado. The Organization is facing stringent regulations, aging infrastructure, the need for more transparency and accountability, issues with integrating innovative technologies, and changing workforce dynamics. The Organization retained Carollo to prepare the Workforce Alignment Strategy Advisement Report, part of the Workforce Alignment and Strategy Advisement (WASA) project, to assess the Organization's strengths and identify opportunities for improvement and organizational gaps to ensure the Organization can face its challenges with fiscal responsibility.

To identify organizational strengths and opportunities for improvement as part of the WASA evaluation, more than 15 individual and group interviews with L/EWWTP staff were conducted. Five separate workshops were then held with L/EWWTP management to identify project goals, discuss findings from the interviews, and present and discuss recommendations for addressing organizational opportunities. The recommendations made will be carried forward in the Strategic Operations Plan (SOP), in the Capital Improvement Plan (CIP), or by reassigning internal staffing positions or allocating tasks to outside resources.



Update of the Integrated Master Plan for the Wastewater Collection and Treatment Facilities – Organizational Assessment

City of Riverside, CA

The Integrated Master Plan presents an updated plan that

will meet the expansion and replacement needs of the City's collection system and Riverside Water Quality Control Plant (RWQCP) facilities through 2037. Recent upgrades to the treatment footprint, additional work added to the collection system, growth in the service area, and the increased use of software, automation, and instrumentation are some of the drivers that must be considered to ensure that the various work groups are positioned to effectively meet the demands of daily work. The City retained Carollo to perform an organizational assessment to help structure the work performed by the primary work groups at the RWQCP, with the intent of having staff that can proactively meet the expansion and replacement challenges.

Carollo interviewed section managers and higher-level representatives of each work group. A comparison between the City and other organizations was conducted using data from the 2018 NACWA financial survey, which aims to provide utilities, government officials, and the public with a comprehensive knowledge based on financing, rates, staffing, and key utility management initiatives. This information was used to develop a high-level assessment of the current staffing utilization in five areas: operations, maintenance, collections, environmental compliance, and administration.

Based on the results of this evaluation, the City appears to be adequately staffed in the operations, maintenance, and environmental compliance sections. Administration may be slightly understaffed while the collections section appears to be significantly understaffed.

Project Elements

Client: Cities of Littleton and Englewood, Colorado

Type of Work: Staffing Analysis

Project Start: April 2017

Project Completion: May 2019

Project Size: 50 WWTP

Team Involvement: Steve Walker

Project Elements

Client: City of Riverside, California

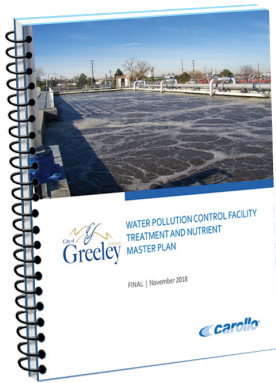
Type of Work: Organizational Assessment

Project Start: November 2016

Project Completion: June 2018

Project Size: 50 WQCP

Team Involvement: Tim Loper, Steve Walker



Water Pollution Control Facility Treatment and Nutrient Master Plan – Workforce Needs and GAP Analysis

City of Greeley, CO

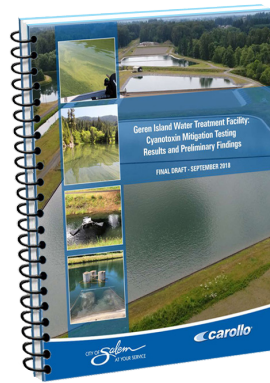
Greeley’s Water Pollution Control Facility (WPCF) is facing changing workforce dynamics, more stringent

regulations, aging infrastructure, a need to integrate new and innovative technologies, and a series of large-scale construction projects. Staffing work focus and assignments, and training programs should be considered to prepare the work force and help ensure the WPCF can fully address these challenges. Plant operators work 20-hour days, 7 days per week. An operator is on call when the plant is not staffed. Other facility positions are typically staffed 8 hours per day, Monday through Friday. Understanding staff’s primary responsibilities is crucial to developing future organizational alignments. The workload of the plant superintendent includes overall management of the facility, budgeting, community program administration, and engineering project management.

Carollo assessed staffing levels of comparably sized treatment plants to allow an understanding of the volume and types of work required to remain successful. The impending retirement of long-term staff offers an opportunity to realign the organization structure, but also places the facility in a tenuous position. Transferring or learning a significant amount of institutional knowledge will occur. Based on the results of this evaluation, the City appears to be adequately staffed in the operations, maintenance, and environmental compliance sections. Administration may be slightly understaffed while the collections section appears to be significantly understaffed.

Project Elements

Client: City of Greeley, Colorado
Type of Work: Staffing and GAP Analysis
Project Start: August 2018
Project Completion: May 2019
Project Size: 14.7 WPCF
Team Involvement: Steve Walker



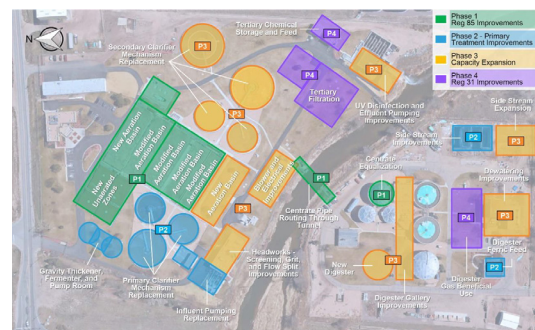
Geren Island Water Treatment Facility – Staffing Analysis

City of Salem, OR

At the Geren Island Water Treatment Facility (GIWTF), one supervisor and five plant operators work 10-hour shifts each day 7 days a week. Operators perform typical preventive maintenance tasks,

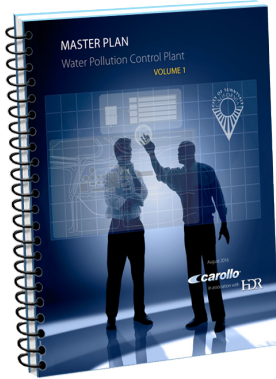
and City’s pumps and control group staff perform heavy maintenance. Prior to the City’s cyanotoxin issues in 2018, the GIWTF’s treatment footprint was relatively unchanged. Minimum automation was needed, and chemical storage and feed systems were relatively simple. However, after the issues with cyanotoxins, upgrades were needed to increase the facility’s complexity and monitoring needs, and require additional chemical feed systems that must be adequately staffed.

Carollo was retained to perform a staffing analysis of the GIWTF in order to make sure enough staff are available to operate and maintain the facility during and after upgrades to address cyanotoxins in the drinking water supply. The analysis shows that based on the estimated time to complete typical tasks, which was adjusted to account for the actual hours workers are available, adding another supervisory position before implementing ozonation was recommended. Establishing a lead operator soon was also recommended so the current O&M Supervisor can focus on the project’s engineering and construction demands and direct the existing facility’s O&M. In addition to the supervisory position, three additional plant operator positions were recommended. These positions could be phased in throughout the design and construction of the upgrades.



Project Elements

Client: City of Salem, Oregon
Type of Work: Staffing Analysis
Project Start: June 2018
Project Completion: November 2018
Project Size: 147 WTF, but firm capacity is 50
Team Involvement: Steve Walker



Master Plan – Staffing Analysis

City of Sunnyvale, CA

The City of Sunnyvale selected Carollo to conduct an O&M Staffing Analysis as part of their Master Plan. The goal was to prepare a long-term master plan to address various renovation needs for the existing Water

Pollution Control Plant (WPCP). The WPCP was about to undergo many changes, not the least of which included meeting stricter nutrient permit requirements. The majority of the plant's existing processes and equipment are going to be upgraded or replaced over a 20-year plus period, which included an increased level of automation. This required operating the facilities and maintaining compliance during 15 years of ongoing plant construction. As a result, operating criteria was changed for almost every process, which had an impact on overall facility performance and operating costs.

In addition to the anticipated process changes, certain key senior staff members were nearing retirement. The staffing analysis was built on the plant's ongoing success while recognizing the opportunity of alternative approaches to O&M procedures and policies.

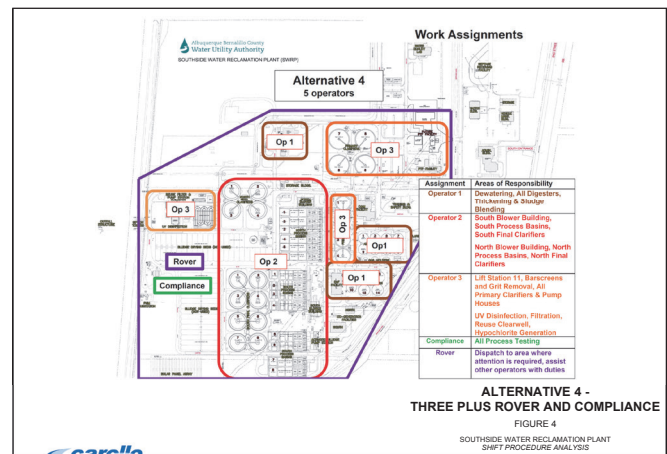
Southside Water Reclamation Plant – Shift Procedure Analysis

Albuquerque Bernalillo County Water Utility Authority (ABCWUA), NM

Currently the Southside Water Reclamation Plant (SWRP) treats approximately 50 mgd of wastewater and was in the process of completing construction on a new screening/grit removal process. This upgrade will greatly enhance operations staff interaction with real time and historical data for evaluation and control of every unit process.

With these new facilities and equipment coming online, ABCWUA requested that Carollo analyze operational shift procedures and staffing. To accomplish this task, existing materials such as staff-written shift procedures for each of the designated operator call signs were gathered. A series of spreadsheets were developed to visualize the tasks, times, overlaps, and opportunities to streamline or eliminate tasks. Tasks that may be restructured, reduced, replaced with automation, enhanced with automation or instrumentation, or eliminated were identified.

Carollo's evaluation of the current approach indicated an opportunity to reduce the assigned workload by roughly 35 percent immediately. Reevaluating the off-shift assignments, combined with a reliable alarm package and perhaps a call-in program, can reduce the number of operators working the less desirable shifts. These operators could be added to the more desirable day shift and used to support construction coordination and optimization efforts.



Project Elements

Client: City of Sunnyvale, California
Type of Work: Staffing Analysis
Project Start: June 2013
Project Completion: October 2019
Project Size: 14.5 WPCP
Team Involvement: Steve Walker

Project Elements

Client: Albuquerque Bernalillo County Water Utility, New Mexico
Type of Work: Shift Procedure Analysis
Project Start: March 2015
Project Completion: September 2015
Project Size: 77 WRP
Team Involvement: Steve Walker

CLIENT REFERENCES

Just Ask Our Clients

Carollo is known for the large number of clients with whom we have maintained long-term relationships. Our experience shows that open communication, collaboration, and coordination build trust, minimize conflict, and eliminate surprises. Our references can attest to our project team members' technical capabilities, management skills, work quality, and commitment to client service. Our past performance is the best indicator of the level of service we will provide to your Organizational Assessment, and we encourage you to contact our references.

Project	Services	Reference
Workforce Alignment and Strategy Advisement Report Cities of Littleton and Englewood, CO (2019)	<ul style="list-style-type: none"> Developed the Workforce Strategy Report. Assess the organization's strengths. Identified opportunities for improvement and organizational gaps. Provided recommendations for a strategic operations plan in the CIP. 	<ul style="list-style-type: none"> Chong Woo, Deputy Director South Platte Water Renewal Partners 2900 S. Platte River Drive Englewood, CO 80110 303.762.2655 cwoo@Englewoodco.gov Involved Attorneys: None
Organizational Assessment City of Riverside, CA (2018)	<ul style="list-style-type: none"> Performed interviews for section managers and higher-level representatives. Did a comparison for the NACWA financial survey. Developed a high-level assessment of current staffing. 	<ul style="list-style-type: none"> Craig Justice, Director of Wastewater Treatment City of Riverside 3900 Main Street, 4th Floor Riverside, CA 92522 915.351.6183 cjustice@riversideca.gov Involved Attorneys: None
Workforce Needs and GAP Analysis City of Greeley, CO (2019)	<ul style="list-style-type: none"> Performed a staffing analysis of the plant. 	<ul style="list-style-type: none"> Sean Cooney, O&M Superintendent City of Greeley 1001 11th Street; 2nd Floor Greeley, CO 80631 970.336.4248 Sean.Cooney@greeleygov.com Involved Attorneys: None
Staffing Analysis City of Sunnyvale, CA (2019)	<ul style="list-style-type: none"> Performed an O&M staffing analysis. Evaluated upgraded O&M and increased automation. Allowed for senior staff retirements. 	<ul style="list-style-type: none"> Bryan Berdeen, WPC Operations Manager City of Sunnyvale 1444 Borregas Avenue Sunnyvale, CA 94089 408.730.7260 bberdeen@sunnyvale.ca.gov Involved Attorneys: None
Shift Procedure Analysis Albuquerque Bernalillo County Water Utility Authority, NM (2016)	<ul style="list-style-type: none"> Performed analysis of operational shift procedures and staffing. Identified tasks that may be restructured, reduced, replaced with automation, enhanced with automation or instrumentation, or eliminated. Reevaluated off-shift assignments. 	<ul style="list-style-type: none"> John Stomp, Chief Operating Officer Albuquerque Bernalillo County Water Utility Authority 4201 2nd Street SW Albuquerque, NM 87105 505.768.3631 jstomp@abcwua.org Involved Attorneys: None
Staffing Analysis City of Salem, OR (2018)	<ul style="list-style-type: none"> Performed a staffing analysis of the facility. 	<ul style="list-style-type: none"> Tim Sherman, Operations Maintenance Supervisor City of Salem 555 Liberty Street, S.E., Rm 325 Salem, OR 97301 503.588.6211 tsherman@cityofsalem.net Involved Attorneys: None

COST

Carollo's fee estimate is provided on the following pages. The fee was developed based on the scope of work included in this proposal. We are happy to discuss and negotiate the scope and fee estimate to match the visions, and the goals of T-TSA, and its Board of Directors.



Task Description	Hours by Classification					Total Hours	Labor	Subs and Other Direct Expenses ⁽¹⁾	Estimated Fee
	Tim Loper	Dan Baker	Steve Walker	Technician	Word Processing				
	\$265	\$265	\$235	\$137	\$120				
Task 1 - Project Management	10	4	0	0	6	20	\$4,400	--	\$4,400
Task 2 - Organizational Assessment	16	24	24	2	2	68	\$16,800	\$1,000	\$17,800
Task 3 - Department Assessment	8	16	24	2	4	54	\$12,800	\$1,000	\$13,800
Task 4 - Consultant Use Evaluation	4	8	16	2	4	34	\$7,700	--	\$7,700
Task 5 - Documentation and Reporting	4	8	12	28	16	68	\$11,800	\$500	\$12,300
Total Hours and Fee	42	60	76	34	32	244	\$53,500	\$2,500	\$56,000

(1) Other direct expenses include mileage travelling to/from meetings at IRS Federal Rate, and Project Equipment and Communication Expense billed at \$12.00 per hour.

**CAROLLO ENGINEERS, INC.
FEE SCHEDULE**

**As of January 1, 2019
California**

	<u>Hourly Rate</u>
Engineers/Scientists	
Assistant Professional	\$181.00
Professional	222.00
Project Professional	263.00
Lead Project Professional	283.00
Senior Professional	306.00
Technicians	
Technicians	137.00
Senior Technicians	191.00
Support Staff	
Document Processing / Clerical	120.00
Project Equipment Communication Expense (PECE) Per DL Hour	12.00
Other Direct Expenses	
Travel and Subsistence	at cost
Mileage at IRS Reimbursement Rate Effective January 1, 2019	\$.58 per mile
Subconsultant	cost + 10%
Other Direct Cost	cost + 10%
Expert Witness	Rate x 2.0

This fee schedule is subject to annual revisions due to labor adjustments.

SCHEDULE

As shown below, we have developed a preliminary schedule based on our understanding of the scope of work. The schedule exhibits the major project tasks and the targeted milestones for completing the project within five months from notice to proceed.

Tasks	January				February				March					April				May			
	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27	4	11	18	25
1 Project Management		★ Kickoff Meeting																			
Findings and Recommendation Workshop																					▲
2 Organization Assessment		■	■	■	■	■	■														
Interviews, Focus Groups, and On-site Training					■																
Validation Meeting						▲															
3 Deputy Assessment							■	■	■	■	■	■									
Performance Metrix Workshop											▲										
4 Consult Use Assessment											■	■	■	■	■						
5 Assessment Report																					
Draft Report																	★				
Final Report																					★

- ▲ Workshops
- ▲ Meetings
- ★ Report



INSURANCE

Carollo maintains insurance to protect both our client and our firm against the types of claims that may be alleged to result from our services. Carollo carries the following insurance and will provide certificates upon notice to proceed.

Coverage	Limits	Carrier
General Liability	\$1,000,000	Continental Insurance Company
Workers' Compensation	Statutory	American Casualty Company of Reading, PA and Valley Forge Insurance Company
Employer's Liability	\$1,000,000	American Casualty Company of Reading, PA and Valley Forge Insurance Company
Automobile	\$1,000,000	Continental Insurance Company
Professional Liability	In excess of \$5,000,000	Continental Insurance Company
Umbrella	In excess of \$1,000,000	Continental Insurance Company

Contact Information (All Policies)

Risk Strategies Co.
2040 Main Street, Suite 580
Irvine, CA 92614
P: 949-242-9240
F: 949-596-0866

Attn: Ms. Sherry Young



Timothy J. Loper, P.E.

Timothy Loper has 17 years of experience in wastewater collection system modeling, water distribution system modeling, water system feasibility studies, wastewater treatment facilities planning, and infrastructure master planning.

Education

MS Environmental Engineering, University of California, Berkeley, 2005

BS Civil Engineering, California State University, Fresno, 2003

Licenses

Civil Engineer, California, Nevada

Professional Affiliations

Nevada Water Environment Association

American Water Works Association

Relevant Experience

→ Project manager for the City of Riverside, California – Update to the Integrated Master Plan (IMP) for the Wastewater Collection and Treatment Facilities Organization Assessment. The IMP presents an updated plan that will meet the expansion and replacement needs of the City's collection system and Riverside Water Quality Control Plant (RWQCP) facilities through 2037. Carollo was retained to perform an organizational assessment to structure the work at RWQCP to assist with staff meeting expansion and replacement challenges.

→ QA/QC for Washoe County, Nevada – South Truckee Meadows Water Reclamation Facility (WRF) Plan Update. The project involved an update to Washoe County's 2006 Facility Plan for its 4.1 mgd South Truckee Meadows Water Reclamation Facility (STMWRF). STMWRF had nearly reached 80 percent and drives the project. Working closely with The County, flow and load projections specific to the STMWRF service area was developed, defining the planning.

→ Project manager for Washoe County, Nevada – Pleasant Valley Interceptor (PVI) Alternatives Evaluation Study. The PVI was to be constructed in four Reaches, ultimately connecting the South Truckee Meadow Water Reclamation Facility (STMWRF) to Damonte Ranch Parkway, Dorothy Town Lift Station and Pleasant Valley. Reach 3 was planned as a gravity interceptor and Reach 4 will provide sewer service to approximately 1,500 homes. The STMWRF Facility Plan Update included planning and wastewater collection system hydraulic modeling for the STMWRF service areas. Additional work efforts included updating the County's hydraulic model to InfoSWMM; providing a force main risk assessment, and pump station capacity evaluation; interceptor, pump station, and forcemain preliminary design; detailed

design; and preparing construction contract documents for the Pleasant Valley Interceptor Reach 3, which included gravity conveyance and the Geiger Lift Station and associated force main.

→ Principal-in-charge for the Truckee Sanitary District, California – Ongoing 2017 Hydraulic Modeling Assistance. The District hired Carollo provide assistance with the development and calibration of three of their four existing wastewater collection system models. The models are being calibrated to peak dry and peak wet weather flow conditions using flow monitoring data from the 2016 and 2017 storm season.

→ Principal-in-charge for the South Tahoe Public Utility District, California – Sewer System Hydraulic Model. This is an ongoing project. No changes or updates have been made to the District's wastewater collection system model that was created 10 years ago using Innowyze InfoSewer hydraulic modeling software. In the last decade, additional infrastructure construction and collection system changes have been made. This contract allowed for on-call hydraulic modeling support to evaluate the existing model, identify potential improvements, and convert the model to InfoSWMM.

→ Collection system lead for the City of Riverside, California – Comprehensive Wastewater Master Plan. The Master Plan included both treatment and wastewater collections. Carollo built the City's collection system model using Innowyze's InfoSWMM modeling software.

→ Collection system lead for the West County Wastewater District (WCWD), California – District-Wide Master Plan. The project included the sanitary sewer collection system; Water Pollution Control Plant (WPCP); and non-process facilities such as administration, laboratory, storage, and maintenance. Work efforts included a condition assessment/capacity assessment,

Timothy J. Loper, P.E.

alternatives evaluation, and 20-year capital improvement program (CIP) development. All of WCWD's facilities were combined in one master plan, allowing the needs of each to be prioritized in an overall program. Other work efforts included a risk-based analysis of all 12,000 assets to identify failure likelihood, BioWin modeling to assess capacity, 3-D computational fluid dynamic (CFD) modeling of secondary basins to optimize performance, and a wet weather capacity improvements assessment of the 249-mile collection system.

→ Project manager for the City of Shasta Lake, California – 2026 Water Master Plan. The project included development of a new water system hydraulic model based on the City's most recent GIS database of the water distribution system. The water distribution system hydraulic model was developed using the InfoWater hydraulic modeling software package, developed by InnoVize, Inc. The hydraulic model was calibrated using a three-step calibration approach, including a macro calibration, steady state (fire flow test) calibration, and an extended period simulation calibration.

→ Project engineer for the City of Morro Bay, California – OneWater Morro Bay Master Plan. The project included water system field data gathering (pressure logger installation, SCADA system data gathering, and fire flow test data). That information, combined with the City's GIS and as-built drawings, was used to develop dynamic hydraulic (water and sewer) and hydrologic (stormwater) models for those systems. The calibrated models were used to evaluate each system under both current and future scenarios. Based on this evaluation, deficiencies were identified and the associated improvements necessary to eliminate these deficiencies were determined.

→ Principal-in-charge for the City of Reno, Nevada – Northwest Reno Sewer Capacity Analysis and Master Plan. Carollo was retained to conduct a sanitary sewer capacity analysis and develop a master plan for the City's Northwest area. The team developed a temporary flow monitoring program; reviewed the City's existing

SewerGEMS model to expand the existing wastewater collection system hydraulic computer model, including nine major trunk lines; calibrated the model using flow monitoring data; reviewed planning documents to determine existing and build-out wastewater flow projections; modeled existing and future system capacity evaluations; and developed prioritized, recommended capacity projects based on deficiencies.

→ Quality control engineer for the City of Banning, California – Water and Wastewater Master Plan. The project involved updating the City's water, sewer, and recycled water master plans into an integrated master plan to guide the City with budgeting and implementation of capital improvement projects. Responsible for quality review and project oversight and technical direction.

→ Project manager for the City of Millbrae, California – Water System Master Plan. Carollo was contracted by the City to complete a water master plan that provided a capital improvement program to help mitigate storage deficiencies and hydraulic constraints caused by the separation of their four pressure zones. Tim was responsible for the update and calibration of the hydraulic model that was developed in InfoWater. The City's primary concern was lack of storage in its lower pressure zone and the potential for emergency outages in the event of a large earthquake. Carollo conducted a seismic evaluation of the water storage tanks and the optimization of the storage needs of the lower zone and rehabilitation of existing tanks.

→ Project engineer for the City of Oceanside, California – Integrated Master Plan, which included a new collection system hydraulic model prepared from GIS data using InfoSWMM. The existing system was evaluated with respect to existing and future capacity needs. The master plan also considered a phased plan for replacement of the City's water and wastewater pipelines as part of the rehabilitation and replacement program.



Daniel P. Baker, P.E.

Daniel Baker has more than 25 years of experience in business and management consulting for water and wastewater utilities throughout the United States. His education and experience as a professional civil and environmental engineer provides him with the insight to understand his clients' engineering, business, and technology goals. He has managed numerous complex planning and implementation projects for large utilities and municipalities that have drawn on his expertise in a wide range of areas including performance assessments, asset management, operations and maintenance management, information systems, business process modeling, system optimization, and capital program development.

Education

MS Civil and Environmental Engineering, Massachusetts Institute of Technology, 1997

BS Civil and Environmental Engineering, Villanova University, 1994

BA Honors Program, Villanova University, 1994

Certificate, Certified Construction Documents Technologist (CDT), Construction Specifications Institute

Licenses

Civil Engineer, California, Arizona

Professional Affiliations

American Water Works Association, Information Management and Technology Committee Member

Water Environment Federation, Automation and Information Technology Committee Member

California Water Environment Association, Member

Project Management Institute, Member, currently pursuing PMP certification

Relevant Experience

→ Project Manager for the City of San Clemente, California – Utilities Staffing Analysis. He performed an evaluation and developed detailed recommendations for the operations and maintenance of the City's water, wastewater, recycled water, and stormwater systems including organizational, information technology, and business process improvements. He provided a report detailing \$10 million of strategic business investments for organizational improvement over five years.

→ Project Manager for the City of Los Angeles Bureau of Sanitation (LABOS), Los Angeles, California – Process Integration Study. As project manager, Dan provided support and guidance to the Strategic Management Unit of the Bureau of Sanitation in a process integration study. He conducted interviews with a broad segment of staff in order to develop plans for improving the efficiency and effectiveness of current business processes and provided recommendations for innovative technologies to link Bureau performance to citywide goals and public concerns.

→ Project Manager for the Elsinore Valley Municipal Water District, California – Water Production Organizational Assessment. Conducted a staffing and operational efficiency study of the District's Water Production Division to determine whether additional staff were needed and to identify opportunities for increased efficiency and effectiveness within the Division.

→ Principal Consultant for the Otay Water District, Spring Valley, California – Operations Assessment and Performance Measures Development. Assisted in various

projects to conduct management, operations, staffing and performance assessments for the District. Evaluation included a demonstration LAFCo (Local Agency Formation Commission) review, and development of strategic business plan and performance measures for the District's management, engineering, and operations departments.

→ Principal Consultant for the City of Renton, Washington – Wastewater Operations Master Plan. Assisted the City in evaluating current wastewater programs and activities, reviewing the programs for effectiveness and conformance with future regulatory requirements, and recommending improvements in business processes, systems, and organization to support the City's long-term goals and objectives for the wastewater system.

→ Project Manager/Principal Consultant for the Anchorage Water and Wastewater Utility, Alaska – Asset Management and GIS Upgrade. He was responsible for defining requirements for the integration of the geographic information system (GIS) and Maximo® computerized maintenance management system (CMMS) including the development of best practices for asset management as related to utility-wide information systems and business processes. He led the development of as-is and to-be business processes for the utility's entire asset life-cycle from planning and budgeting, through construction, O&M, and asset retirement.

→ Project Manager for the North Tahoe Public Utilities District, California – Granite XP Upgrade and Implementation Support. He conducted an evaluation of the District's software, work processes, and organization

Daniel P. Baker, P.E.

involved in the inspection of sewer mains, manholes, and laterals. He implemented upgrades to the CUES Granite XP closed-circuit television (CCTV) inspection software and made recommendations regarding use of the NASSCO Pipeline Assessment & Certification Program (PACP) for standardized condition assessment of the sewer system.

→ Principal Consultant for the Northern Colorado Water Conservancy District, Berthoud, Colorado – Enterprise Asset Management (EAM) Assessment. Provided consulting services in the assessment of existing EAM tools, business processes, and organization, and documented recommendations for workflow improvements in all areas including best-fit approaches for asset management and computerized maintenance management systems (CMMS).

→ Project manager for the Elsinore Valley Municipal Water District, California – Enterprise Resource Planning (ERP) System Requirements Definition, Software Selection, and Implementation. He managed the requirements definition, business process analysis, procurement, and program management for replacement of the District's financial, human resources/payroll, customer service, and utility billing systems. He assisted in the ERP implementation of project/grants management and capital/O&M budgeting modules.

→ Project Controls Lead for the City of Houston, Texas – Northeast Water Purification Plant Program Owner's Engineer/Agent. Dan is project controls lead responsible for development of business processes and tools for program-wide schedule, cost, risk, and document management in order to achieve City goals of on-time and on-budget delivery, using a progressive design-build project delivery approach, for a \$1.6 billion water treatment plant expansion to 400 mgd and a new 480-mgd water intake by 2025.

→ Program Controls/Business Integration Lead for the City of Sacramento Department of Utilities, California – Accelerated Water Meter Program. Dan is

responsible for all project management and controls for the \$250 million meter installation program (28 projects, 43,000 meters, 60 miles of new water mains), including schedule, financial, risk, document controls, and construction management systems over a 4-year procurement and construction period. As business integration lead, he led the development and documentation of improved business processes for data capture through the City's GIS, CMMS, and utility billing systems.

→ Project Manager for the City of Austin, Texas – Project Reporting and Information System (eCAPRIS). He was responsible for the requirements definition and design, development, and implementation of a custom, intranet-based application for management and reporting of Capital Improvements Program (CIP) projects used by all City departments. The web-based eCAPRIS application includes financial, budgeting, schedule, staffing, contractual, and procurement data for CIP projects City-wide. As part of system design, he developed extensive as-is and to-be business process mappings in order to support and streamline the City's CIP management processes.

→ Project Manager for the City of Santa Barbara, California – El Estero WWTP Asset Management Support Services. He led the development and implementation of an asset management program for the El Estero Wastewater Treatment Plant and sewage lift stations including upgrades to the maintenance program, CMMS reporting, business processes, inventory management, procurement, change management, and CIP.

→ Principal Consultant for the Water Resources Department of Hillsborough County, Tampa, Florida – Bond Engineer Program. Dan provided engineering counsel on the economical and efficient operation of the utility system, as well as to comply with the requirements of its Bond Covenants. He assisted with documenting proposed improvements to its CIP management processes through integration of scheduling, financial, and work management systems.



Steven J. Walker, C.W.P.

Steven Walker, with more than 32 years of experience in the operation and management of wastewater treatment facilities, Mr. Walker also serves on the State of Colorado's Water and Wastewater Operators Certification Board. Additionally, Mr. Walker is Carollo's Operations Assistance Group Leader, and as such, he directs the efforts of our licensed clean water specialists. His relevant experience is listed below.

Education

BS Technical and Industrial Administration, Metropolitan State College of Denver, 1997

AAS Water Quality Management, Red Rocks Community College, 1990

Licenses

Industrial WWTP Operator, Class A, Colorado

Wastewater Treatment Plant Operator, Grade IV, California

Wastewater Treatment Plant Operator, Class A, Colorado

Professional Affiliations

Rocky Mountain Water Environment Association

Water Environment Federation

Colorado Water and Wastewater Plant Operators Certification Board Member (2009-2017)

RMWEA/RMSAWWA Joint Technical Activities Committee (1996-2017)

Relevant Experience

→ Operations specialist for the Cities of Littleton and Englewood, Colorado – Wastewater Treatment Plant (WWTP) Workforce Alignment and Strategy Advisement (WASA) Report. In response to stringent regulations, aging infrastructure, and new technologies, Carollo was retained to prepare the WASA to assess the Organization's strengths and identify opportunities for improvement and organizational gaps to ensure the Organization can face its challenges with fiscal responsibility.

→ Operations specialist for the City of Riverside, California – Update to the Integrated Master Plan (IMP) for the Wastewater Collection and Treatment Facilities Organization Assessment. The IMP presents and updated plan that will meet the expansion and replacement needs of the City's collection system and Riverside Water Quality Control Plant (RWQCP) facilities through 2037. Carollo was retained to perform an organizational assessment to structure the work at RWQCP to assist with staff meeting expansion and replacement challenges.

→ Operations specialist for the City of Greeley, Colorado – Water Pollution Control Facility (WPCF) and Nutrient Master Plan Workforce Needs and GAP Analysis. The WPCF faces changing workforce dynamics, stringent regulations, aging infrastructure, and technology integration challenges. Carollo was retained to assess staffing levels of comparable treatment plants to determine staffing and other workforce needs.

→ Operations specialist for the City of Salem, Oregon – Geren Island Water Treatment Facility (WTF) Staffing Analysis. Carollo was retained to perform an analysis to make sure enough staff are available to operate and maintain the facility during and

after upgrades to address cyanotoxins in the drinking water supply.

→ Operations specialist for the City of Sunnyvale, California – Master Plan Staffing Analysis. Operations and Maintenance (O&M) staffing analysis as part of the master plan in order to address various renovation needs for the existing Water Pollution Control Plant (WPCP).

→ Principal operations specialist and project lead for the Albuquerque Bernalillo County Water Utility Authority, New Mexico – Facility Management Training and Development Services Operations specialist for the Albuquerque Bernalillo County Water Utility Authority (ABCWUA), New Mexico. For the Southside Water Reclamation Plant (SWRP) Shift Procedure Analysis segment, Steve conducted staffing analysis to align operations staffing with facility requirements to optimize personnel. Steve provided guidance to eliminate ammonia and nitrate related permit violations. Developed initiatives to address the gaps, and trained staff on use. In addition he developed comparable initiatives and training at the water treatment plant, including process-focused procedures and awareness for the ozone contact system.

→ Operations coordinator for the San Jose Santa Clara Regional Wastewater Facility, California – CIP Program O&M Coordination Support. Developed O&M coordination support for the \$2 billion CIP program including methodology, tools, and procedures to integrate O&M input into project designs (Design-Bid-Build and Progressive Design-Build) and establish methods to ensure the plant achieves permit criteria. Steve developed a comprehensive Shutdown Coordination plan to execute project-driven shutdowns. He also developed an annual operations plan and recorded existing process

Awards

William D. Hatfield Award, Outstanding Performance and Professionalism, Water Environment Federation, 2005, Operation of a Wastewater Treatment Facility

"You have had a positive impact on myself and staff. We were spending a lot of time trying to figure it out, which was exhausting. You gave us the tools and mindset to be successful and now we are unstoppable, even with limited staff."

- David Huff, Water Quality Control Division Manager, June 2019

Steven J. Walker, C.W.P.

operating strategies and isolation constraints. Notably, he also provided O&M perspective for the 2011 Facility Master Plan.

→ Operations specialist for the City of Longmont, Colorado – Supporting \$33M Design-Build for BNR and biosolids handling improvements, from study through commissioning. Steve provided a comprehensive sampling, data collection, and analysis review for improved process awareness and facility optimization. He also developed emergency response protocols and procedures for the water and wastewater treatment facilities. In addition he provided guidance for moving to unmanned plant operation. Conducted "lessons learned" meetings between City of Longmont and the City of Boulder to transition the 75th St. Wastewater Treatment Plant to unmanned operation.

→ Operations specialist for the City of Riverside, California – Regional Water Quality Control Plant. Coordinating O&M activities and process optimization with \$192M Capital Improvements by improving process awareness through comprehensive sampling, data collection, and analysis review. He also provided staffing and workload gap analysis for all work groups.

→ Operations specialist for the North Texas Municipal Water District. – Wylie Treatment Plant upgrades, specializing in chemical handling, site safety, and security.

→ Startup and commissioning specialist for the Eastern Municipal Water District, Perris, California. Provided training and commissioning services, facility management and optimization protocols for four treatment plants – Temecula, Perris, San Jacinto, and Moreno Valley.

- Commissioned new Headworks at San Jacinto in fall 2014.
- Steve's innovative startup and commissioning plans allowed beneficial use of all the new processes much sooner than planned while saving the Owner significant contractor overhead and risk.

- Developed and provided an operational awareness program that saves the District over 10% annually on total dewatering costs.

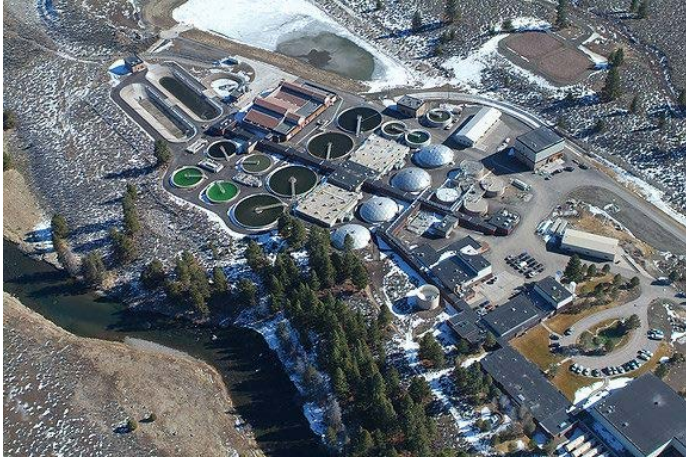
→ Operations specialist for the Eagle River Water and Sanitation District, Vail, Colorado. Focus areas included optimizing existing treatment processes, improving process awareness, and improving staff training.

→ Startup and commissioning specialist for the City of Bellingham, Washington – Post Point Wastewater Treatment Facility (WTF). Provided operability review at each design phase. Provided training for conversion from high purity oxygen to the BNR process and process optimization protocols for facility optimization, and decommissioning

→ Operations specialist and Owner's Advisor for the Hi-Desert Municipal Water District, Yucca Valley, California. Interim operator-in-responsible charge and startup and commissioning specialist for the greenfield MBR advanced wastewater treatment plant. Developing performance measurement metrics and reporting, staff training modules, process optimization and staff accountability means.

Previous Experience

→ Treatment superintendent and operator responsible for the Denver Metro Wastewater Reclamation District, Colorado, Robert W. Hite Treatment Facility, a 220 mgd plant. The plant achieved first place for the Environmental Protection Agency's (EPA) Large Advanced Treatment Plant in 1999 and 2005 and received 14 National Association of Clean Water Agencies (NACWA) Gold awards from 1995 through 2009.



Proposal for
**Organizational
Assessment**
**Tahoe-Truckee
Sanitation Agency**

November 22, 2019



Submitted by Management Partners
2107 North First Street, Suite 470
San Jose, California 95131

Management
Partners





November 22, 2019

Ms. Vicky Lufrano
Human Resources Administrator
Tahoe-Truckee Sanitation Agency
13720 Butterfield Drive
Truckee, CA 96161

Dear Ms. Lufrano:

Management Partners is pleased to provide this proposal in response to the Tahoe-Truckee Sanitation Agency's (T-TSA) request for an organizational assessment. Agency leaders wish to examine its performance, organization, staffing and structure to understand strengths and weaknesses and identify opportunities to improve staffing level, spans of control, workload, efficiency and productivity. We would be pleased to work with the Agency to identify improvements that will allow staff members to more effectively support the work of the T-TSA.

We have a great deal of experience helping sanitation agencies, water districts, utilities, and public works departments identify ways to improve. Current and recent clients include Santa Clara Valley Water District, Monte Vista Water District, Heber Public Utility District, Coastside County Water District, Monterey County Water Resources Agency, and the Elk Grove Water District.

Our proposed lead subject-matter expert served as director of environmental services for the cities of Sunnyvale and San Jose, California, overseeing wastewater collection and treatment, water supply, watershed protection, waste management, environmental policy, and the business administration of the utilities. Other team members have extensive experience in human resources, finance and general local government, to ensure all aspects of the project are examined through multiple perspectives.

We are local government experts who have worked with leaders for 25 years to help them improve the way their governments function. We are focused on results and have a bias for action. Each project is customized to the unique circumstances of the agency and incorporates the informed perspective of line employees who deliver service to residents.

We recognize that T-TSA provides wastewater treatment services to one of the most environmentally sensitive locations in California and is subject to some of the strictest requirements for treatment in the United States. Our team is excited about the potential of this project and we look forward to discussing our approach and qualifications with you in more detail.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Newfarmer", is written over a light gray rectangular background.

Jerry Newfarmer
President and CEO

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WHO WE ARE

Management Partners helps local governments across the U.S. to work more effectively and run more efficiently.

Founded: 1994

Offices: San Jose and Costa Mesa, California; Cincinnati, Ohio

Associates: 100+, including 23 former city/county managers

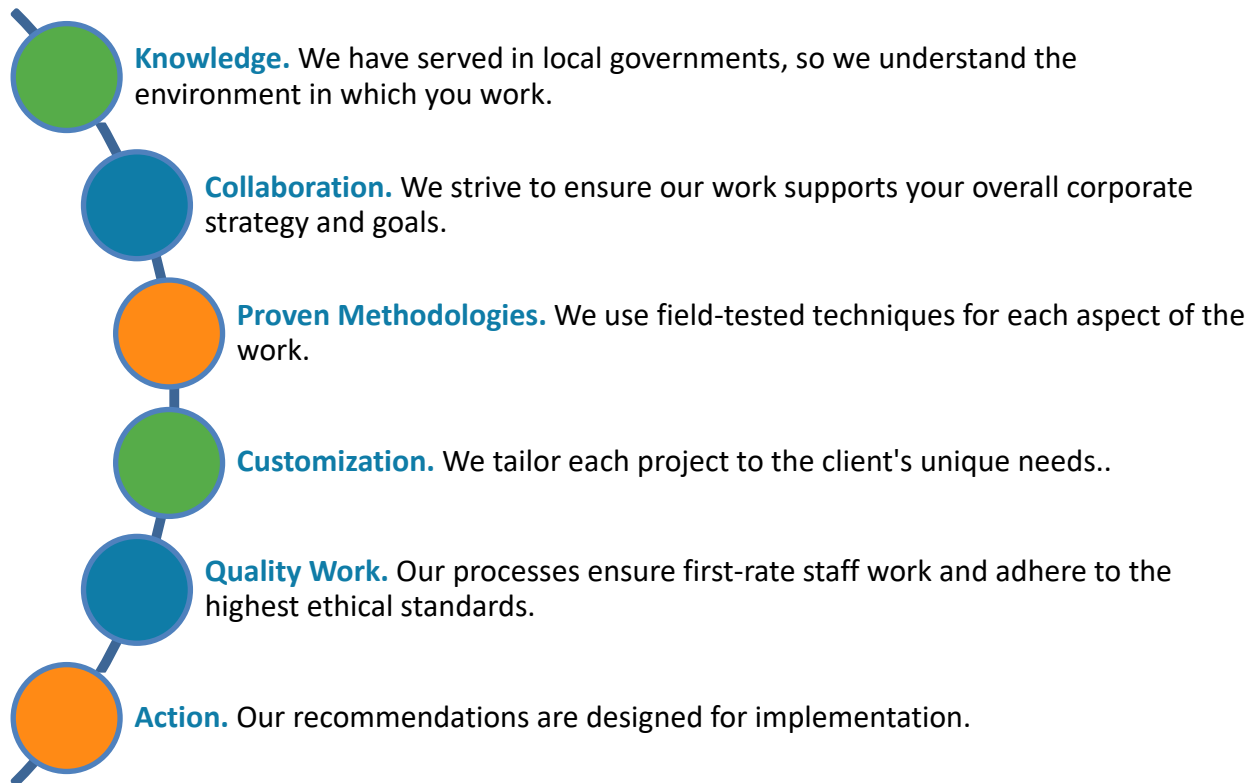
Clients to date: 900+ local governments in 42 states

Projects completed: More than 1,700

Services offered:

- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Strategic and Business Planning
- Service Sharing and Service Consolidation
- Management Services
- Executive Recruitment
- Financial Planning, Budgeting and Analysis

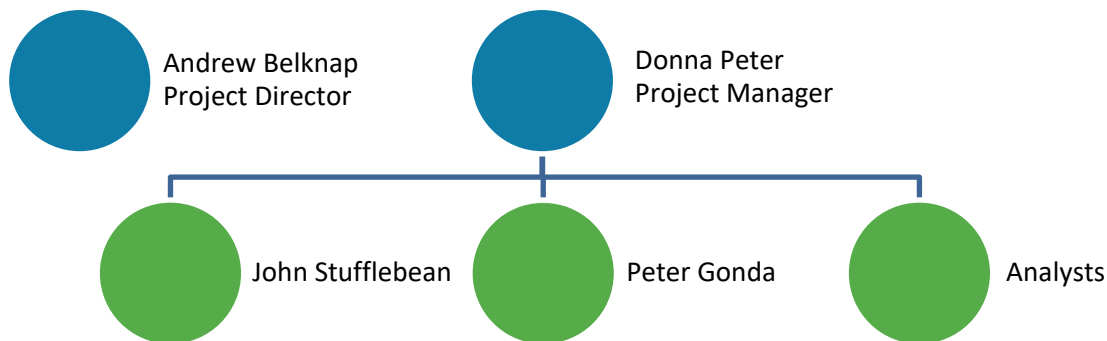
Our many repeat clients tell us they choose us because of the principles on which our work is built:



OUR TEAM

Our core team of associates assigned to this project all possess relevant experience, including many years of public service and consulting expertise.

Andrew Belknap will serve as project director. His role is to provide strategic direction to the project manager, set context and provide useful insights to the Agency based on hundreds of local government consulting assignments and deep knowledge of industry best practices. Donna Peter will serve as project manager and will be responsible for the day-to-day management of the project. They will be supported by John Stufflebean and Peter Gonda, as well as analysts in our San Jose office.



The qualifications of each team member are briefly summarized below. We have included complete resumes for each person in Attachment A of this response.

Andrew Belknap, Senior Vice President

- More than 20 years of local government experience, including service as a city manager, public works director, a variety of interim management positions, and as consultant to California municipalities and special districts.
- Expert in **local government financial management**; has **led numerous projects to address structural fiscal deficits** in diverse settings including the cities of San Jose, Fremont, Santa Ana, Morro Bay and Tracy, California as well as the Port of Sacramento.
- During 2008 and 2009, Andy served as an expert witness in the City of Vallejo's bankruptcy proceeding. In 2011 and 2012 he served as project manager for the City of Stockton's AB 56 process mediation and subsequent chapter 9 bankruptcy. Between 2015 and 2017 he **managed the City of San Bernardino's bankruptcy and developed the plan of adjustment** for the City, which led to fundamental changes in governance and operations.
- Andy has served well **over 200 California local governments**, many on multiple occasions, including 18 of the largest 20 cities.



- A trained economist, Andy brings a special **expertise to fiscal analysis and public finance issues**. His blend of quantitative skills, coupled with a practitioner’s understanding of public services and management systems, adds value to all types of organizational and policy analysis. He is also an excellent facilitator and strategic thinker.

Donna C. Peter, Special Advisor

- **Human Resources executive with expertise in all aspects of human resources**, labor relations, workers’ compensation, and employee health insurance.
- **Extensive experience creating and managing** leadership and supervisory training programs, investigating and overseeing misconduct and discrimination investigations.
- **Expertise in policy and procedure improvement** and organizational restructuring; excellent interview and facilitation skills; ability to engage employee and stakeholders in focus group meetings.
- Worked as director of Human Resources with the cities of Santa Monica and Manhattan Beach; served as president of the League of California Cities, Personnel and Employee Relations Department and a member of the Webinar and Training Committee for the Association of Workplace Investigators.



John Stufflebean, Special Advisor

- **More than 36 years of experience** in local government, including 24 years as a department head, **primarily in public works**.
- Served as **director of environmental services for the cities of Sunnyvale and San Jose**, California, overseeing wastewater collection and treatment, water supply, watershed protection, waste management, environmental policy, and the business administration of the utilities.
- Supervised a staff of **more than 500 employees in San Jose and an annual budget of \$250 million**. In Sunnyvale supervised a staff of 115 with an annual budget of \$125 million.
- Also served as **director of environmental management** for the City of Kansas City, Missouri; **director of solid waste management** in Maricopa County, Arizona; and solid waste manager in Pima County, Arizona.
- After retiring from the City of Sunnyvale in 2016, served as a **sustainability consultant** to four organizations in Australia. **Registered professional engineer**.



Pete Gonda, Senior Management Advisor

- More than 20 years of experience in municipal government, with an emphasis on **analytics, budgeting, procurement management, contracts and performance measurement.**
- Served as purchasing officer for the City of Sunnyvale, California for nine years, where he **managed an award-winning centralized purchasing division** with \$42 million in annual operational spending. Bid and awarded \$80 million in capital projects under a federally funded local economic stimulus program at a 30% savings, and implemented continuous process improvements for a variety of services.
- Served as a senior management analyst in Sunnyvale’s Finance Department, where his responsibilities included **intergovernmental relations, policy analysis and revenue/expense management**, including cost of service studies and related activities.
- Also worked in Sunnyvale’s Department of Public Safety, the City of San Jose’s Office of Economic Development, and the City of Saratoga’s City Manager’s Office.



EXPERIENCE AND TECHNICAL COMPETENCE

We help cities across the U.S. assess their processes and organization. Our projects are delivered on time and on budget with quality results.

Experience Conducting Organizational Assessments and Providing Assistance to Water and Wastewater Agencies

While our range of services covers everything that local governments need to understand and manage the organization, assessing the organizational structure and functioning of local governments, special districts, and agencies is a core service we have offered since our founding 25 years ago. We understand the specific environmental challenges faced by wastewater and water utility service providers. Specific projects we have recently for such agencies are listed below.

Completed Projects

- Benicia, California Water Operations Assessment
- Claremont, California Water Operations Study
- Coasts County Water District, California Facilitation of Board Priority Setting
- Dublin San Ramon Services District, California Organizational Analysis
- Elk Grove Water District, California Interim Finance Management
- Elk Grove Water District, California Financial Management Services
- Millbrae, California Wastewater Utility Rate Study
- Monterey County Water Resources Agency, California Organizational Assessment
- Monterey County Water Resources Agency, California Employee Survey
- Monterey County Water Resources, California Strategic Planning
- Riverside, California Public Works Organization Review
- Santa Clara, California Utilities Organization Structure Review
- Santa Clara Valley Water District, California Board Facilitation
- Santa Monica, California Office of Sustainability Organization Review
- Soquel Creek Water District, California Strategic Plan
- Tri-Valley, California Water Roundtable Facilitations
- Woodland, California Public Works Organization Review
- Zone 7 Water Agency, California Assistant Organizational Assessment Services
- Zone 7 Water Agency, California Financial Management Consulting Services

Our organizational assessment experience is broad and diverse. The following list is of local governments and public agencies we have helped recently with organizational assessments. Many of these agencies also provide wastewater treatment services:

- Alameda County, California
- Benicia, California
- Beverly Hills, California
- Brentwood, California
- Burlingame, California
- Charlotte, North Carolina
- Chatham County, Georgia
- Claremont, California
- Contra Costa Transportation Authority, California
- Costa Mesa Sanitary District, California
- Costa Mesa, California
- Dallas County, Texas
- Downey, California
- Dublin San Ramon Services District, California
- Durham, North Carolina
- Fairfield, California

Organizational Assessment

- Florence, Kentucky
- Fort Lauderdale, Florida
- Garden Grove, California
- Glendale, Arizona
- Green Township, Ohio
- Grover Beach, California
- Gulf Shores, Alabama
- Hamilton County, Ohio
- Hamilton Township, Ohio
- Hayward Area Recreation and Park District, California
- Hebron, Ohio
- Huntington Beach, California
- Josephine County, Oregon
- Lantana, Florida
- Las Vegas, Nevada
- Long Beach, California
- Los Altos Hills, California
- Manhattan Beach, California
- Maple Bluff, Wisconsin
- Martinez, California
- Melbourne, Florida
- Menlo Park, California
- Metropolitan Transportation Commission, California
- Miami-Dade County, Florida
- Midpeninsula Regional Open Space District, California
- Mission Viejo, California
- Modesto, California
- Monrovia, California
- Morro Bay, California
- New Orleans, Louisiana
- Newport, Rhode Island
- Newport Beach, California
- Oakland Park, Florida
- Orange County Employees Retirement System, California
- Orange County Fire Authority, California
- Orange County Local Agency Formation Commission, California
- Oxnard, California
- Palm Beach County, Florida
- Palmdale, California
- Peninsula Family Service, California
- Port Hueneme, California
- Port of Oakland, California
- Pasadena, California
- Raleigh, North Carolina
- Region 2000 Local Government Council, Virginia
- Richmond Metropolitan Authority, Virginia
- Rolling Hills Estates, California
- Sacramento, California
- Salinas, California
- San Clemente, California
- San Jose, California
- San Leandro, California
- San Mateo County, California
- Sanford, Florida
- Santa Clara County, California
- Santa Clara County Housing Authority, California
- Santa Clara, California
- Santa Clarita, California
- Santa Maria, California
- Santa Monica, California
- Sarasota County, Florida
- Solid Waste Authority of Central Ohio
- Spartanburg, South Carolina
- Stephenville, Texas
- Stockton, California
- Sunnyvale, California
- Tamarac, Florida
- Tracy, California
- Tulare, California
- West Cities Police Communications, California
- West Palm Beach, Florida
- Woodland, California

In addition to organizational assessments, the firm has extensive experience helping improve both the efficiency and effectiveness of all local government services. We have assisted jurisdictions with organizational staffing and improvement projects in every type of local government service, including reviews of entire governments as well as selected studies of individual departments and functional activities.

REFERENCES

We are happy to provide contact information for any former client and have selected several to highlight.

City of Santa Clara, California ⇒ Utilities Organizational Structure Review

Project: Management Partners was asked to evaluate the unique organizational structure of the City of Santa Clara’s utility services. The City provides water, sewer, electricity and wastewater treatment services at the San Jose/Santa Clara regional treatment facility. The evaluation consisted of interviews, peer comparisons and the use of detailed criteria to identify strengths and weaknesses of alternative organizational structures. In addition to providing options to reorganize, we also provided recommendations for operational improvements to both mitigate current operating issues as well as to prepare for reorganization in the future.

Contact: Mr. Rajeev Batra, Interim City Manager
1500 Warburton Avenue, Santa Clara, CA 95050
(408) 615-3000
RBatra@SantaClaraCA.gov

Dates: November 2016 – April 2017

City of Riverside, California ⇒ Public Works Department Assessment

Project: The City of Riverside conducts annual performance assessments of three of its operating departments each year on a five-year cycle. Management Partners was selected to conduct the performance assessments the Public Works Department in 2018, which included a review of select financial expenditures in accordance with generally accepted government auditing standards.

Using interviews, focus groups, employee surveys, a document review, and best practices of peer agencies, we identified opportunities for improvement in the Solid Waste, Wastewater, Street Sweeping and Streets Divisions that encompassed organizational structure, policies, process improvements, staffing levels, use of technology, fiscal management, performance management, cost reduction options, and revenue generation opportunities.

Contact: Ms. Kris Martinez, Public Works Director
3900 Main Street, Riverside, CA 92522
(951) 826-5575
KMartinez@riversideca.gov

Dates: March 2018 – January 2019

City of Santa Monica, California Office of Sustainability ⇒ Organization Review

Project: The City of Santa Monica engaged Management Partners to conduct a high-level organization review of the Office of Sustainability and the Environment (OSE). The City invests significant resource in OSE and sustainability programs that are actively supported by an engaged community focused on these issues. At the time of the study OSE was in the process of reorganizing staff, realigning work groups, and consolidating offices and moving to a new space. This represented an opportune time to conduct a review to ensure that the new proposed organization structure, associated staffing and realigned work groups, and the work program would position OSE for continued success. There was also strong interest in a structure and staffing plan that would encourage interdepartmental collaboration and stronger

partnerships across the City to implement sustainability programs. The report was intended as an agenda for improvement, but not an inventory of all the good work currently underway in OSE and the City organization.

Contact: Ms. Danielle Noble, Assistant Director, Community and Cultural Services
1685 Main St., Room 210, Santa Monica, CA 90401
(310) 458-8310
Danielle.Noble@smgov.net

Dates: December 2013 – April 2014

City of Woodland, California ⇨ Public Works Organization Review

Project: Management Partners was retained by the City of Woodland to analyze the service delivery, staffing, and organizational structure of the Public Works Department. The department is responsible for maintenance of City streets, electrical, parks, facilities and fleet as well as managing environmental resources and utilities operations. Our approach included interviews, focus groups, an employee survey, peer benchmarking and best practice research. These contributed to recommendations that included a new organizational structure, several staffing changes, and improvements to internal processes, technology, and business systems.

Contact: Mr. Paul Navazio, City Manager
300 First Street, Woodland, CA 95695
(530) 661-5800
Paul.Navazio@CityofWoodland.org

Dates: July 2015 – March 2016

Dublin San Ramon Services District ⇨ Organizational Analysis

Project: Management Partners conducted an organizational analysis for the Dublin San Ramon Services District (DSRSD) in response to a series of three senior manager retirements that occurred in 2013. While the District's organizational structure had been in place since 2001 and had served DSRSD effectively, the vacancies presented an opportunity to reexamine its department-level organizational structure to determine whether a more efficient structure would meet DSRSD's needs in the current and projected business climate. Issues addressed included the best number of departments for DSRSD; which business functions fit best in which departments; and what the best structure and position titles are to ensure retention, recruiting and succession planning.

Contact: Mr. Bert Michalczyk, P.E., (Retired General Manager of DSRSD)
Consulting Engineers Inc.
32 Leeds Court East, Danville, CA 94526
(925) 570-8830

Dates: April – July 2014

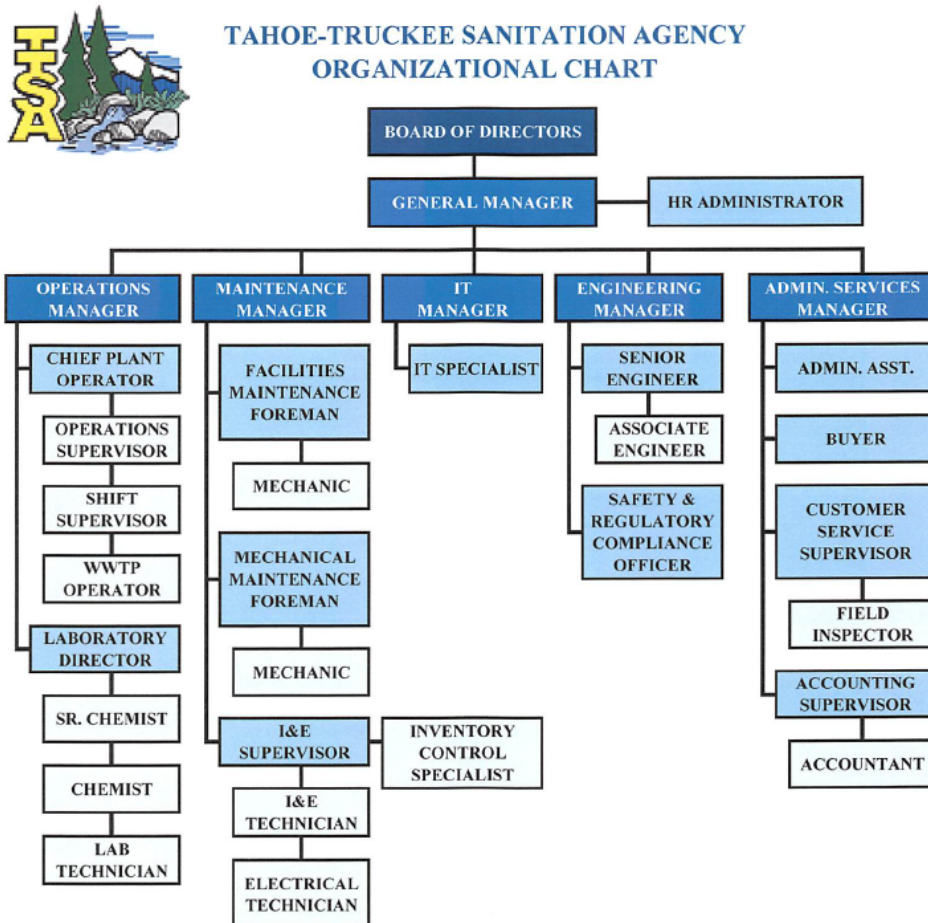
PROJECT APPROACH

We make a commitment to quality and timely performance with each client we serve.

The Tahoe-Truckee Sanitation Agency provides regional wastewater treatment service to several Lake Tahoe area communities through the Agency’s five-member sewage collection districts (North Tahoe Public Utility District, the Tahoe City Public Utility District, the Alpine Springs County Water District, the Squaw Valley Public Utility District, and the Truckee Sanitary District). The Northstar Community Services District is also served by T-TSA facilities through an agreement with the Truckee Sanitary District. The Agency is governed by a Board of Directors comprised of an appointed representative from each of the member sewage collection districts.

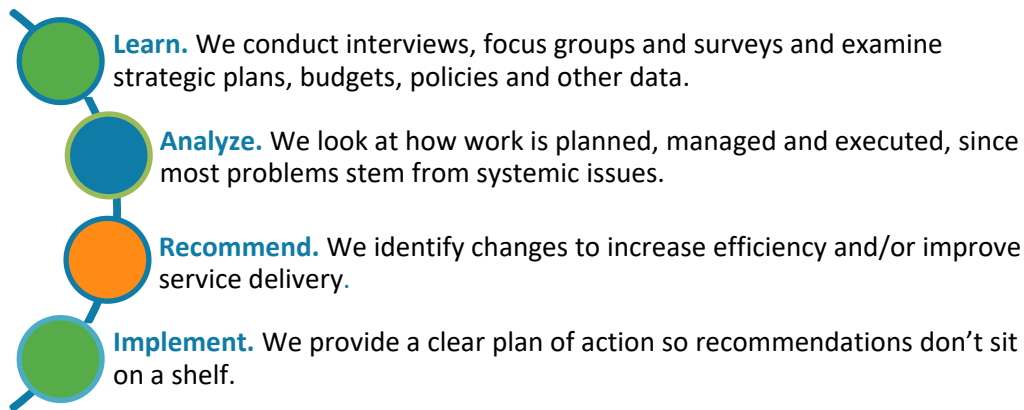
The Agency was created in 1972 as a result of legislation that effectively required the region to eliminate discharge of wastewater into the Truckee River or Lake Tahoe, due to deteriorating water quality. The treatment facilities developed and operated by T-TSA are among the most technically complex in the United States and must meet very strict regulatory requirements.

The Agency has about 50 full-time employees working in the following departments: Operations, Maintenance, Information Technology, Engineering and Administrative Services. The organization arrangement is shown in the chart below.



Agency leaders wish to examine the organizational structure, staffing, strengths, weaknesses, performance measures and other factors to determine what is working well and where opportunities for improvement exist. Management Partners has extensive experience conducting similar studies, and we would be pleased to assist with this important project.

Our approach emphasizes engagement with staff and leaders, based on the Agency's distinctive circumstances and what is working well, to craft an appropriate and customized plan for improvement. There are four distinct elements to our process:



Ensuring a High-Quality Outcome

Management Partners goes to unusual lengths to ensure our work is of reliably high quality. Our reports and other deliverables are subjected to careful internal control processes so our deliverables meet your needs and are of excellent quality.

Before we develop a draft report, we meet with your project team to discuss our observations and preliminary recommendations to solicit your feedback and identify any implementation issues. Each deliverable undergoes a peer review process within the firm to see that it meets Management Partners' standard of excellence, with thoughtful analysis leading to clearly stated and actionable recommendations. In addition to our own high standards, we also survey each client when a project is complete to learn how we can improve.

Achieving Results

Management Partners has worked for the majority of our clients on multiple occasions. They consistently tell us that they use our services on a variety of projects because our work provides implementation actions that accomplish their objectives. Management Partners is led by local government experts who know how to get things done, appreciate the difficulties and the constraints on local leaders, and understand the essential elements that effectively drive implementation. These elements include:

- Creating a sense of urgency;
- Engaged leaders;
- Well-developed implementation planning;
- Frequent communication with stakeholders;
- Planned milestones and completion dates; and
- Institutionalized management processes.

Implementation is effective only if there is an expectation and commitment to it. We use well-grounded management techniques to effectively shape organizational culture so that project goals can be realized.

Plan of Work

We would be pleased to refine the following framework to address your specific interests.

Activity 1 – Start Project

Management Partners will begin this project with a careful learning phase, starting with a planning meeting with the General Manager and project representatives. The purpose of the meeting is to review:

- The reasons for this study and ideal outcomes,
- The schedule and plan of work,
- Communication protocols,
- Data and feedback needed from staff, and
- How to integrate the work within the organization to minimize disruptions.

The project start-up activity forms the foundation of the relationship between Management Partners' team and T-TSA leaders. We know that the work associated with this review is in addition to the normal work of the organization. Our goal is to integrate our activities in a manner that is thoughtful and minimizes disruption to the Agency's operations. However, the cooperation of staff in providing requested data and giving meaningful feedback is crucial to a successful project.

Activity 2 – Conduct Interviews, Employee Survey, and Focus Groups

During this activity Management Partners will gather information from department leaders, managers, and employees. This will allow employees to engage in sharing their perspectives about issues in the Agency and opportunities to innovate and improve.

- **Conduct Interviews.** Management Partners will interview the General Manager, the five district representatives, and managers to learn about the organization's structure, staffing and work systems; understand strengths and weaknesses of the Agency; gain perspectives about its current organization structure; and hear ideas for improving productivity, efficiency and performance.
- **Deploy Employee Survey.** We will deploy an employee survey in a way that allows for confidential responses and maximum participation. The survey will be specifically designed to identify opportunities for improvement and specific ideas for increasing efficiency and effectiveness. We identify any barriers to participation in the employee survey to ensure it is accessible to all employees.
- **Facilitate Employee Focus Groups.** We will convene up to four focus groups of front-line and supervisory staff of T-TSA and its member districts to better understand what was learned through the individual interviews and employee survey. We will facilitate the 90-minute sessions as free-flowing conversations, seeking reasons why the perceptions about the organization are what they are.
- **Review Data and Documents.** We will examine documents that will help us understand the organization, its mission, structure, staffing and overall performance. Some of these are likely to include:

- Budgets,
- Job descriptions,
- Staffing and turnover data,
- Labor contracts,
- Previous studies and employee surveys, and
- Policies and procedures, including regulatory requirements.

At the conclusion this activity, Management Partners will create a summary of major observations. This summary will allow us to determine if the data we have gathered are sufficient or whether additional data and information will be needed for Activity 3.

Activity 3 – Conduct Analysis

As we examine the survey and focus group results, interview themes and data gathered, we will understand how well the structure and staffing meet current and future service levels expected by the stakeholders of T-TSA, whether internal or external. For this analysis we will research relevant best practices, evaluate current service levels, assess spans of control and examine whether changes in service delivery are adequately reflected in the Agency's organizational structure.

We will analyze staffing and workflow, workload and the distribution of tasks, and positions and skill level needs across the organization. The goal of this analysis will be to determine staffing needs to promote optimal service, efficiency and flexibility while keeping costs as low as possible. Recommendations may include suggestions to reassign, combine, or add positions.

We note that merely moving boxes around on an organization chart is not in itself organizational improvement, although consolidation as the result of other identified reasons to improve can have that result. While we will pay attention to issues that are common across all departments, and therefore potentially organization-wide, we will also analyze each independent of the others.

We will evaluate the Agency's current performance measures, as well those used in departments, to see if they contribute to the T-TSA mission. We will identify any gaps and develop more appropriate measures where applicable. We will also review and evaluate the Agency's use of consultants and consider alternative service delivery methods, including the use of staff resources and development of in-house expertise, to ensure the Agency is using the best possible combination of resources to deliver services effectively and efficiently.

As a result of working with a variety of local governments to help them utilize their resources to the fullest extent possible, Management Partners has extensive knowledge about best practices in organizations throughout the country. Using that information and other pertinent sources, we will gather best practices that may have application in the Tahoe-Truckee Sanitation Agency and examine each service and program to identify areas for improvement. We do not assume that because something is considered a best practice that it automatically should be adopted by the Agency, but rather critically appraise each of these opportunities given its unique culture and resources.

Activity 4 – Summarize Observations and Preliminary Recommendations

When we have completed our review, our focused research into applicable best practices and the analysis of structure, staffing, performance measures and resource deployment, we will summarize our observations and identify opportunities for improvement throughout the Agency. We will review the summary with the General Manager and other project representatives, as appropriate. Our observations

and subsequent recommendations will be organized in an easy to understand format and presented in a positive and productive manner.

Activity 5 – Report Results

Next, after receiving feedback about the preliminary recommendations, we will prepare a written report. The report will include:

- Analysis of interview, survey and focus group results;
- Assessment of the organizational structure;
- Assessment of performance measures;
- Assessment of resource deployment and alternative service delivery opportunities; and
- Recommendations to address opportunities for improvement.

Reports prepared by Management Partners are rich in detail, with recommendations supported by quality analysis. We take pains to ensure that our analysis and subsequent recommendations are organized in an easy to understand format and presented in a positive manner.

We take several discrete steps to ensure quality control. The first is to prepare a draft report for managers to review to ensure that facts are accurate and ideas are presented clearly. Management Partners retains responsibility for our professional recommendations but we expect that vetting the draft report with management improves its utility. In addition to vetting the report for accuracy the draft review provides an opportunity to discuss the recommendations and to identify implementation issues. Management Partners is committed to recommending actions that result in meaningful operational improvements and can be implemented in the real world. Once comments have been received, the final project report will be prepared, peer reviewed, and then transmitted to you.

Activity 6 – Support Implementation

Upon completion of the report and recommendations, Management Partners will prepare a draft Implementation Action Plan. The Action Plan will serve as an executable roadmap that will detail the specific steps needed to accomplish each of the recommendations included in the report based on actual priorities. It will also include a suggested priority for each recommendation (short-, medium- and long-term), and assigned responsibility.

TIMELINE AND FEE

The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Management Partners anticipates devoting 190 hours of our staff time to complete the plan of work described above. The total cost of this project is \$39,900, which includes all fees and expenses, including travel expenses.

Management Partners will invoice the Agency monthly based on the completion of the activities (milestones) listed in the table below.

Activity	Fee	Schedule
1 – Start Project	\$6,700	Week 1
2 – Conduct Interviews, Employee Survey and Focus Groups	\$12,805	Weeks 1-4
3 – Conduct Analysis	\$4,640	Weeks 5-8
4 – Summarize Observations and Preliminary Recommendations	\$3,960	Weeks 9-10
5 – Report Results	\$9,055	Weeks 12-16
6 – Support Implementation	\$2,740	Weeks 17-18
TOTAL	\$39,900	

CONCLUSION

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for the Tahoe-Truckee Sanitation Agency. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

INSURANCE CERTIFICATE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/5/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER HAUSER 5905 E. Galbraith Rd Suite 9000 Cincinnati OH 45236	CONTACT NAME: Vicki Dixon	
	PHONE (A/C No, Ext): 513-745-9200	FAX (A/C, No): 513-745-9129
E-MAIL ADDRESS: vdixon@thehausergroup.com		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Ohio Security Insurance Company		24082
INSURER B : American Fire and Casualty		24066
INSURER C : The Ohio Casualty Insurance Company		24074
INSURER D : CNA Insurance Companies		
INSURER E :		
INSURER F :		

INSURED MANAG-2
Management Partners, Inc.
1730 Madison Road
Cincinnati OH 45206

COVERAGES CERTIFICATE NUMBER: 98411508 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVP	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			BKS57826057	3/1/2019	3/1/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 OHIO STOP GAP \$ 1,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALLOWED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			BAA57826057	3/1/2019	3/1/2020	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			USO57826057	3/1/2019	3/1/2020	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 Retention \$ 0
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/N N/A	XWS57826057	3/1/2019	3/1/2020	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Mgmt. Prof. Liability Deductible			596801719	3/1/2019	3/1/2020	Mgmt Liab Profess. Deductible See Below \$10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 Umbrella Policy follows form to the General Liability and Auto Liability Policies
 Professional Liability (E&O): policy limit is \$2M per claim/ \$2M aggregate

CERTIFICATE HOLDER For Informational Purposes Only	CANCELLATION 30 days except 10 days non payment
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

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ATTACHMENT A – RESUMES

ANDREW S. BELKNAP

Andrew Belknap, Senior Vice President, has more than 20 years of diverse local government management experience. He has served in California local government as a city manager, public works director and independent consultant. As a consultant, he has directed many diverse projects and provided interim management assistance for cities, counties and special districts. Andy has been with Management Partners since 2001 and leads the operations of the western region, which is based in San Jose, California. He directs the work of approximately 20 full-time staff members.

Experience

Andy began his public service career in 1980 with the City of Oxnard, California, in facilities management. He created the city's first automated database for tracking infrastructure maintenance and gained statewide recognition for the city's energy management program. Eventually, Andy was named chief of staff to the public works director and was responsible for budgeting, utility rate setting, capital program management and organizational analysis.

In 1989, Andy was named city manager of Ojai, a nationally known resort community (he had been public works director there for the previous three years). Andy brought leadership and fiscal stability to a community that had been through a difficult period of political controversy, staff turnover and financial troubles. When he left this position in 2001, the city had achieved a reputation for credibility, professionalism, teamwork and innovation. While with the City of Ojai, Andy completed several major redevelopment projects including a difficult upgrade of unreinforced masonry in an historic downtown area, and several innovative affordable housing projects. He also negotiated an agreement (the first of its kind) with the Ventura County Sheriff for joint financing and construction of a new police station. At the regional level, as chair of his region's California City Manager's Association, in 1998 Andy helped devise a successful plan to create a joint powers library authority to serve seven cities and over 600,000 residents. He has served on several League of California Cities working groups and was selected to represent the Santa Barbara area on the California City/County Youth Services Task Force.

Relevant Projects

Since joining Management Partners in 2001, Andy has participated in over 190 individual consulting projects for cities, counties and special districts in California, Arizona, Nevada, Washington, Idaho and Montana. He has served as the key professional or project manager for most of these assignments. Clients range from very small to very large and include the cities of San Jose, Santa Ana, Fremont, Stockton, Long Beach and Sacramento; the counties of Orange, Marin, Monterey, San Mateo and Ventura; and large special districts such as the Sacramento Port District and the Los Angeles Community College District. As a corporate officer with Management Partners, Andy has helped develop the firm's consulting methodology, standards of practice and market presence, which has enabled the firm to successfully complete over 600 separate engagements for hundreds of local governments throughout the United States.

Expertise

As an economist, Andy brings a special expertise to public finance issues, including the analysis of local revenue measures. He has completed a broad range of organizational and management studies, cost-of-service and fiscal analyses, inter-jurisdictional service delivery studies, service consolidation and coordination efforts and other complex projects.

Education

Andy earned a bachelor's degree in math/economics from the University of California, Santa Barbara, and a master's degree in economics, with a specialty in public finance.

DONNA C. PETER

Donna C. Peter, Special Advisor, has been a key staff member on several projects conducting organizational performance reviews, analyzing gaps in service, identifying management deficiencies and assessing staffing and service needs. She is adept at organizational problem analysis, evaluating staff performance and identifying training and development needs. She is skilled at creating training programs reflective of an organization's goals, conducting leadership and management classes, engaging stakeholders and facilitating focus groups.

Relevant projects

Donna has assisted organizations in reorganization of services, assessing management and staff performance, identifying staffing and service needs and establishing strategic plans. Specifically, she has helped the following jurisdictions: Orange County Community Development Department, the Cities of Cypress and Brea Police Departments, City of Perris Finance Department and the City of Reno.

Experience

Donna has more than 25 years of experience in local government management. Twelve of those years were with the City of Santa Monica, where she was the Employee Relations Manager and Director of Human Resources.

Expertise

With Management Partners, Donna has developed expertise in organizational problem analysis, staffing and services assessment, position analyses, strategic plan development and benchmarking analyses.

Education

Donna completed her Master's Degree in Business Administration at California State University, Fresno with an emphasis in Human Resources. She also holds Bachelor degrees in Social Welfare and Child Development from California State University, Chico.

Other

Donna served as president of the League of California Cities, Personnel and Employee Relations Department and as a member of the Webinar and Training Committee for the Association of Workplace Investigators.

JOHN STUFFLEBEAN

John Stufflebean, Special Advisor, has more than 36 years of experience in local government, including 24 years as a department head, primarily in water and environmental management.

Experience

John served as director of environmental services for the cities of San Jose and Sunnyvale, California, where he oversaw wastewater collection and treatment, portable and recycled water supply, stormwater management and watershed protection, waste management, and environmental policy. He was also responsible for business administration of the enterprise utilities, including finance, budgeting, rate setting, IT services, HR management, contracts and grants administration, asset management, and fleet and facilities management.

In Sunnyvale, John's responsibilities included overseeing an advanced wastewater treatment facility serving 150,000 people as well as the contracted operation of a solid waste materials recovery facility serving three cities. He was the executive leader of the development of the Silicon Valley Community Choice Energy program, which now serves 12 cities. John supervised 115 staff members in Sunnyvale with an annual budget of \$125 million.

In San Jose, John held the position of director of environmental services for one of the largest and most comprehensive environmental services departments in the United States. It has over 500 staff members with an annual budget of \$250 million. The department operates a regional advanced wastewater treatment facility that serves 1.4 million people in eight South Bay cities. It also operates the retail water utility for part of the city and the recycled water program for the region and manages one of the largest solid waste contracts in the U.S. and the source control and pollution prevention programs for the region's sanitary and storm water systems. John also provided citywide leadership on environmental policy issues and directed the development of the Environmental Innovation Center.

In both San Jose and Sunnyvale, he led the implementation of strategic master planning efforts at the wastewater treatment facilities (valued at \$2.5 billion in San Jose and \$750 million in Sunnyvale) to develop solutions related to infrastructure planning, biosolids planning, energy production, and disinfection alternatives. In both cities, he led efforts to expand and improve the recycled water systems including the construction of the Silicon Valley Water Purification Facility (San Jose), and the Sunnyvale partnership agreement with the Santa Clara Valley Water District, Cal Water, Cupertino, Apple Computer, and the State of California.

John also served as director of environmental management for the City of Kansas City, Missouri, where he ensured environmental compliance for city facilities and operations, resolved longstanding environmental problems, improved waste management practices, implemented green purchasing and recycling, and established an innovative curbside recycling program. Prior to that, he was director of solid waste management in Maricopa County, Arizona, and solid waste manager and wastewater engineer in Pima County, Arizona.

Education

John holds a B.S. in civil engineering from Colorado State University, an M.S. in environmental engineering from the University of Arizona, and an MPA from the University of Missouri.

Other

After retiring from the City of Sunnyvale in 2016, he served as a sustainability consultant to four organizations in Australia, including the City of Willoughby, New South Wales, and the Infrastructure Sustainability Council of Australia. John is a registered professional engineer. He belongs to numerous professional organizations including the American Water Works Association, the National Association of Clean Water Agencies, and the Water Environment Federation.

PETE GONDA

Pete Gonda, Senior Management Advisor, joined Management Partners in 2017 after spending more than twenty-three years in local government.

Expertise

Over the last several years Pete has focused on procurement management, infrastructure improvements and contract development. He also brings a strong generalist perspective, having served in several multi-disciplinary roles.

Experience

Pete began his public-sector career with the Town of Mansfield, Connecticut, working in the Town Manager's Office during Graduate School. Following a move to California, Pete interned with the City of Saratoga in the Office of the City Manager, and was subsequently hired as an analyst, overseeing human resources, service contracting and intergovernmental relations. Pete then joined the City of Sunnyvale, spending eighteen years there in the departments of Public Safety and Finance. Pete's areas of focus included performance-based budgeting, process improvements, service level reviews, legislative/policy analysis, and revenue/expense management. His revenue expertise helped the City navigate through two successful ballot measures and several tax compliance audits, resulting in more than \$2 million in ongoing annual revenue.

Pete took over management of Sunnyvale's centralized purchasing division in 2008. The functions included procurement, inventory warehousing, surplus disposal and ultimately print/copy/mail operations. In each of the 9 years that Pete managed the procurement group, the division received the National Purchasing Institute's Achievement of Excellence in Procurement award.

In 2009 as the Great Recession was taking hold, Pete co-managed a local economic stimulus program called Sunnyvale Works! to accelerate capital projects by leveraging \$27 million in federal grant funds and providing job opportunities to the hard-hit construction industry. Under Pete's leadership, a total of \$80 million in design and construction contracts were bid/awarded over a 20-month period, saving the City nearly 30% from engineering estimates. The Sunnyvale Works! program received the Alliance for Innovation's Outstanding Achievement Award and Public CEO's Public Works project of the year award.

Education

Pete earned a bachelor's degree in political science and a master's degree in public administration, both from the University of Connecticut. He also holds the Certified Public Procurement Officer (CPPO) designation from the Universal Public Procurement Certification Council (UPPCC).

Other

For several years, Pete served as the coaching program coordinator of the California Society of Municipal Finance Officers Career Development Committee, and as an Executive Officer on the Utility Users Tax Technical Task Force of the League of California Cities Revenue and Taxation Policy Committee. He also held leadership positions in the Municipal Management Association of Northern California.

Management Partners



1730 Madison Road
Cincinnati, Ohio 45206
513-861-5400

2107 North First Street, Suite 470
San Jose, California 95131
408-437-5400

3152 Red Hill Avenue, Suite 210
Costa Mesa, California 92626
949-222-1082

Proposal to Conduct an Organizational Assessment

TAHOE-TRUCKEE SANITATION AGENCY



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November 20, 2019

Vicky Lufrano
Human Resources Administrator
Tahoe-Truckee Sanitation Agency
13720 Butterfield Drive
Truckee, CA 96161

Dear Ms. Lufrano:

The Matrix Consulting Group is pleased to provide this proposal to conduct an Organizational Assessment for the Tahoe-Truckee Sanitation Agency. We have proposed a highly experienced project team including a project manager who previously served in local government in executive management positions, as well as career consultants with hundreds of studies as experience. Our key qualifications are:

- Our exclusive market and service focus is management, financial, staffing and operations analysis of public sector organizations focused on developing organizational structures and staffing requirements designed to achieve efficient and effective service delivery.
- Since being founded in 2002, our project team has conducted over 75 organizational assessments in enterprise-wide studies. Representative clients include:

Albuquerque, New Mexico
Avon, Connecticut
Barstow, California
Brattleboro, Vermont
Carroll County, New Hampshire
Corp. for Public Broadcasting
DeKalb County, Georgia
Deltona, Florida
Franklin Township, New Jersey
Fort Morgan, Colorado
Goodyear, Arizona
Grand County, Utah

Lathrop, California
Johnson County, Kansas
Monroe County, Michigan
Monrovia, California
Mount Lebanon, Pennsylvania
Montpelier, Vermont
Orland Park, Illinois
Orleans, Massachusetts
Orting, Washington
Peoria County, Illinois
Palos Verdes Estates, CA
Rancho Mirage, California

Riverside, California
Roseville, California
Salt Lake County, Utah
Spokane, Washington
Sunnyvale, California
Tigard, Oregon
Tinley Park, Illinois
University at Albany - SUNY
Waltham, Massachusetts
Washington Fish & Wildlife
Washington State Ferries, Wash.
West Milford Township, NJ

- Our work with public works, utilities and special district organizations is also extensive, especially in California, and recent clients include the following:

Beverly Hills, California
Colton, California
Eastern Sierra Transit Authority
Everett, Washington
Honolulu Board of Water Supply, Hawaii

Joliet, Illinois
Santa Clara Valley Water District, California
South Coast Water District, California
SKF County Sanitation District, California
ToHo Water Authority, Florida

We are currently conducting organization wide reviews for the following clients: Schertz (TX), St. Cloud (FL) and Warrenville (IL); as well as numerous department specific studies including a review of staffing requirements for the Sacramento Regional County Sanitation District and Sacramento Area Sewer District.

Key elements of the analytical services we provide to our clients include the following:

- Thorough research, detailed analysis and interaction with our clients.
- Extensive interviews with staff and program stakeholders.
- Intensive fact-based analysis of workloads, service levels and costs.
- Clear reports that support our recommendations and implementation plan.
- A principal of the firm is directly involved in every facet of a study.

As President of the firm, I am authorized to commit the firm and execute a contract for services for this engagement.

If you have any questions regarding our proposal, please do not hesitate to contact me at 650.858.0507 or rbrady@matrixcg.net.

Richard P. Brady
Matrix Consulting Group

Richard P. Brady
President

1 Firm Background

This section of the proposal provides an overview of the firm and our background.

1. Firm Background

The Matrix Consulting Group’s only business focus is the provision of organization, staffing and management analytical services to the public sector. Over 95% of our clients are local governments including special service districts. The following points provide specific information regarding the firm’s background, focus and composition:

- Our only market and service focus is management, staffing and operations analysis of local government and have a broad service offering of management and financial consulting services as shown in the table following this page.
- We were founded in 2002 and are an independent organization. We provide services throughout the entire nation and last year opened a subsidiary to provide local government management consulting services in Canada.
- The firm is incorporated in California with our headquarters based in San Mateo and a satellite office in Irvine. We have regional offices in Arizona, Illinois, Massachusetts, North Carolina, Oregon and Texas.
- Since our founding, we have worked with over 1,200 local government clients, conducting evaluations of their operations and recommending improvements.
- We currently have 20 full-time and 4 per-diem employees in the firm.

Additional requested information about our firm is summarized in the following table:

Legal Name of Firm / Date of Incorporation	Matrix Consulting Group, Ltd. was incorporated domestically in California in January 2003.
Mailing Address / Contact Information for Corporate Headquarters	1650 S. Amphlett, Suite 213 San Mateo, CA 94402 650.858.0507 (p) 650.397.4050 (f) www.matrixcg.net
Corporate Contact	Richard P. Brady, President 650.858-0507 rbrady@matrixcg.net

Our place in the government consulting industry is based on our experience and our approach. These strengths can be summarized as follows:

- We are specialists, not generalists. Each staff member of our proposed team has experience conducting numerous studies covering all aspects of local government.
- Our approach to providing consulting services is in-depth and client centered, recognizing that each client environment is unique.

This approach to providing local government consulting services has resulted in high levels of implementation of our recommendations.

2. Service Areas.

The following table summarizes all of the areas in which we have performed work and the areas in which we routinely provide services to public sector entities:

<p>Law Enforcement Staffing analysis Patrol scheduling and deployment Patrol beat redesign Community policing Management studies Regionalized & consolidation feasibility Contract compliance audits Overtime audits Projections and growth impact</p> <p>Fire and EMS Master and strategic plans Station location planning Staffing analysis Scheduling and deployment Standard of coverage Regionalized & consolidation feasibility Management studies Contract compliance audits</p> <p>Emergency Communications Staffing analysis Operations analysis Consolidation feasibility Implementation assistance</p> <p>Corrections and Justice Operational analysis Staffing analysis Needs assessments and master plans Community corrections alternatives</p>	<p>Financial Services Full cost allocation plans Cost of services User fees Development impact / Nexus Billable/hourly rates Internal controls audits</p> <p>Community Development Permit streamlining Organization and staffing studies Permitting software decisions Customer service Service level standards</p> <p>Administrative Organizational assessments Staffing analysis Performance management Shared services analysis Compliance audits Information technology Process improvement Strategic planning</p> <p>Public Works and Utilities Organizational assessments Staffing analysis Infrastructure assessments Preventive maintenance needs Fleet management Asset / Maintenance Mgmt.</p>	<p>Fleet Management Program and operational analysis Fleet replacement planning Fleet size and composition Fleet maintenance Contract feasibility and compliance Technology and mgmt. reporting</p> <p>Parks, Recreation, and Libraries Master and strategic planning Staffing and program analysis Customer service Park condition assessments</p> <p>Citywide and Countywide Organizational assessments Strategic planning Staffing analysis Management analysis Customer service Shared services</p> <p>Higher Education Administrative services Campus security Organizational and staffing analysis University-city contract services</p> <p>State Administrative services Organizational and staffing analysis</p>
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2 Firm Qualifications and References

This section provides information regarding our background and experience relevant to conducting the Organizational Assessment.

1. Firm Experience.

The Matrix Consulting Group has worked with over 1,200 public sector clients since its founding. We have conducted over 75 organizational assessments in enterprise-wide studies, including:

Albuquerque, New Mexico	Lathrop, California	Riverside, California
Avon, Connecticut	Johnson County, Kansas	Roseville, California
Barstow, California	Monroe County, Michigan	Salt Lake County, Utah
Brattleboro, Vermont	Monrovia, California	Spokane, Washington
Carroll County, New Hampshire	Mount Lebanon, Pennsylvania	Sunnyvale, California
Corp. for Public Broadcasting	Montpelier, Vermont	Tigard, Oregon
DeKalb County, Georgia	Orland Park, Illinois	Tinley Park, Illinois
Deltona, Florida	Orleans, Massachusetts	University at Albany - SUNY
Franklin Township, New Jersey	Orting, Washington	Waltham, Massachusetts
Fort Morgan, Colorado	Peoria County, Illinois	Washington Fish & Wildlife
Goodyear, Arizona	Palos Verdes Estates, CA	Washington State Ferries, Wash.
Grand County, Utah	Rancho Mirage, California	West Milford Township, NJ

Our work with public works, utilities and special district organizations is extensive and recent clients include the following clients:

Beverly Hills, California	Joliet, Illinois
Colton, California	Santa Clara Valley Water District, California
Eastern Sierra Transit Authority	South Coast Water District, California
Everett, Washington	SKF County Sanitation District, California
Honolulu Board of Water Supply, Hawaii	ToHo Water Authority, Florida

We are currently conducting organization wide reviews for the following clients: Schertz (TX), St. Cloud (FL) and Warrenville (IL); as well as numerous department specific studies including a review of staffing requirements for the Sacramento Regional County Sanitation District and Sacramento Area Sewer District.

2. Project References.

The following references provide information regarding similar assessments conducted by the firm and key members of the proposed project team.

Client	Project Summary
--------	-----------------

Everett, Washington
Operational and Organizational Assessment of Public Works
4/18 - 12/18 \$81,000

Paul Kaftansky
 Executive Director
 425.257.7113
PKaftansky@everettwa.gov

The project team analyzed operations of this full service Public Works Department that included engineering services, development review services, information technology, street maintenance, fleet maintenance, parks and ground maintenance, distribution and collection system maintenance, water and wastewater treatment, and the maintenance of their peripheral pump and lift station assets. Recent management changes provided the City with an opportunity to fully assess the management, operations and organizational structure of the Department and our recommendations. Recommendations included the organizational relocation of permit services, greater use of third party plan review, the organizational consolidation of public information functions, the organizational relocation of engineering clerical functions, the consolidation of fragmented utility locate functions, increased staffing for the maintenance of the City’s infrastructure and a new approach to asset management.

Orting, Washington
Organizational Assessment
4/17 – 10/17 \$45,000

Mark Bethune
 City Administrator
 360.893.2219 x 115
MBethune@cityoforting.org

In this assignment, the project team conducted a comprehensive assessment of the City’s operations. The evaluation included an assessment of overall organizational structure, staffing requirements and positions, and operational practices. The assessment also included an assessment of the City Council’s operating practices, including committee structure, Council rules and operating practices, and governance.

Tinley Park, Illinois
Staffing Level Assessment
10/16 – 5/17 \$34,000

David Niemeyer
 Village Manager
 708.444.5000
dniemeyer@tinleypark.org

This project focused on evaluating staffing levels necessary to provide service, and operational improvements to increase efficiency for administrative functions of the Village. The project involved extensive staff involvement through interviews and review of interim project deliverables. Several organizational, operations, and staffing modifications were recommended to increase the efficiency and effectiveness of service provisions. Recommendations for more effective use of technology were provided to increase public service and more effectively utilize staff time.

Joliet, Illinois
Water and Sewer Operations Efficiency Study
2/16 – 7/16 \$64,000

Allison Swisher, P.E.
 Director of Public Utilities
 815.724.4220
aswisher@jolietcity.org

The City of Joliet was facing a water rate increase and engaged the Matrix Consulting Group to ensure that the Public Utilities Department was operating as cost-effectively as possible prior to implementing the increase. The project team made recommendations to reduce crew sizes, to enhance project and daily work planning and scheduling, to alter work schedules, and to focus to a much greater degree on the preventive maintenance of its distribution and collection systems in order to gain cost efficiencies in the future.

Client

Project Summary

Cedar Rapids, Iowa

**Operations Review of the
Public Works Department
6/14 – 9/14 \$49,900**

Ms. Sandi Fowler
Assistant City Manager
319.286.5077
s.fowler@cedar-rapids.org

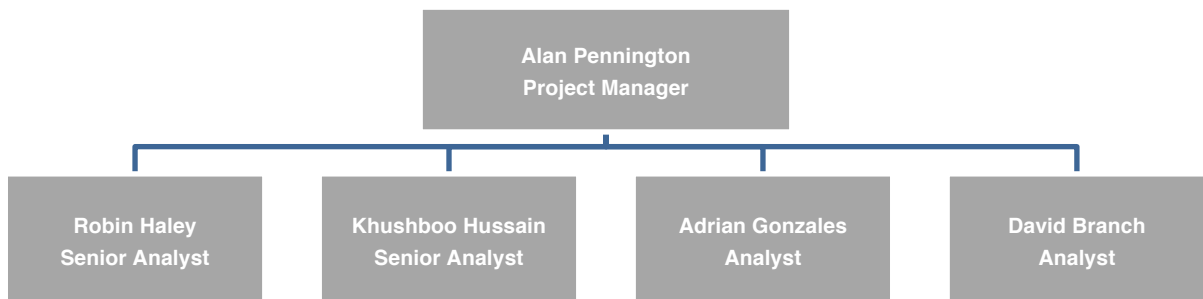
This study of the City’s Public Works Department included maintenance services (wastewater collection, stormwater collection, streets, traffic signal and streetlight), engineering and traffic engineering. The study developed recommendations to address organizational structure, staffing requirements and operational practices of the department including those to improve and standardize approaches to the maintenance of the water, wastewater and stormwater collection systems.

We would be happy to provide additional references upon request.

3 Project Team

We have proposed a very qualified and experienced project team for this engagement including our most senior consultants and individuals with significant experience conducting similar engagements. Each of our proposed team members are technical experts in their assigned functional areas and all project team members are full-time employees of the Matrix Consulting Group.

The following chart outlines the proposed project team for this engagement and the role they will play on the engagement.



The following table provides biographical summaries for the proposed project team.

ALAN PENNINGTON – Alan Pennington is a Vice President and leads our General Consulting Practice which includes organization-wide assessments. Mr. Pennington has over 20 years of practitioner and consulting experience in human resources. Mr. Pennington served for over 15 years in various public sector positions in Illinois before joining Matrix. The positions included Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager.

Mr. Pennington’s experience evaluating staffing and operations as part of organization-wide studies includes: Albuquerque (NM), Carroll County (NH) DeKalb County (GA), Franklin Township (NJ), Johnson County (KS), Mt. Lebanon (PA), Orland Park (IL), Peoria County (IL), Rancho Mirage (CA), Rancho Palos Verdes (CA), Raymore (MO), Roseville (CA), Sacramento Regional Sanitary District (CA) South Coast Water District (CA), Washington State Ferries. His experience conducting departmental studies includes: Avon (CT), Lake County (IL), Irvine (CA), Niles (IL), Rockingham County (NH), Riverside (CA), Springfield (MA), and Sunnyvale (CA). Mr. Pennington is a member of the following professional associations: The International City/County Management Association and the Association of Local Government Auditors.

Mr. Pennington has a BA (Public Management) and MPA from the University of Maine.

ROBIN HALEY – Mr. Haley is a Senior Manager with the Matrix Consulting Group and has over 20 years of consulting experience in the public sector covering a wide spectrum of functions and issues. Additionally, his background includes 10 years of experience as a financial analyst and project manager in private industry. His experience covers a broad range of local government functions with an emphasis on public works operations.

His experience conducting administrative services and organization-wide studies includes the following clients: Barnstable (MA), Brattleboro (VT), Carroll County (NH), Charleston County (GA), Groton (MA), Lawrence (MA), Montpelier (VT), Nashville-Davidson County (TN), Polk County (FL), Truro-Provincetown (MA), Waltham (MA).

He holds a B.S. in Industrial Management from the Georgia Institute of Technology and an M.B.A. in Finance from Georgia State University.

KHUSHBOO HUSSAIN is a Senior Manager with the Matrix Consulting Group. Ms. Hussain has been a part of our Financial Services Division for more than five years and has also been a member of our management studies practice over the last four years.

Ms. Hussain's experience conducting organizational assessments includes the following clients: Albany (CA), Austin (TX), Bellevue (WA), DeKalb County (GA), Irvine (CA), Los Angeles (CA), Los Angeles County (CA), Riverside (CA), Sacramento County (CA), San Clemente (CA), Seattle (WA), Sunnyvale (CA). Additionally, she has conducted cost allocation plans and user fee studies for over three dozen clients.

Ms. Hussain received her B.A. and M.A. in International Economics from University of California, San Diego.

DAVID BRANCH is a Manager with the Matrix Consulting Group. Mr. Branch provides support to senior staff in all areas, with a focus on our general management consulting practice. In his time with the firm he has contributed to dozens of studies across the United States in community development, public works, human resources, and emergency response.

Mr. Branch's experience in projects evaluating functional staffing allocations includes the following clients: Carroll County (NH), Cedar Rapids (IA), DeKalb County (GA), Montgomery College (MD), Niles (IL), Niles Library District (IL), Peoria County (IL), Riverside (CA), Rockingham County (NH), Salt Lake County (UT), Seattle City Light (WA), Vermont Secretary of State (VT).

Mr. Branch received his B.S. in Public Policy, Management, and Planning from USC and his Masters in Secondary Education from the University of Missouri.

ADRIAN GONZALES is a Manager with Matrix Consulting Group with experience serving over 40 agencies including cities, counties, special districts, and nonprofits throughout the country. He has worked in a wide range of analytical capacities on almost every facet of local government administration from small towns to the large cities.

Prior to Matrix Consulting Group, Adrian served as a Manager in the State and Local Government Advisory division of Macias Gini & O'Connell (MGO) and also served as a Principle Analyst with Harvey M. Rose Associates, a California based audit firm known for its ongoing role in serving as advisors to the San Francisco Board of Supervisors through the Budget and Legislative Analyst Office, and to the County of Santa Clara Board of Supervisors through its Management Audit Division. He began his consulting career with Management Partners.

He graduated from Whittier College with two bachelor's degrees in Political Science and Public Policy.

Detailed resumes of our project team members are provided on the following pages. We are not proposing the use of any subcontractors on this engagement.

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Background: Alan Pennington is a Vice President with the Matrix Consulting Group and leads our General Consulting Practice. He has been employed by the Matrix Consulting Group since 2005. Prior to that he served for over 15 years in public sector positions in Maine and Illinois. He served in Peoria, Illinois (from 1992 to 2005), in various positions including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager. Mr. Pennington has conducted operational studies and analysis, budget preparation, implementation of performance measurement systems, direct supervision of an emergency communications center, equal opportunity unit and a labor negotiator. Mr. Pennington is trained in Six Sigma.

Public Works and Utilities: Conducted studies of full service public works departments including maintenance, fleet, traffic, engineering, and roads. Studies have focused on evaluation of maintenance management, crew sizes and staff utilization, technology, organizational structure, standard operating procedures, levels of performance management, and feasibility of shares services with neighboring governmental units.

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|-----------------------------------|--|
| Alexandria, Virginia | Nashville-Davidson County, Tennessee |
| Charleston County, South Carolina | Orleans, Massachusetts |
| Everett, Washington | South Coast Water District, CA |
| Franklin, Tennessee | State of MO, Dept. of Conservation – Asset Mgmt. |
| Milwaukee, Wisconsin | Washington County, New York |

Agency-Wide Studies: Participated on project teams conducting evaluations of entire city and county organizations. Work scope included evaluation of business processes, service levels, policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options for overall organizational structure.

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|------------------------------|--|
| Avon, Connecticut | Orleans, Massachusetts |
| DeKalb County, Georgia | Peoria County, Illinois |
| Fort Morgan, Colorado | Palos Verdes Estates, California |
| Half Moon Bay, California | Rancho Mirage, California |
| Johnson County, Kansas | Rancho Palos Verdes, California |
| Montgomery College, Maryland | Raymore, Missouri |
| Montpelier, Vermont | Roseville, California |
| Mt. Lebanon, Pennsylvania | South Coast Water District, California |
| Orland Park, Illinois | Washington State Ferries |

Community Development (Planning, Building, Code Enforcement): Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.

- | | |
|------------------------------------|--|
| Cupertino, California | Little Rock, Arkansas |
| Dayton, Ohio | Manatee County, Florida |
| Gwinnett County, Georgia | Marion County, Oregon |
| Hanover County, Virginia | Roseville, California |
| Hilton Head Island, South Carolina | San Jose, California |
| Johnson City, Tennessee | Springfield, Massachusetts |
| Lawrence, Kansas | Sunrise, Florida |
| Lee’s Summit, Missouri (Codes) | Town of Hilton Head Island, South Carolina |
| Lee’s Summit, Missouri (Planning) | West Palm Beach, Florida |

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Administrative Services: Conducted studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included evaluating and revising associated business processes, performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.

Avon (CT) - HR, Finance, Maintenance
 Carroll County (NH) – Human Resources
 Cedar Rapids (IA) – Human Resources
 Charlotte (NC) - Procurement
 CPS Consultants (CA) – Organizational, HR
 Highland Park (IL) – HR
 Imperial Irrigation District - HR
 Ketchikan (AK) – HR Division Assessment
 Lake County (IL) – HR / Payroll Assessment
 Los Angeles (CA) – Payroll
 Imperial Irrigation District (El Centro, CA) –
 HR
 Lake County – HR / Payroll
 Madison Area Technical College - HR
 Marshall University (WV) - Procurement
 Matanuska (AK) - School Site Selection
 Missouri Department of Conservation – HR
 Niles (IL) - Finance

Omaha, Nebraska – Union Agreement Eval.
 Peoria County (IL) - HR, Procurement, Finance
 Polk County (FL) – HR Assessment
 Portsmouth (NH) - Labor Relations, Overtime
 Riverside (CA) – Human Resources, Finance
 Rockingham County (NH) – Human Resources
 Salt Lake City (UT) - Human Resources
 Santa Clara Valley Water (CA) - Procurement
 Springfield (MA) - City Clerk
 Springfield (MA) - Finance, Procurement
 Sunnyvale (CA) – Finance, Procurement
 University of Maryland University College –HR
 University of Albany – SUNY – Admin Functions
 Vancouver (WA) – HR / Workers Compensation
 Virginia Beach (VA) - HR
 VTPO (FL) – Human Resources Program Study
 West Virginia University (WV) – Procurement

Professional Associations:

Association of Local Government Auditors (ALGA)
 International Public Management Association for Human Resources (IPMA-HR)
 International City-County Management Association (ICMA)

Education:

BA, University of Maine – Public Management; 1990.
 MPA, University of Maine – Public Administration, 1992.

ROBIN G. HALEY
SENIOR MANAGER, MATRIX CONSULTING GROUP

Background: Mr. Haley has over 25 years of public management consulting experience, with a primary emphasis on public works related services. This includes a diverse area of experience that includes utilities, streets and highways, solid waste and recycling, rights-of-way maintenance, parks and recreation, fleet management, facilities management, and customer service management systems. Additionally, Mr. Haley has 10 years of experience as a financial analyst in the transportation and defense contracting industries, with responsibility for budgeting and budget oversight, cost estimation and customer service.

Public Works and Utilities: Mr. Haley has conducted and managed many studies of public works and utilities functions, including streets, solid waste and recycling, fleet management, engineering, water and wastewater utilities, traffic and facilities management. Scopes of services have included analyses of street replacement and resurfacing, management and planning of maintenance activities, crew sizes, staffing requirements, fleet and equipment needs, vehicle maintenance and replacement, infrastructure maintenance and replacement, staff utilization, customer service and responsiveness, as well as other functions.

Arizona Maricopa County, Peoria, Pinal County, Prescott Valley, Scottsdale

California Beverly Hills, Ventura County, West Covina

Colorado Aurora, Thornton

Florida Escambia County Utilities Authority, Hernando County, Pasco County Sheriff, Polk County, Port Everglades, Tampa, Venice

Georgia Augusta-Richmond, DeKalb County, Floyd County, Gainesville, Hall County, Macon

Idaho Ada County Highway District

Illinois Lake County, Moline, Peoria County, Rock Island

Indiana East Chicago, Gary, Hammond, Lake County, Whiting

Louisiana Alexandria

Massachusetts Andover, Chelsea, Haverhill, Lawrence, Lowell, Marshfield, Northampton, Springfield, Waltham, West Springfield

Michigan Farmington Hills

Mississippi Jackson

Missouri Lee's Summit

Nebraska Sarpy County

New Hampshire Amherst

New York Onondaga County, White Plains

North Carolina Nags Head, Winston-Salem

North Dakota Grand Forks

Oregon Douglas County

Puerto Rico Ponce

South Carolina Anderson County, Beaufort County, Charleston County, Hilton Head Public Service Dist. No. 1, Rock Hill

Tennessee Nashville, Springfield

Texas San Antonio, Southlake

Virginia Lynchburg

Wisconsin Milwaukee, Oconomowoc, Rock County, Waukesha

Administrative Services: Managed and conducted studies of internal service functions, including human resources, information technology, purchasing, risk management and finance. Scopes of services included analyses of resource requirements, workflow, customer service practices, and comparison to best management practices and peer agencies.

Augusta-Richmond (GA) - Tax Commissioner
 Barnstable (MA) - Tax Assessor
 Beaufort County (SC) - Tax Increment Financing
 Brattleboro (VT) - Town Clerk, Lister
 Chatham County (GA) - Finance
 Farmington Hills (MI) - Finance, Purchasing
 Floyd County (GA) - Tax Assessor, Human Resources

Knox County (TN) - Finance, Human Resources, Risk Management, Trustee
 Las Vegas (NV) Metropolitan Police Department - Human Resources
 Maryland Transportation Authority - Human Resources, Risk Management, Purchasing
 Nashville and Davidson County (TN) - Internal Services Benchmarking

ROBIN G. HALEY
SENIOR MANAGER, MATRIX CONSULTING GROUP

Agency-Wide Studies: Managed and conducted studies of city and county organizations. Scopes of work included analyses of organizational structure, management and planning, staffing, performance measurement and management, operational requirements, policies and procedures.

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|---------------------------------|-----------------------------------|
| Alexandria, Louisiana | Hall County, Georgia |
| Allegan County, Michigan | Hammond, Indiana |
| Augusta-Richmond, Georgia | Hobart, Indiana |
| Beaufort County, South Carolina | Hyattsville, Maryland |
| Brattleboro, Vermont | Knox County, Tennessee |
| Brunswick, Georgia | Lake County, Indiana |
| Charleston County, Georgia | Lawrence, Massachusetts |
| Chatham County, Georgia | Maryland Transportation Authority |
| East Chicago, Indiana | Peoria County, Illinois |
| Effingham County, Georgia | Polk County, Florida |
| Farmington Hills, Michigan | Prescott Valley, Arizona |
| Gainesville, Georgia | San Antonio, Texas |
| Gary, Indiana | Venice, Florida |
| Glynn County, Georgia | Waltham, Massachusetts |
| Groton, MA | Whiting, Indiana |

Parks & Recreational Services: Mr. Haley has conducted and managed many studies of parks and recreational services. These included analyses of staffing, organizational structure, management information systems use, recreational service provision, maintenance management, asset management, financial and administrative services, and others. These studies focused on optimizing the use of resources, planning and managing, business plan development, strategic planning, and other topics.

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| California Roseville | Massachusetts Waltham, Westford |
| Connecticut Greenwich, Trumbull | Michigan Farmington Hills |
| Florida Davie | Rhode Island Jamestown |
| Georgia Athens-Clarke County | South Carolina Richland County |
| Illinois Elmhurst Park District | Utah Salt Lake City |

Education:
B.S. Georgia Institute of Technology, Atlanta, Georgia 1980
M.B.A. Georgia State University 1988

**KHUSHBOO HUSSAIN
MANAGER, MATRIX CONSULTING GROUP**

Background: Khushboo Hussain is a Manager with the Matrix Consulting Group. She has been employed by the Matrix Consulting Group since February 2012. Prior to joining the firm, she worked in the international relations and government industry. Ms. Hussain has contributed to numerous studies in her time with the firm as outlined below.

Management Services: Contributed to studies of management departments including Human Resources, Finances, City Clerk, Community Development, Animal Services, etc. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, process analysis, and comparison to best management practices.

Ashland (OR)	Sacramento County (CA)
Bay Area Rapid Transit (BART)	San Bernardino (CA)
Culver City (CA)	San Clemente (CA)
DeKalb County (GA)	Santa Monica (CA)
Honolulu Board of Water Supply (HI)	Seattle (WA)
Irvine (CA)	Sonoma County (CA)
Los Angeles County (CA)	Tomales Village Community Services District (CA)
Palo Alto (CA)	University of Maryland – University College (MD)
Pasadena (CA)	Vacaville (CA)
Riverside (CA)	World Logistics Center (CA)

Cost Allocation Plans and User Fee Studies: Ms. Hussain has assisted and participated in several cost allocation and user fee studies. These studies determined the costs of providing local government services utilizing activity-based costing principles and led to recommendations that generated significant additional revenues for local government clients.

Asheville (NC)	Monterey Bay Unified Air Pollution Control District (CA)
Austin (TX)	Maui County (HI)
Capitola (CA)	Pasadena (CA)
Central Contra Costa Sanitary District (CA)	Perris (CA)
Cupertino (CA)	Resources Conservation District of Santa Cruz County (CA)
Elk Grove (CA)	San Bernardino (CA)
Fairfield (CA)	San Pablo (CA)
Fresno (CA)	San Mateo (CA)
Ft. Lauderdale, Florida	Santee (CA)
Huntington Park (CA)	Seal Beach (CA)
Kissimmee, Florida	Sonoma County (CA)
Livermore (CA)	Vacaville (CA)
Long Beach (CA)	Willits (CA)
Madera (CA)	
Manhattan Beach (CA)	

Education

BA, University of California, San Diego – International Economics; 2010
M.A, University of California, San Diego – International Affairs; 2011

**DAVID BRANCH
MANAGER, MATRIX CONSULTING GROUP**

Background: David Lee Branch is a Manager in our Edwardsville, IL (St. Louis area) office. He has been employed by the Matrix Consulting Group since June 2013. Prior to joining the firm, he taught for two years in St. Louis through the highly selective Teach for America post-graduate program. Mr. Branch has contributed to dozens of studies in his time with the firm, in areas including fire and police services, human resources, public works, code enforcement, purchasing/procurement, and development services.

Administrative Services: Contributed to studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.

Carroll County (NH) – Human Resources	Peoria County (IL) – Countywide Org. Study
Cedar Rapids (IA) – Human Resources	Polk County (FL) - HR
Charlotte (NC) – Aviation Procurement	Rockingham County (NH) – General Org. Study
DeKalb County (GA) – Admin Functions	Riverside (CA) – Human Resources
Elmhurst (IL) Parks District – Staffing	Salt Lake County (UT) - General Org. Study
Lake County (IL) – HR Assessment	Seattle City Light (WA) – Worker’s Comp
Marshall University (WV) – Purchasing Audit	Springfield WSC (MA) – Human Resource
Montgomery College (MD) – General Org. Study	Secretary of State (VT) – General Org. Study
Niles (IL) Public Library – General Org. Study	Virginia Beach (VA) – Human Resources

Public Safety: Contributed to the evaluation of Fire, Police, and EMS services. Analyzed call center, dispatch, and human resources data, conducted stakeholder surveys, and comparative research.

Anchorage (AK) – Fire	Peachtree (GA) – 911
Asheville (NC) – Police	Portland (OR) – Police
Dinuba (CA) – Fire	Sarpy County (NE) – 911
Huntington Beach (CA) – Fire	Snohomish County (WA) – 911
La Quinta (CA) – Police	Wadsworth (OH) – Police
Mat-Su County (AK) – 911	Winter Garden (FL) – Fire

Public Works & Community Development (Planning, Building, Code Enforcement): Evaluated the development review, permitting, and service delivery processes of municipalities. Contributed to assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.

Albany (NY) – Development Review	Martin County (FL) – Utilities and Solid Waste
Coral Gables (FL) – Planning & Zoning	Niles (IL) – Public Works
DeKalb County (GA) – Development Review	Ogden (UT) – Fleet & Facilities
Elmhurst (IL) – Parks & Recreation	Redlands (CA) – Planning & Permitting
Flower Mound (TX) – Code Enforcement	Rock County (WI) – Public Works
Kissimmee (FL) – Development Review	San Clemente (CA) – Public Works
Lake County (IL) – Public Works	Schaumburg (IL) – Public Works
Los Angeles (CA) – Development Review	Westminster (CO) – Planning & Permitting

Education

BS, University of Southern California – Public Policy, Management, and Planning; 2011
M.Ed., University of Missouri, St. Louis – Secondary Education; 2013

**ADRIAN GONZALES
MANAGER**

Background: Adrian Gonzales is a Manager with Matrix Consulting Group based in our Mountain View, CA office. He has over 9 years' experience in local government having worked with over 40 agencies, including cities, counties, special districts, and nonprofits across the country. Adrian's breadth of consulting experiences includes performing a range of audit and general consulting engagements in accordance with GAGAS and IIA standards. He is also experienced in researching, interpreting and applying best practices from sources such as GFOA, Green Book, and other industry specific standards.

Open Space, Parks, Recreation, Community Services:

- Relevant projects include:
 - Investment Policy Study, Sonoma Agricultural Preservation & Open Space District, CA
 - Financial Analysis of the Fairgrounds Management Corporation, County of Santa Clara, CA
 - Review of the County Parks Charter Fund, County of Santa Clara, CA
 - Beach Concession Vendor Audit, City of Long Beach, CA
 - Funding & Accessibility of City Services in Visitacion Valley, San Francisco, CA
 - Review of Park Grants Eligibility, City of Whittier, CA
 - Various citywide financial sustainability studies that include parks and recreation departments, including the cities of Monrovia, Campbell, Long Beach, (CA) and others
-

Other Organizational Studies:

- Adrian has worked on a breadth of organizational studies focused on enhancing the efficiency, effectiveness and economy of government programs, some examples include:
 - Police Division Analysis, City of Columbus, OH
 - Fire and Police Personnel Resource Allocation Study, City of Raleigh, NC
 - Measure A \$950M Affordable Housing Bond Audit, County of Santa Clara, CA
 - Fee Audit, Sacramento Regional County Sanitation District, Sacramento, CA
 - Investigation of Towing & Impound Practices, Los Angeles Civil Grand Jury, CA
 - Management Audit of the Gardner Family Health Network, San Jose, CA
 - Management Audit of the Medical Examiner-Coroner, County of Santa Clara, CA
-

PROFESSIONAL AFFILIATIONS

- Education Committee, Association of Local Government Auditors (ALGA)
 - Chair, Board of Fair Campaign and Political Practices, San Jose, CA
 - Lead Advisor, El Camino YMCA Youth & Government
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EDUCATION

Adrian graduated from Whittier College with two bachelor's degrees in Political Science and Studies in Public Policy through the Whittier Scholars Program.

4 Proposed Project Task Plan and Schedule

This section outlines our proposed task plan for conducting the organizational assessment and a project schedule for the engagement.

1. Project Work Plan.

Task 1 | Develop an Understanding of the Operations, Organization and Management of Functions in the Agency.

It is important that the project team understand, in detail, how each functional area of the Tahoe-Truckee Sanitation Agency is staffed, organized, operated and managed in order to effectively assess efficiency, effectiveness and evaluate organizational structure and staffing allocations. Additionally, it is important that the project team understand basic service delivery targets; current service levels, and where there may be overlaps and gaps. To develop this understanding, we will accomplish the following work steps:

Conduct individual interviews within each functional area to understand the existing plans of organization as well as key organizational issues facing each function.

Develop descriptions of the staffing and responsibilities for staff in each function. Document trends in staffing and identify gaps, if any, in key service areas/skills.

Develop an understanding of the scope of the programs and services for each function.

Document historical, current and projected workloads, costs, and service levels for each function.

Develop an understanding of key performance indicators for each function.

Develop an understanding of the major management systems to plan and schedule, monitor and adjust approaches to providing services.

Document the major software and technology employed throughout the Agency and develop an understanding of the current levels of utilization.

Review major documents to gain an understanding of the operational practices of the Agency and to understand the financial and legal constraints the Agency is operating under. These documents would include the current and recent budgets, policy documents, work rules and personnel manuals, job descriptions, regularly generated management reports, available operational statistics, mission statements and any available performance indicators.

A profile documenting the current service delivery approaches and staffing allocations would be developed at the end of this task.

TASK RESULT

A summary profile of the Agency including organization, staffing and operations. These descriptive profiles would be structured to provide a baseline summary valuable for later analysis.

Task 2 | Conduct a Survey of Employee Attitudes Toward Current Staffing, Services, Organization and Management Issues.

It is critical for the project team to develop strong input regarding current operational and organizational issues from staff. The use of an employee survey would provide employees within the organization, beyond those interviewed, the opportunity to provide input into this process. It will also enable all staff an additional opportunity for input. We plan to prepare a questionnaire, which would be designed to:

Document attitudes toward the types, levels and quality of services provided.

Document attitudes toward the balance of work and staffing.

Elicit attitudes toward organizational elements such as coordination of staff and services, internal management of operations, scheduling and deployment, and the like.

Document perceptions regarding key management issues such as planning of work to be performed, internal communications and the like.

Obtain employee views about opportunities to restructure services, reduce costs, etc.

Questionnaires would be structured to document the attitudes toward issues and systems, which are organization-wide, and also attitudes toward issues which are unique to each major operating functional area. Questionnaires would be confidential and conducted via an online survey service.

TASK RESULT

The product of this task would be a narrative and analytical summary of response patterns on an organizational and major functional basis.

Task 3 | Conduct a "Best Management Practices" and Comparative Assessment of Organization, Staffing and Management.

In this task, our project team will utilize "best management practices" and a comparative survey to evaluate staffing, select processes, use of technology, management planning, as well as many other dimensions of organizational performance for wastewater

agencies. This will assist us in evaluating the appropriateness of staffing allocations and operational needs for the Tahoe-Truckee Sanitation Agency. To accomplish this, we would undertake the following activities:

Best Practices Comparative Assessment – The project team would develop a detailed list of "best management practices" for use in a diagnostic appraisal of wastewater operations and staffing allocations for each functional area. This diagnostic appraisal would additionally utilize recognized staffing benchmarks to assess current staffing allocations based upon recognized operational practices and staffing levels and consider the impact of technology and processes on staffing.

Comparative Survey – Additionally, we would compare organizational structure, staffing levels, and management performance indicators with five (5) comparable wastewater public entities. The comparative survey would benchmark the Agency against comparable entities in the region on factors including staffing, service levels, organization and management approaches.

A summary of the findings from these two efforts would be developed as an interim delivery and shared with the project steering committee.

TASK RESULT

An assessment outlining how the Agency's current staffing, service delivery, organization and staffing compare to best practices and comparable agencies and identifying gaps or deviations from expected levels.

Task 4 | **Develop an Organizational and Staffing Assessment of Current and Projected Services.**

In this important analytical work task, opportunities for improving the organizational structure, management, operations and staffing will be analyzed. This task will include such approaches and methodologies as the following:

Evaluate the organizational structure in each functional area. We will evaluate organizational structure in terms of gaps or overlaps in function, spans of control and appropriate organizational location.

- Is the organization structure too "tiered" or too "flat" from the management staffing perspective?
- Are functions placed too high or too low in regard to their importance in meeting operating and service objectives?
- Are spans of control too broad or too limited?
- Are there any overlapping or duplicated functions?

Evaluate staff utilization and deployment compared to service levels and workload. This analysis will evaluate staff utilization by comparing staffing allocations against both current and desired service levels and existing and projected workload. This component will also assist us in developing the future staffing requirements and metrics needed to forecast potential future staffing requirements.

Evaluation of the adequacy of major work practices. The analysis will focus on identification of opportunities to streamline work practices to increase utilization levels and/or reduce staffing requirements. Through the analysis of major work practices, the consulting team will determine if:

- The frequency of various work tasks now performed is unnecessary or can be reduced.
- Some work tasks can be eliminated.
- Skill mix for positions can be improved and core competencies are addressed in allocated positions.
- Effectiveness of the use of technology to simplify work activities and deliver services.

Analyze the effectiveness of managing performance in the Agency: Operations require effective management to ensure that staff are appropriately scheduled, deployed, utilized and held accountable for performance. The project team will evaluate this in terms of the following:

- How do managers plan, schedule and control the work to be done in each of the Agency's organizational units?
- Do managers have accurate and timely measures of the performance of each unit? Are appropriate performance metrics in place?
- How are goals, objectives and service level targets developed?
- How is 'customer service' defined, promoted and supported?

Analyze the overall organizational structure of the Agency: In this analysis, we will recommend any modifications to organizational structure (i.e. – reallocation of units or responsibilities) to increase service delivery or more effectively utilize staff resources.

Evaluate use of Contracted Service: In this analysis, we will evaluate the current use of contracted services to determine if this service delivery approach is appropriate. We will evaluate opportunities to:

- Increase use of contracted services,
- Enhance contractual agreements to increase performance of the contracted services, and
- Bring in-house services that are currently contracted if doing so would increase organizational performance or reduce costs.

Analysis of these components will result in the development of recommendations on:

- Specific staffing required, given acceptable utilization levels, and an appropriate organizational structure for each function and the overall Agency's organization.
- Staffing forecasts at a functional area basis, showing potential staffing impacts based upon community growth, workload expansion or other factors that may drive staffing changes.
- Operational improvements or technology utilization that will increase staff efficiency or effectiveness and increase service to the public.
- Specific steps that need to be taken to reach reasonable utilization levels, including
 - Specific changes in existing work methods and practices.

- Adjustments in existing planning and scheduling techniques.
 - Where appropriate, specific steps that could be taken to adjust existing operating systems with positive impact on staff utilization.
 - Changes that warrant modification to employee job descriptions.
- Effect of the proposed staffing model on achieving the Agency’s service goals, performance targets, and impacts on staff (productivity, retention and morale).

Develop recommendations to enhance operational practices, improve staff utilization, and best utilize existing financial resources based on current and projected workloads and service demands.

TASK RESULT

The result of this task would be a detailed analysis of the current and projected staffing requirements and an appropriate organizational structure in each functional area and the Agency overall.

Task 5 | Prepare a Draft and Final Report and Provide Implementation Plan.

Upon the conclusion of the assessment, we will prepare a detailed report which summarizes the results of each of the previous work tasks described above. This report includes the following:

A description of the methodology by which we conducted the study, including our approach, interviews, survey methodology, and the methods by which we obtained review and feedback from the Agency.

A detailed evaluation of staffing and management with specific recommendations on current and projected staffing requirements tied to service levels.

A detailed analysis of major work processes, and recommendations for improvement in methods of service delivery to utilize staff and financial resources more efficiently and effectively.

Recommendations for specific performance metrics for each functional area to manage and measure performance.

Implementation plans covering all recommended improvements consisting of specific work steps; suggested responsibility for implementation; timing and sequencing for the accomplishment of each work step; as well as the associated cost and/or savings.

The analysis would be reviewed in draft form with staff. Once this review is completed, the project team will review all comments received, edit and finalize the report and present

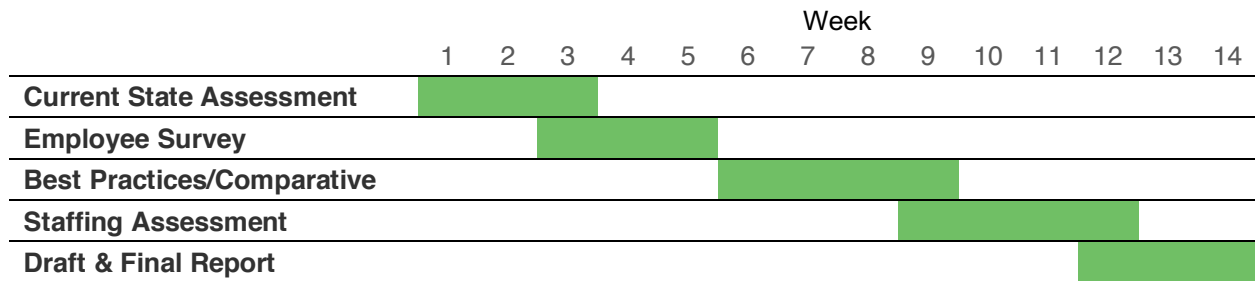
the final report to the Agency’s board in a public meeting. As noted in the RFP, we will present to the Board up to two times.

TASK RESULT

The result of this task would be the draft and final report and implementation plan together with all of the technical documents developed during the study process. We would present the final report to the Agency’s board.

2. Project Schedule.

We are proposing to conduct this engagement over a fourteen (14) week timeframe as outlined in the following project schedule.



We are available to begin work within two weeks of a notice to proceed.

5 Cost Proposal

We are proposing to conduct this engagement for a total fixed not-to-exceed price of **\$58,000** for this engagement. The following table provides a breakdown by task and consultant classification role for this engagement:

	Project Manager	Senior Analyst	Analyst	
Profile / Current State Assessment	12	32	32	76
Employee Survey	4	0	16	20
Best Practices / Comparative Assessment	8	24	32	64
Organizational / Staffing Assessment	12	32	32	76
Draft & Final Report	12	24	32	68
Total Hours	48	112	144	304
Hourly Rate	\$250	\$185	\$135	
Total Professional Fees	\$12,000	\$20,720	\$19,440	\$52,160
Project Expenses				\$5,840
Total Project Cost				\$58,000

We typically bill monthly for actual time and expenses incurred in providing services.

6 Insurance Coverage

The following table summarizes the insurance coverages maintained by the Matrix Consulting Group.

<u>Insurance Type</u>	<u>Coverage Level</u>
General Liability	\$2,000,000 / \$4,000,000
Worker's Compensation	\$1,000,000
Professional Liability	\$1,000,00 / \$3,000,000
Auto Liability	\$2,000,000
Umbrella Coverage	\$1,000,000
Employer's Liability	\$1,000,000

Upon selection, we will provide a certificate of insurance for this engagement naming the Tahoe-Truckee Sanitation Agency as additional insured.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: V-11
Subject: Approval to award the purchase of the Portable Emergency Pump Systems project

Background

The Agency owns a variety of emergency bypass equipment to prevent or minimize the potential and magnitude of raw sewage spills both within the water reclamation plant and along the Truckee River Interceptor (TRI). Among this equipment is a fleet of aging engine-driven pumps. One of the primary duty pumps in the fleet is an old Gorman-Rupp engine-driven pump, “Big Blue”. This pump no longer meets emission standards and will be retired and replaced in this project. If approved by the Board, the new replacement equipment is expected to be delivered within 150 calendar days from the date of execution of the purchase agreement.

Bids for the equipment were received on November 8, 2019, as follows:

- Cashman Equipment Company (Cashman): \$118,482.00
- Pac Machine Co. Inc. (Pac Machine): \$127,552.00

Cashman

Upon review of Cashman’s bid, it was found that it was lacking details regarding the pump equipment that was being made available for purchase with the bid. This information was necessary to determine if Cashman’s bid could be considered responsive. As allowed by Article 3.11.2 of the bid documents, the Agency requested that Cashman provide additional information on the proposed equipment that was being made available for purchase to assist in evaluating the responsiveness of the bid (i.e., pump make & model, engine, engine controller, etc.).

Cashman complied and submitted the requested information. Upon review of this additional information, T-TSA engineers found that many of the specification requirements would not be met with the proposed equipment. For example, pump duty points are specified in the contract documents to ensure successful performance in various scenarios. One of the more significant findings is that the performance curves of Cashman’s proposed pump are much “flatter” than what the contract specifies. Equipment with flatter curves would not provide the versatility, flexibility, and reliability that the specified “steeper” pump curves would allow for in the Agency’s various hydraulic scenarios. The proposed pump would only be able to meet the specified duty points by adjusting engine speed, which is disallowed in the specifications to ensure that only pumps with steep curves would be furnished.

In addition to the primary issue noted above, there are several other aspects of Cashman’s proposed equipment that would not meet the specifications called out in the contract documents, as more specifically detailed below:

- **Performance:** The pump curve envelope does not cover two of the four specified duty points.
- **Pump Orientation:** The pump discharge is orientated for connection on the opposite side of the trailer from what is specified – a feature that satisfied Agency safety criteria.
- **Interchangeable Impellers:** The contract documents require that the pump be designed for two different style impellers. The standard impeller must be easily interchangeable with a self-cleaning, non-clog style alternative impeller for pumping of sludge and rag-laden wastewater. This feature was required so that the pump may also be successfully used in various applications around the treatment plant. Both impellers were to be provided with the equipment. There is no evidence that the dual impeller interchangeability feature would be provided or that the required conversion kit would be included.
- **Controller:** Various pump control features were specified that do not appear to be provided.
- **Discharge Check Valve:** A fully-opening ball-type check valve was to be provided on the discharge of the pump at the specific request of our maintenance department. Instead, a swing check valve has been included.

Pac Machine

On review of the second low bid submitted by Pac Machine, it was found that the equipment that would be made available for purchase would provide the Agency with a pump that meets all required duty points. There are no apparent technical variances from the contract documents.

There is one minor irregularity with Pac Machine's bid. In Section 4.1, References, the bidder wrote "see attached" and provided a supplemental page with reference information. During bid review, the Agency requested that the bidder provide a completed version of the Agency's standard form instead. The bidder submitted the completed form in compliance with this request.

Fiscal Impact

Bid prices are significantly lower than the engineer's estimate of \$400,000 for this project. This discrepancy is due to a major design concept change that was developed after the original budgetary estimate was established.


Attachments

None.

Recommendation

Management and staff recommend approval to award the purchase of the Portable Emergency Pump Systems project to Pac Machine Co. Inc. in the amount of \$127,552.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: Michael Peak, Operations Manager
Item: V-12
Subject: Approval to purchase a Polaris Ranger XP 1000 NorthStar Edition utility/snow vehicle

Background

The Agency is required to perform field tasks throughout the year such as obtaining field samples for the laboratory and maintaining the grounds. Although this is accomplished with the current fleet of vehicles, it is often difficult during the winter months. Currently, the Agency utilizes snowmobiles which are underpowered and have limited mobility.

Management and staff determined that a new vehicle be purchased with the flexibility of performing in all weather and be accessible to all departments. After discussions and visits with member districts, the Polaris Ranger XP 1000 NorthStar Edition utility/snow vehicle with interchangeable snow tracks was determined to be the best fit for Agency needs.

Bids for procurement were not solicited as they are not required in accordance with Agency Ordinance No. 3-2015:

*“Exceptions. Bidding will not be required for purchases in the following situations:
.....(iii) the Material is to be purchased through or from the State of California or other federal, state or local government group sale program”*

A quote of \$29,015.19 (excluding tax) has been provided by Polaris Sales, Inc., who is a participant of the National Joint Powers Alliance (NJPA) sale program. Tax has not been included, however, the tax is calculated to be \$2,393.75. The estimated calculated total amount, with tax, is \$31,408.94.

The purchase of a utility/snow vehicle for \$50,000 was budgeted and approved in the 2019-2020 Annual Budget.

Fiscal Impact

\$32,000 (approximately)


Attachments

Polaris Ranger XP 1000 NorthStar Edition quote.
Polaris Ranger XP 1000 NorthStar Edition specification sheet.
National Joint Powers Alliance (NJPA) sale program agreement.

Recommendation

Management and staff recommend approval to purchase a Polaris Ranger XP 1000 NorthStar Edition utility/snow vehicle up to the amount of \$32,000.

Review Tracking

Submitted By: 
Michael Peak
Operations Manager

Approved By: 
LaRue Griffin
General Manager

From: Polaris Defense

Sent: Thursday, December 05, 2019 3:26 PM

To: 'r.pallante@ttsa.net' <r.pallante@ttsa.net>

Subject: QUO-10968-W9T5N9 RANGER XP 1000 EPS NorthStar winch/tracks

Polaris appreciated the opportunity to provide you a Quote. Please review for accuracy to verify items are correct on quote.

Vehicle setup and delivery within CONUS is included in the price quoted, delivery within CONUS within 60-days from date of order.

NOT able to provide shipping overseas.

We look forward to your order.

John Thole | Inside Government Sales Supervisor

Polaris Government & Defense | 2100 HWY 55 | Medina, MN 55340

P: 866-468-7783 Option 1

Gov.info@polaris.com



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POLARIS[®]

SALES INC.

Polaris Sales Inc
 2100 Hwy 55, Medina (Hamel), MN 55340
 Phone: 866-468-7783 Fax: 763-847-8288

QUOTE

gov.info@polaris.com
 www.polaris.com

Contact Information:

Name: Richard Pallante
 Email: r.pallante@ttsa.net
 Phone: 5305872825
 Fax:

Quote Number: QUO-10968-W9T5N9
 Revision #: 0
 Date: 12/5/2019 3:04 PM
 Quote Expires: 1/4/2020

Bill To: Tahoe Truckee Sanitation Agency

Ship To:

Contract Name: Polaris Direct
 Contract #:
 Expiration Date:

Cage: 3FP69
 Duns#: 123399383
 Tax ID#: 41-1921490
 Customer#:

Freight	Delivery Terms	Payment Terms	Payment Methods
FOB Destination-CONUS US Continental (CONUS) Only	60 Days	Net 30	Visa Mastercard Wire Check

Item #	QTY	Description	MSRP	Discount Price	Extended
R20RRU99BA	1	"RANGER XP 1000 EPS NorthStar (HVAC), Sage Green - CA"	\$25,199.00	\$23,271.26	\$23,271.26
2882710	1	1000 Polaris Dual Speed Pro HD 6000 LB Winch (synthetic rope)	\$949.99	\$794.45	\$794.45
2882783	1	1000 Prospector Track Mount	\$499.99	\$418.13	\$418.13
2883313	1	1000 Prospector Pro Track System	\$4,999.99	\$4,181.35	\$4,181.35

Comments:

SUBTOTAL	\$28,665.19
INSTALL*	\$350.00
FREIGHT	\$0.00
TAX	\$0.00
TOTAL	\$29,015.19

*Installation Pricing is Open Market

Acceptance and Payment Information



POLARIS[®] SALES INC.

Polaris Sales Inc
2100 Hwy 55, Medina (Hamel), MN 55340
Phone: 866-468-7783 Fax: 763-847-8288

QUOTE

gov.info@polaris.com
www.polaris.com

Wire Payment:
US Bank
602 2nd Ave South
Minneapolis, MN 55402

Phone: 1-888-799-4737
ABA#: 091 000 022
Acct#: 1 702 2513 9170
Ref: Polaris Direct Tahoe Truckee Sanitation Agency
PO#:

Ship To Address: _____

Name:
Address:
Address:
Address:
City, State & ZIP:
Contact Name:
Phone:
Alternate Contact Name:
Alternate Phone:
Email:

Billing Address: _____

Name:
Address:
Address:
Address:
City, State & ZIP:
Contact Name:
Phone:
Alternate Contact Name:
Alternate Phone:
Email:

Credit Card Holder:

Credit Card Type: VISA / Mastercard
Card Number:

Expiration Date:

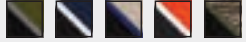
To accept this quotation, sign here and return: _____

Printed name: _____

RANGER XP[®] 1000 NORTHSTAR EDITION



ENGINE	Engine Type	4-Stroke Twin. Cylinder DOHC
	Horsepower	999cc
	Displacement	82 HP
	Fuel System / Battery	Electronic Fuel Injection
	Cooling	Liquid
DRIVE TRAIN	Transmission / Final Drive	Automatic PVT H/L/N/R/P; Shaft
	Drive System	High Performance On-Demand True AWD/2WD/VersaTrac Turf Mode
	Engine Braking System	Engine Braking System (EBS)
SUSPENSION	Front Suspension	Dual A-Arm 11.0" (27.94 cm) Travel
	Rear Suspension	Dual A-Arm, IRS 11.0" (27.94 cm) Travel
BRAKES	Front / Rear Brakes	4-Wheel Hydraulic Disc with Dual-Bore Front Calipers
	Parking Brake	Park In-Transmission
TIRES AND WHEELS	Front Tires	27 x 9-12; Maxxis MU51
	Rear Tires	27 x 11-12; Maxxis MU52
	Wheels	Aluminum Black Xcelerator 2.0

DIMENSIONS / CAPACITIES	Wheelbase	81 in. (206 cm)
	Dry Weight	1,875 lb (850 kg) [CA: 1,880 lb]
	Overall Vehicle Size (L x W x H)	120 x 65 x 78 in. (305 x 165 x 198 cm)
	Ground Clearance	13 in. (33 cm)
	Seating Capacity	3
	Fuel Capacity	11.5 Gal. (43.5 L)
	Bed Box Dimensions (L x W x H)	36.75 x 54.25 x 12.5 in. (93.3 x 137.8 x 31.75 cm)
	Front / Rear Rack Box Capacity	N.A./1,000 lb (453.6 kg) [600 lb on CA]
	Payload Capacity	1,275 lb (578.3 kg)
	Hitch Towing Rating	2,500 lb (1,133.9 kg)
FEATURES	Hitch / Type	Standard/2" Receiver
	Cargo System/Cab	Lock & Ride
	Lighting	55W low/ 60W high, LED Tail
	Electronic Power Steering	Standard
	Adjustable Driver's Seat	Standard
	Tilt Steering	Standard
	Instrumentation	Dual-sweep Analog Dials w/ 4" LCD Rider Information Center: User Selectable Blue/Red Backlighting & Brightness, Programmable Service Intervals, Speedometer, Tachometer, Odometer, Tripmeter, Clock, Hour Meter, Gear Indicator, Fuel Gauge, Coolant Temperature, Voltmeter, Service Indicator and Codes, Seat Belt Reminder, DC Outlet
	Colors	

FORM E
CONTRACT ACCEPTANCE AND AWARD



(Top portion of this form will be completed by NJPA if the vendor is awarded a contract. The vendor should complete the vendor authorized signatures as part of the RFP response.)

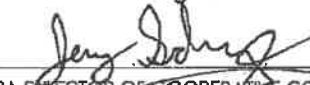
NJPA Contract #: 051717-PSI

Proposer's full legal name: Polaris Industries

Based on NJPA's evaluation of your proposal, you have been awarded a contract. As an awarded vendor, you agree to provide the products and services contained in your proposal and to meet all of the terms and conditions set forth in this RFP, in any amendments to this RFP, and in any exceptions that are accepted by NJPA.

The effective date of the Contract will be July 18, 2017 and will expire on July 18, 2021 (no later than the later of four years from the expiration date of the currently awarded contract or four years from the date that the NJPA Chief Procurement Officer awards the Contract). This Contract may be extended for a fifth year at NJPA's discretion.

NJPA Authorized Signatures:



NJPA DIRECTOR OF COOPERATIVE CONTRACTS
AND PROCUREMENT/CFO SIGNATURE

Jeremy Schwartz
(NAME PRINTED OR TYPED)



NJPA EXECUTIVE DIRECTOR/CEO SIGNATURE

Chad Coquette
(NAME PRINTED OR TYPED)

Awarded on July 17, 2017

NJPA Contract # 051717-PSI

Vendor Authorized Signatures:

The Vendor hereby accepts this Contract award, including all accepted exceptions and amendments.

Vendor Name Polaris Industries

Authorized Signatory's Title VP and GM, Polaris Commercial, Government and Defense



VENDOR AUTHORIZED SIGNATURE

John M. Olson, PhD
(NAME PRINTED OR TYPED)

Executed on 17 July 2017

NJPA Contract # 051717-PSI

PROPOSER ASSURANCE OF COMPLIANCE



Proposal Affidavit Signature Page

PROPOSER'S AFFIDAVIT

The undersigned, authorized representative of the entity submitting the foregoing proposal (the "Proposer"), swears that the following statements are true to the best of his or her knowledge.

1. The Proposer is submitting its proposal under its true and correct name, the Proposer has been properly originated and legally exists in good standing in its state of residence, the Proposer possesses, or will possess before delivering any products and related services, all applicable licenses necessary for such delivery to NJPA members agencies. The undersigned affirms that he or she is authorized to act on behalf of, and to legally bind the Proposer to the terms in this Contract.
2. The Proposer, or any person representing the Proposer, has not directly or indirectly entered into any agreement or arrangement with any other vendor or supplier, any official or employee of NJPA, or any person, firm, or corporation under contract with NJPA, in an effort to influence the pricing, terms, or conditions relating to this RFP in any way that adversely affects the free and open competition for a Contract award under this RFP.
3. The Proposer has examined and understands the terms, conditions, scope, contract opportunity, specifications request, and other documents in this solicitation and affirms that any and all exceptions have been noted in writing and have been included with the Proposer's RFP response.
4. The Proposer will, if awarded a Contract, provide to NJPA Members the /products and services in accordance with the terms, conditions, and scope of this RFP, with the Proposer-offered specifications, and with the other documents in this solicitation.
5. The Proposer agrees to deliver products and services through valid contracts, purchase orders, or means that are acceptable to NJPA Members. Unless otherwise agreed to, the Proposer must provide only new and first-quality products and related services to NJPA Members under an awarded Contract.
6. The Proposer will comply with all applicable provisions of federal, state, and local laws, regulations, rules, and orders.
7. The Proposer understands that NJPA will reject RFP proposals that are marked "confidential" (or "nonpublic," etc.), either substantially or in their entirety. Under Minnesota Statute §13.591, Subd. 4, all proposals are considered nonpublic data until the evaluation is complete and a Contract is awarded. At that point, proposals generally become public data. Minnesota Statute §13.37 permits only certain narrowly defined data to be considered a "trade secret," and thus nonpublic data under Minnesota's Data Practices Act.
8. The Proposer understands that it is the Proposer's duty to protect information that it considers nonpublic, and it agrees to defend and indemnify NJPA for reasonable measures that NJPA takes to uphold such a data designation.

[The rest of this page has been left intentionally blank. Signature page below]

By signing below, Proposer is acknowledging that he or she has read, understands, and agrees to comply with the terms and conditions specified above.

Company Name: POLARIS SALES INC.

Address: 2100 Highway 55

City/State/Zip: MEDINA, MN 55340

Telephone Number: 763. 513. 3443

E-mail Address: John.m.olson@polaris.com

Authorized Signature: *John Olson*

Authorized Name (printed): John Olson

Title: Vice president and General Manager

Date: 5/11/2017

Notarized

Subscribed and sworn to before me this 11 day of May, 2017

Notary Public in and for the County of Hennepin State of Minnesota

My commission expires: January 31, 2020

Signature: *Linda Marie Friesner*





Form P

PROPOSER QUESTIONNAIRE

Payment Terms, Warranty, Products and Services, Pricing and Delivery, and Industry-Specific Questions

Proposer Name: Polaris Industries, Inc (DBA Polaris Sales, Inc)

Questionnaire completed by: Serin Cur, Business Development Manager

Payment Terms and Financing Options

- 1) What are your payment terms (e.g., net 10, net 30)?
Net 30
- 2) Do you provide leasing or financing options, especially those options that schools and governmental entities may need to use in order to make certain acquisitions?

Commercial leasing options are available for certain products (GEM, RANGER, ATVs) through one of our finance partners, Wells Fargo.

- 3) Briefly describe your proposed order process. Please include enough detail to support your ability to report quarterly sales to NJPA. For example, indicate whether your dealer network is included in your response and whether each dealer (or some other entity) will process the NJPA Members' purchase orders.

The order process varies slightly based on specific product desired by the NJPA member. After working directly with a NJPA member to establish what their needs are, a quote would be generated. If the quote is satisfactory to the member, they would issue a purchase order directly to the dealer referencing the NJPA contract. Polaris would create a sales order and upon delivery of the order would generate an invoice. On a quarterly basis, Polaris would run a report of all sales generated through the NJPA contract and issue a check for the administrative fee. The dealer is required to submit any necessary documentation to Polaris to ensure contract accuracy and awareness to NJPA for reporting purposes.

- 4) Do you accept the P-card procurement and payment process? If so, is there any additional cost to NJPA Members for using this process?

Providing the dealer accepts credit cards, then the end user may use a P-card for the payment process.

Warranty

- 5) Describe in detail your manufacturer warranty program, including conditions and requirements to qualify, claims procedure, and overall structure. You may include in your response a copy of your warranties, but at a minimum please also answer the following questions.

Our warranty programs vary by product line. Taylor-Dunn and GEM offer a standard warranty of 24 months. All other vehicles being submitted for this proposal receive a special 12 month limited warranty. See full warranty attachments for details.

- Do your warranties cover all products, parts, and labor?
See attached warranty programs for specifics.
- Do your warranties impose usage restrictions or other limitations that adversely affect coverage?
See attached warranty programs for specifics.
- Do your warranties cover the expense of technicians' travel time and mileage to perform warranty repairs?
No. Warranty work must be performed by an authorized Polaris or Taylor-Dunn Dealer who has a contract to sell and service the respective product.
- Are there any geographic regions of the United States for which you cannot provide a certified technician to perform warranty repairs? How will NJPA Members in these regions be provided service for warranty repair?
Polaris has an extensive Dealer network of over 1,600 members, with dealers located in all 50 states.
- Will you cover warranty service for items made by other manufacturers that are part of your proposal, or are these warranties issues typically passed on to the original equipment manufacturer?

If the product is manufactured or provided at a Polaris factory, then we will cover the warranty. For parts and accessories that are no produced at a Polaris factory, these warranties are typically passed onto the OEM.

- What are your proposed exchange and return programs and policies?

Polaris does not accept exchanges or returns of vehicles. Much like an automobile, once a vehicle has left the “showroom floor” it is considered “used” and its market value has been depreciated.

- 6) Describe any service contract options for the items included in your proposal.
Service contract options will be quoted as Open-Market items by the local dealer.

Pricing, Delivery, Audits, and Administrative Fee

- 7) Provide a general narrative description of the equipment/products and related services you are offering in your proposal.

Polaris is offering its full line of Sportsman All-Terrain Vehicles, RANGER, SidexSide Utility Vehicle, RZR Sport Utility Vehicles, GEM electric vehicles, BRUTUS, Taylor-Dunn, and Snowmobiles along with the associated accessories to allow the customer to customize their purchase.

- 8) Describe your pricing model (e.g., line-item discounts or product-category discounts). Provide detailed pricing data (including standard or list pricing and the NJPA discounted price) on all of the items that you want NJPA to consider as part of your RFP response. Provide a SKU for each item in your proposal. (Keep in mind that reasonable price and product adjustments can be made during the term of an awarded Contract. See the body of the RFP and the Price and Product Change Request Form for more detail.)

For the Polaris Sportsman, RANGER, RZR vehicles and Snowmobiles, Polaris will offer a discount of 10% off the published MSRP exclusive of administrative fee and shipping. For accessories associated with Sportsman, RANGER, RZR and Snowmobile products, Polaris will offer a 15% discount off of the published MSRP exclusive of the administrative fee. The SKU numbers are provided in the attached Excel spreadsheet as part of the pricing matrix. The formula for calculating the price of MSRP is imbedded in the spreadsheet.

For BRUTUS vehicles, Polaris will offer a discount of 20% off the published MSRP exclusive of administrative fee and shipping. For accessories associated with BRUTUS, Polaris will offer a 14% discount off of the published MSRP exclusive of the administrative fee.

For GEM vehicles and associated accessories, Polaris will offer a discount of 10% off the published MSRP exclusive of administrative fee and shipping. The SKU numbers are provided in the attached Excel spreadsheet as part of the pricing matrix. The formula for calculating the price of MSRP is imbedded in the spreadsheet.

For Taylor-Dunn vehicles, Polaris will offer a discount of 10% off the current published commercial prices list exclusive of shipping, packaging and administrative fee.

- 9) Please quantify the discount range presented in this response. For example, indicate that the pricing in your response represents is a 50% percent discount from the MSRP or your published list.

The discount offered in this proposal represents a 10% discount off of MSRP for Polaris vehicles (RANGER, RZR, ACE, GENERAL, Snow, Sportsman) 15% off of MSRP for Polaris accessories.

The discount offered in this proposal represents a 10% discount off of MSRP for GEM vehicles, 10% off of MSRP for GEM accessories

The discount offered in this proposal represents a 10% discount off of MSRP for Taylor-Dunn vehicles, 10% off of MSRP for Taylor-Dunn accessories

- 10) The pricing offered in this proposal is
 a. the same as the Proposer typically offers to an individual municipality, university, or school district.
 b. the same as the Proposer typically offers to GPOs, cooperative procurement organizations, or state purchasing departments.

_____ c. better than the Proposer typically offers to GPOs, cooperative procurement organizations, or state purchasing departments.

_____ d. other than what the Proposer typically offers (please describe).

11) Describe any quantity or volume discounts or rebate programs that you offer.

Quantity or volume discounts may be evaluated on a case by case basis. Discounts have already been factored into the pricing model based on expected volume purchases through a national contract.

12) Propose a method of facilitating “sourced” products or related services, which may be referred to as “open market” items or “nonstandard options”. For example, you may supply such items “at cost” or “at cost plus a percentage,” or you may supply a quote for each such request.

Polaris is always willing to work with a customer if they have a need for non-standard options added to a vehicle. We encounter this routinely in our GSA contract and handle them as Open Market items.

13) Identify any total cost of acquisition costs that are **NOT** included in the pricing submitted with your response. This cost includes all additional charges that are not directly identified as freight or shipping charges. For example, list costs for items like installation, set up, mandatory training, or initial inspection. Identify any parties that impose such costs and their relationship to the Proposer.

Installation costs for accessories are calculated separately and the cost will vary from dealer to dealer based on location. Dealers determine their labor fees, but on average, we can say that labor rates are between \$75-100/hour. Each accessory has an established standard hour for installation charges and will be indicated on the individual quote. This is also available on the pricing matrix. This price is fixed and is the same formula that is used by our dealer network for installation of accessories on consumer models.

Regarding freight and packaging for Taylor-Dunn products, these will be quoted separately by the Taylor-Dunn dealer.

14) If delivery or shipping is an additional cost to the NJPA Member, describe in detail the complete shipping and delivery program.

With the exception of Taylor-Dunn products, there are no additional shipping costs to NJPA members. For Taylor-Dunn products, freight and packaging will be quoted to the NJPA member at the time of the vehicle quotation by the Taylor-Dunn dealer.

15) Specifically describe those shipping and delivery programs for Alaska, Hawaii, Canada, or any offshore delivery.

Shipping of ATV's to Alaska and Hawaii is an extra \$500 per unit, shipping of RANGER and RZR vehicles to Alaska or Hawaii is an additional \$750.00.

For GEM and Taylor-Dunn vehicles delivered to Alaska, Hawaii, Canada or any offshore delivery, our dealer will provide a shipping and delivery quote and arrange delivery.

16) Describe any unique distribution and/or delivery methods or options offered in your proposal.

N/A

17) Please specifically describe any self-audit process or program that you plan to employ to verify compliance with your proposed Contract with NJPA. This process includes ensuring that NJPA Members obtain the proper pricing, that the Vendor reports all sales under the Contract each quarter, and that the Vendor remits the proper administrative fee to NJPA.

Polaris operates its current NJPA contract utilizing the same processes and procedures that are utilized for the GSA contracts it holds. In addition to internal procedures and daily contract compliance reviews, Polaris is subjected to an annual GSA Contractor Assist Visit where an auditor assesses the level of compliance with the terms & conditions of the contract including the administrative fee. Given the procedures are identical for NJPA, any discoveries by GSA would also be applicable to the NJPA contract.

18) Identify a proposed administrative fee that you will pay to NJPA for facilitating, managing, and promoting the NJPA Contract in the event that you are awarded a Contract. This fee is typically calculated as a percentage of Vendor's sales under the Contract or as a per-unit fee; it is not a line-item addition to the Member's cost of goods. (See RFP Section 6.29 and following for details.)

Polaris Sales Inc.'s proposed administrative fee would be 0.75% of gross sale value. This is consistent with the Industrial Funding Fee recouped by the General Services Administration.

Industry-Specific Questions

19) Identify the subcategory or subcategories that best describe your solutions: LSV, MSV, Utility, or Golf Cart. If the subcategory that best describes your solutions is not identified, provide the subcategory title(s) that best describes what you are offering in your response.

Polaris offers a full line of gas, diesel, and electric utility vehicles and low-speed vehicles (LSV), with a broad lineup of accessories to enable the user to customize the vehicle for the specific application.

Overview of Polaris Products (does not include every product that will be offered in the proposal):

Product Overview POWERING AHEAD

Utility Vehicles

GAS	DIESEL	ELECTRIC
<ul style="list-style-type: none"> 500 203HP 1030 lb P.L. 570 442HP 1200 lb P.L. 570 FS 444HP 1500 lb P.L. XP900 683HP 1520 lb P.L. XP1000 681HP 1500 lb P.L. 8x5 40HP 2000 lb P.L. 	<ul style="list-style-type: none"> ONESEL 24HP 1500 lb P.L. Dial HST 24 HP 1750 lb P.L. Hydrostatic Dial HST DLX 24HP 1760 lb P.L. Hydrostatic A/C & Heat HDPTO, Dia 24 HP 2300 lb P.L. Hydrostatic A/C & Heat Front PTO DIESEL CREW 24HP Seats 6 1750 lb P.L. 	<ul style="list-style-type: none"> RGR EV 4x4, 30HP 1000 lb P.L. GEM e8 4x2 432, 7HP 1400 lb P.L. e8 4x2 7HP 1400 lb P.L. GEM eL XD 6 passengers 1,415 lb P.L. CREW 670-4 44HP Seats 4 1250 lb P.L. CREW 670-6 44HP Seats 6 1500 lb P.L. CREW XP 900-6 68HP Seats 6 or 8 1700 lb P.L. GEM e2 Seats 2 800 lb P.L. GEM e4 Seats 4 1,100 lb P.L. GEM e6 Seats 6 1,204 lb P.L.

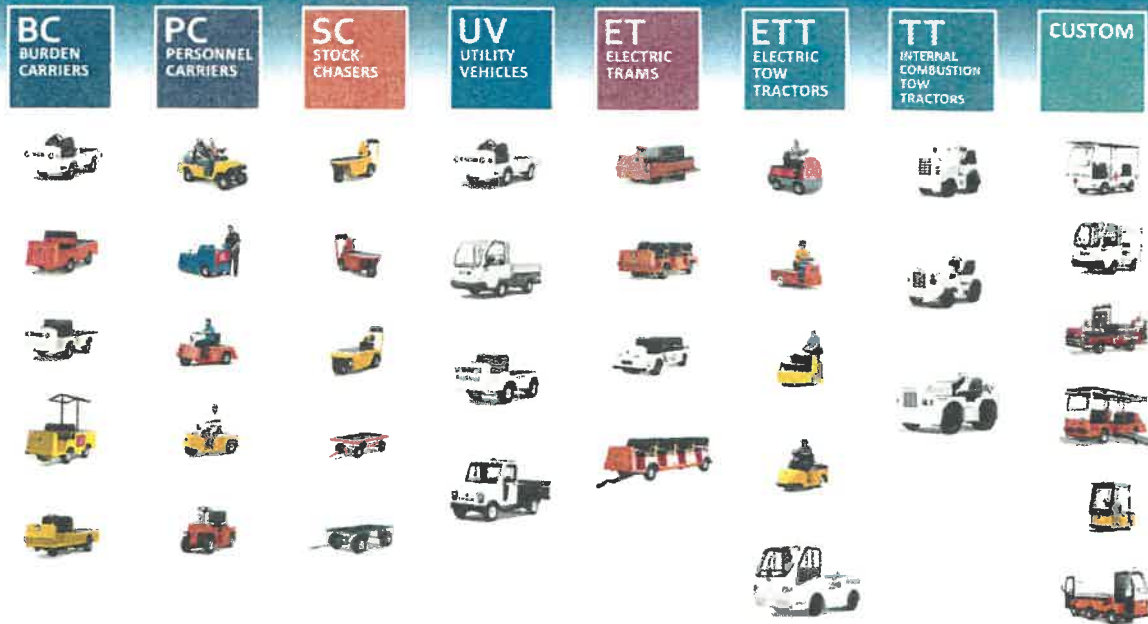
ATVs

<ul style="list-style-type: none"> 450 H.G 252HP 685 lb P.L. 570 444HP 485 lb P.L. 570 SP 444HP 465 lb P.L. EPS X2 570 441HP 705 lb P.L. EPS Cargo Bed 850 77HP 570 lb P.L. 850 SP 77HP 575 lb P.L. EPS XP900 683HP 575 lb P.L. EPS 	<ul style="list-style-type: none"> ACE 650 25HP 676 lb P.L. ACE 670 45HP 575 lb P.L. ACE 670 SP 45HP 575 lb P.L. EPS ACE 900 50HP 675 lb P.L. EPS
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Complete Offering of Work & Transport Vehicles

Overview of Taylor-Dunn Products (does not include every model that will be offered in the proposal)

Family of Products



20) Describe the features of your proposed solution(s) that address serviceability (parts availability, maintenance, repairs, support, etc.) and which you believe are “vendor differentiators.”

We have the largest dealer network in our industry with over 1600 total locations. Many of our dealers offer on-site and maintenance parts inventories. As noted above, our combination of dealer service and Polaris-employed resources differentiates our after-sales support to NJPA members.

21) Describe any manufacturing processes or material specification attributes that differentiate your offered solutions.

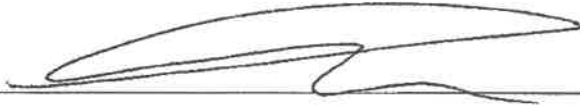
- Polaris’ newest lean-centric manufacturing facility in Huntsville, Alabama, builds vehicles using advanced material flow strategies in a relentless pursuit of continuous improvement.
- Polaris employs numerous statistical quality assurance methodologies to ensure confidence in finished vehicle product quality.
- Our Polaris Development Process (PDP) is a systematic approach to new vehicle design with an emphasis on aligning our latest vehicles with customer needs, designing in quality, and reducing cost by facilitating manufacturability.

22) Detail the fueling or power source options available with your solutions and identify related performance or technological advancements or enhancements.

We offer vehicles powered by gas, diesel, JP8, and electric. We offer optional motors, and many different batter option alternatives, such as lead acid, maintenance free batteries, and Lithium-Ion batteries.

We manufacture several of our gas engines at our own engine facility and have an equity partnership with our Lithium-Ion battery supplier.

Signature:

A stylized, handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke at the bottom.

Date:

5/11/2017

Form C

**EXCEPTIONS TO PROPOSAL, TERMS, CONDITIONS,
AND SOLUTIONS REQUEST**



Company Name: **Polaris Industries, Inc. (DBA Polaris Sales, Inc.)**

Any exceptions to the terms, conditions, specifications, or proposal forms contained in this RFP must be noted in writing and included with the Proposer's response. The Proposer acknowledges that the exceptions listed may or may not be accepted by NJPA or included in the final contract. NJPA will make reasonable efforts to accommodate the listed exceptions and may clarify the exceptions in the appropriate section below.

Section/page	Term, Condition, or Specification	Exception	NJPA ACCEPTS
7.11/26	Trade-Ins	Polaris does not accept trade-ins. This is not usual or customary for OEM direct sales	NJPA Accepts
8.15/28	Data Practices	Polaris takes exception to the release of this proposal to anyone outside of the NJPA. The information contained should not be disclosed to any other party without the express written consent of Polaris Industries Inc.	Not Accepted - See below
8.23	Material Suppliers and Sub-Contracts	Names of suppliers and subcontractors are commercially sensitive information to Polaris Industries and their names cannot be released.	Not Accepted - See Below

Proposer's Signature: _____

Date: 5/11/2017

NJPA's clarification on exceptions listed above:

8.15/28 Data Practices - NJPA, a governmental entity, and any data contained in the RFP response is subject to the Minnesota Data Practices Act. Per the Minnesota Data Practices Act, the complete proposal is public record unless items are deemed, pursuant to statutory criteria, to be nonpublic. Minnesota errs on the side of public access to information for public entities.

8.23 Material suppliers- See section 8.15 of the RFP

Review and Approved: _____ 7/11/17
NJPA Legal Department

Contract Award
RFP #051717

FORM D



Formal Offering of Proposal
(To be completed only by the Proposer)

[LOW SPEED VEHICLES, MEDIUM SPEED VEHICLES, AND UTILITY VEHICLES, WITH RELATED EQUIPMENT, ACCESSORIES, AND SUPPLIES]


In compliance with the Request for Proposal (RFP) for LOW SPEED VEHICLES, MEDIUM SPEED VEHICLES, AND UTILITY VEHICLES, WITH RELATED EQUIPMENT, ACCESSORIES, AND SUPPLIES, the undersigned warrants that the Proposer has examined this RFP and, being familiar with all of the instructions, terms and conditions, general and technical specifications, sales and service expectations, and any special terms, agrees to furnish the defined products and related services in full compliance with all terms and conditions of this RFP, any applicable amendments of this RFP, and all Proposer's response documentation. The Proposer further understands that it accepts the full responsibility as the sole source of solutions proposed in this RFP response and that the Proposer accepts responsibility for any subcontractors used to fulfill this proposal.

Company Name: POLARIS INDUSTRIES Date: 5/11/2017

Company Address: 2100 HWY 55

City: MEDINA State: MN Zip: 55340

Contact Person: JOHN OLSON Title: VICE PRESIDENT & GM

Authorized Signature: 
(Name printed or typed)



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VI-1
Subject: Department Reports

Background

Department reports for previous and current month(s).

Fiscal Impact

None.

Attachments

1. Operations Department Report.
2. Maintenance Department Report.
3. Engineering Department Report.
4. Information Technology (IT) Department Report.
5. Administration Department Report.

Recommendation

No action required.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY OPERATIONS DEPARTMENT REPORT

Date: December 11, 2019
To: Board of Directors
From: Michael Peak, Operations Manager
Subject: Operations Report

All plant waste discharge requirements were met for the month.

Operations Report:

- Digesters #31 cleaning project complete.
- Chlorine scrubber tank repair work complete.
- BNR backwash tank bead removal.
- Overall, the plant performed well through the month.
-

Laboratory Report:

- Staff performed necessary laboratory testing per WDR requirements and operational needs.

Work Orders

- Completed this month: 2
- Pending: 8


Plant Data:

Influent Flow Description	MG
Monthly average daily ⁽¹⁾	2.81
Monthly maximum instantaneous ⁽¹⁾	5.00
Maximum 7- day average	3.21

Effluent Limitation Description ⁽²⁾	WDR Monthly Average		WDR Daily Maximum	
	<i>Recorded</i>	<i>Limit</i>	<i>Recorded</i>	<i>Limit</i>
Suspended Solids (mg/l)	1.5	10.0	1.8	20.0
Turbidity (NTU)	NA	NA	3.5	10.0
Total Phosphorus (mg/l)	0.38	0.80	0.53	1.50
Chemical Oxygen Demand (mg/l)	32.5	45.0	38.0	60.0

Notes: 1. Flows are depicted in the attached graph.
 2. Effluent table data per WDR reportable frequency. Attached graphs depict all recorded data.

Review Tracking:

Submitted By: 
 Michael Peak
 Operations Manager

Approved By: 
 LaRue Griffin
 General Manager



Digester Cleaning Project



Digester Cleaning Project



Chlorine Scrubber Tank Repair



Chlorine Scrubber Tank Repair

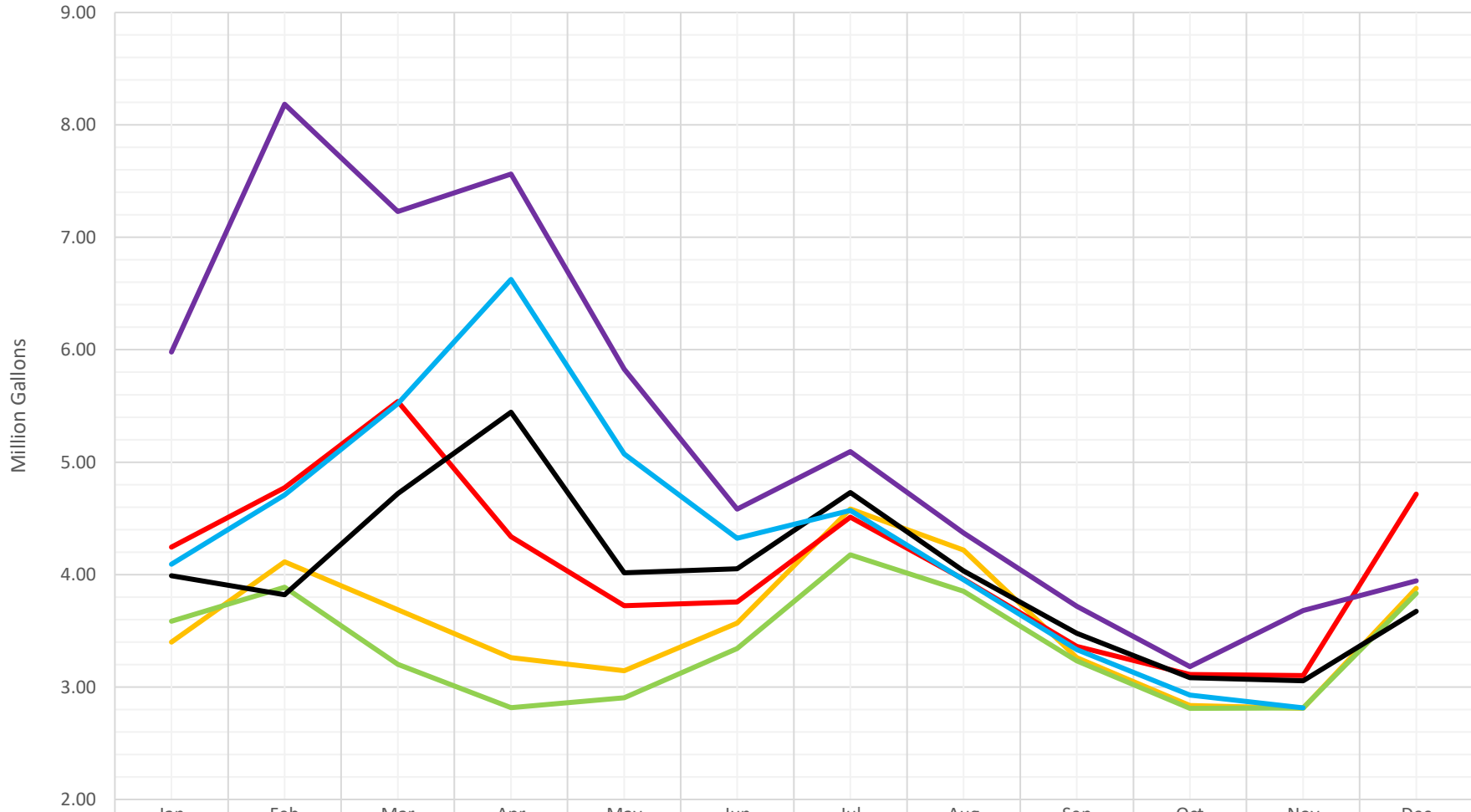


BNR Backwash Tank Bead Removal



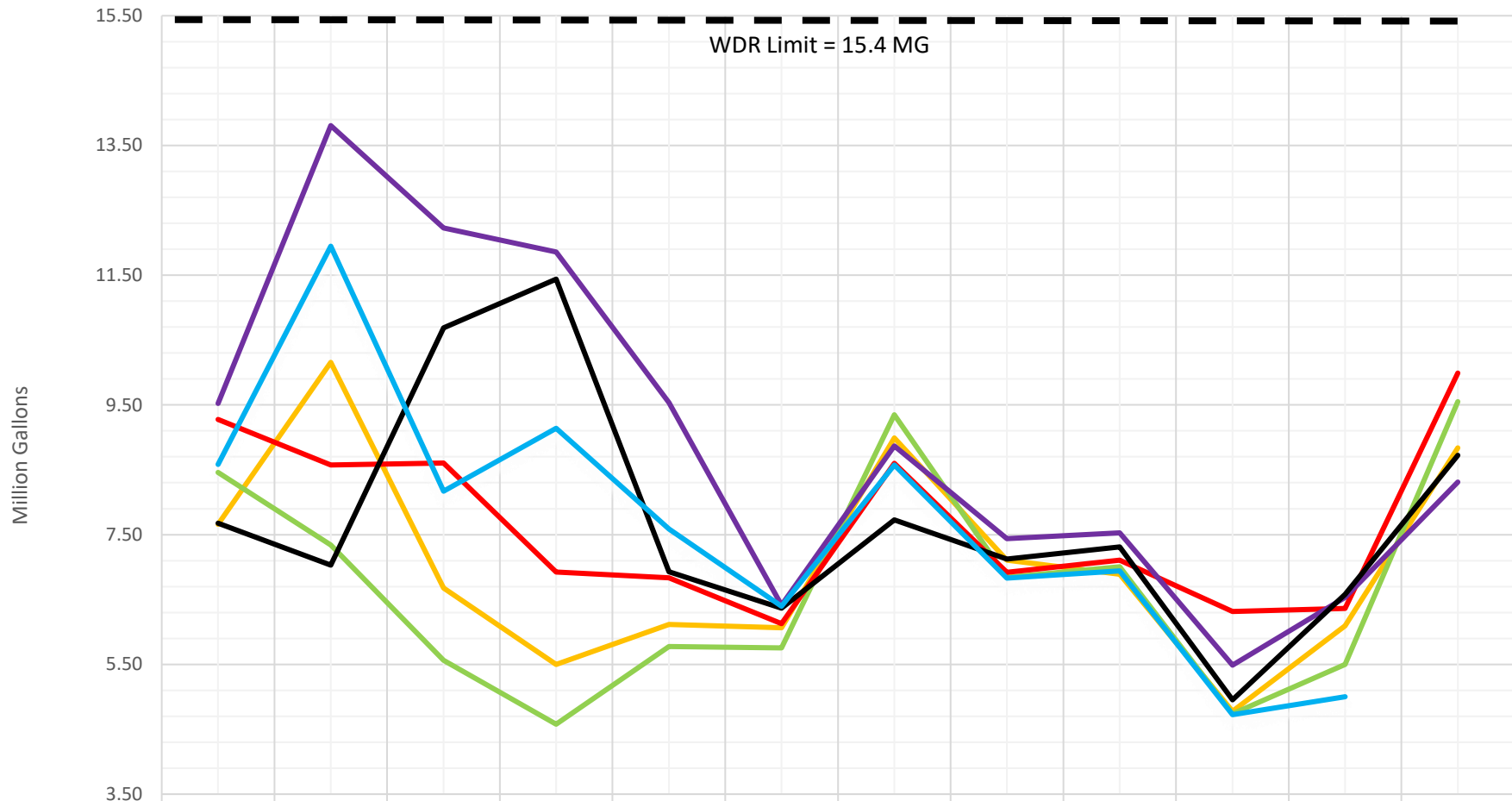
BNR Backwash Tank Bead Removal

Monthly Average Daily Flow (Influent)



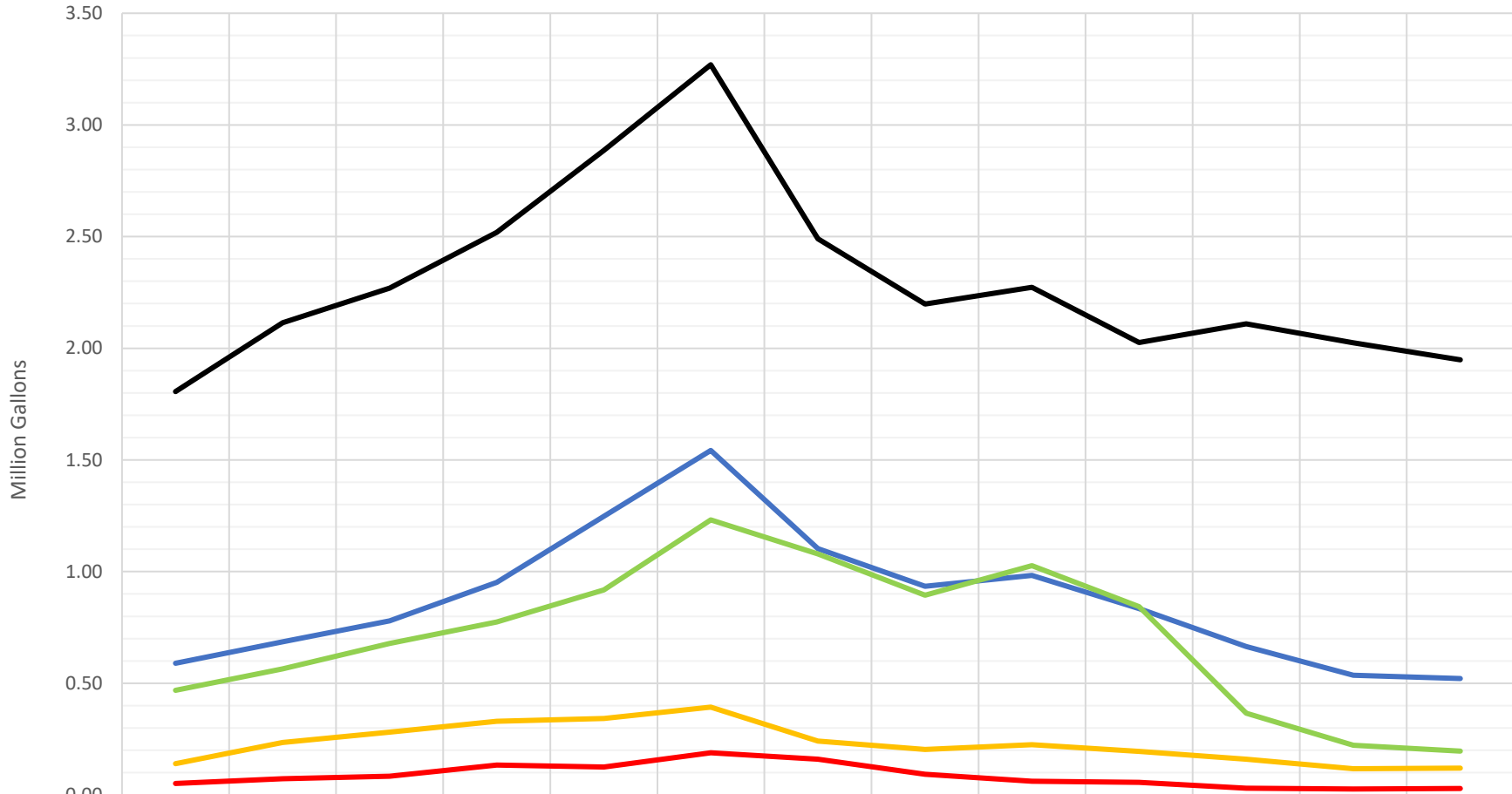
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	3.40	4.11	3.69	3.26	3.14	3.57	4.58	4.22	3.26	2.84	2.81	3.88
2015	3.58	3.89	3.20	2.82	2.90	3.34	4.18	3.85	3.23	2.81	2.81	3.83
2016	4.24	4.77	5.54	4.34	3.72	3.76	4.51	3.96	3.36	3.11	3.10	4.72
2017	5.98	8.18	7.23	7.56	5.83	4.58	5.09	4.37	3.72	3.18	3.68	3.95
2018	3.99	3.82	4.72	5.44	4.02	4.05	4.73	4.03	3.48	3.08	3.06	3.67
2019	4.09	4.71	5.52	6.63	5.07	4.32	4.57	3.96	3.33	2.93	2.81	

Monthly Maximum Instantaneous Flow (Influent)



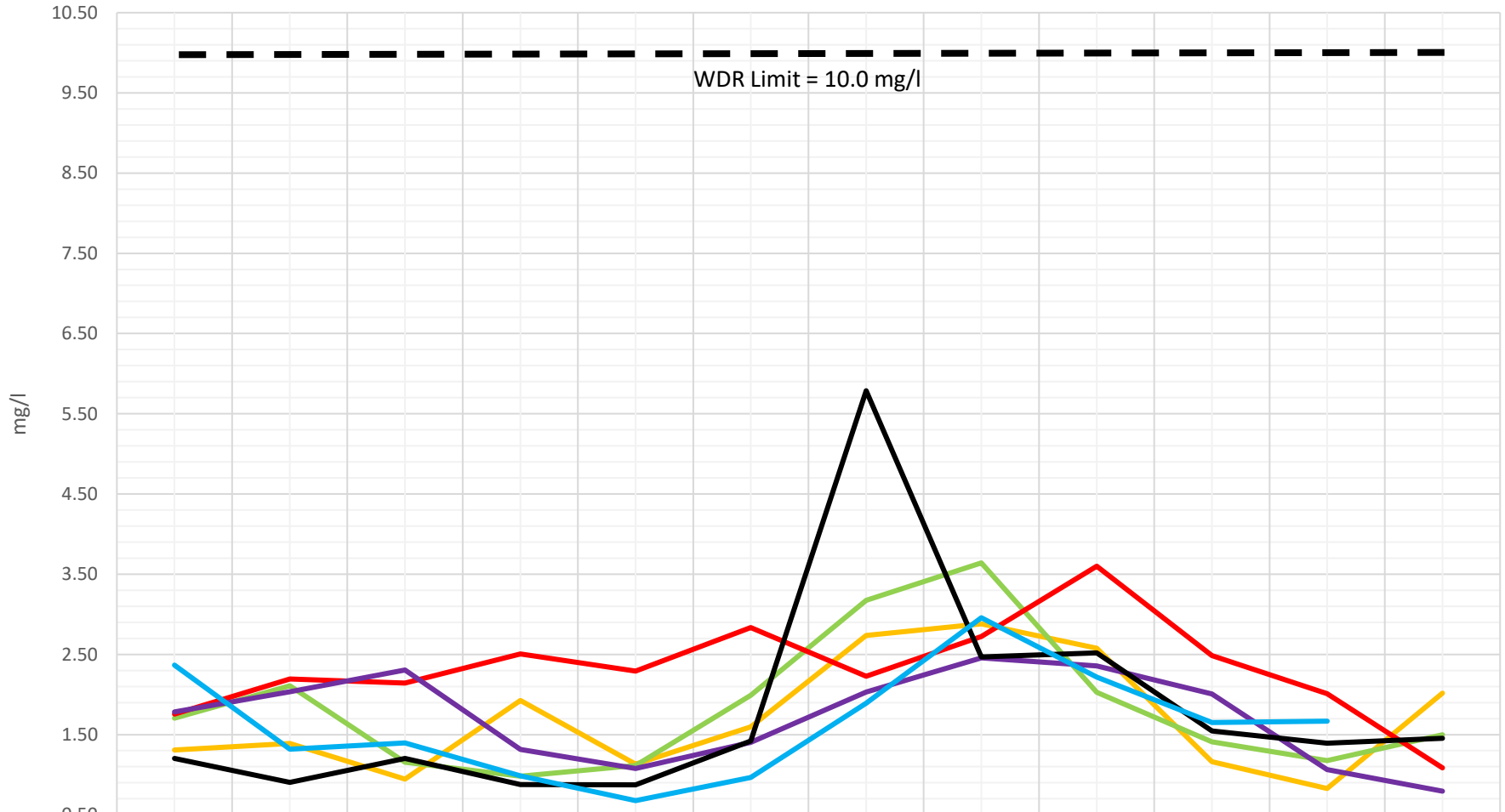
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	7.66	10.16	6.68	5.50	6.12	6.06	8.99	7.11	6.89	4.78	6.09	8.84
2015	8.46	7.34	5.56	4.58	5.77	5.76	9.35	6.84	7.00	4.74	5.50	9.55
2016	9.28	8.58	8.60	6.93	6.84	6.13	8.60	6.92	7.11	6.32	6.36	9.99
2017	9.52	13.81	12.23	11.86	9.54	6.41	8.87	7.44	7.53	5.49	6.53	8.31
2018	7.68	7.03	10.69	11.44	6.93	6.37	7.73	7.12	7.31	4.95	6.58	8.72
2019	8.58	11.95	8.17	9.14	7.59	6.40	8.57	6.83	6.94	4.73	5.00	

Monthly Average Daily Flow (Districts)



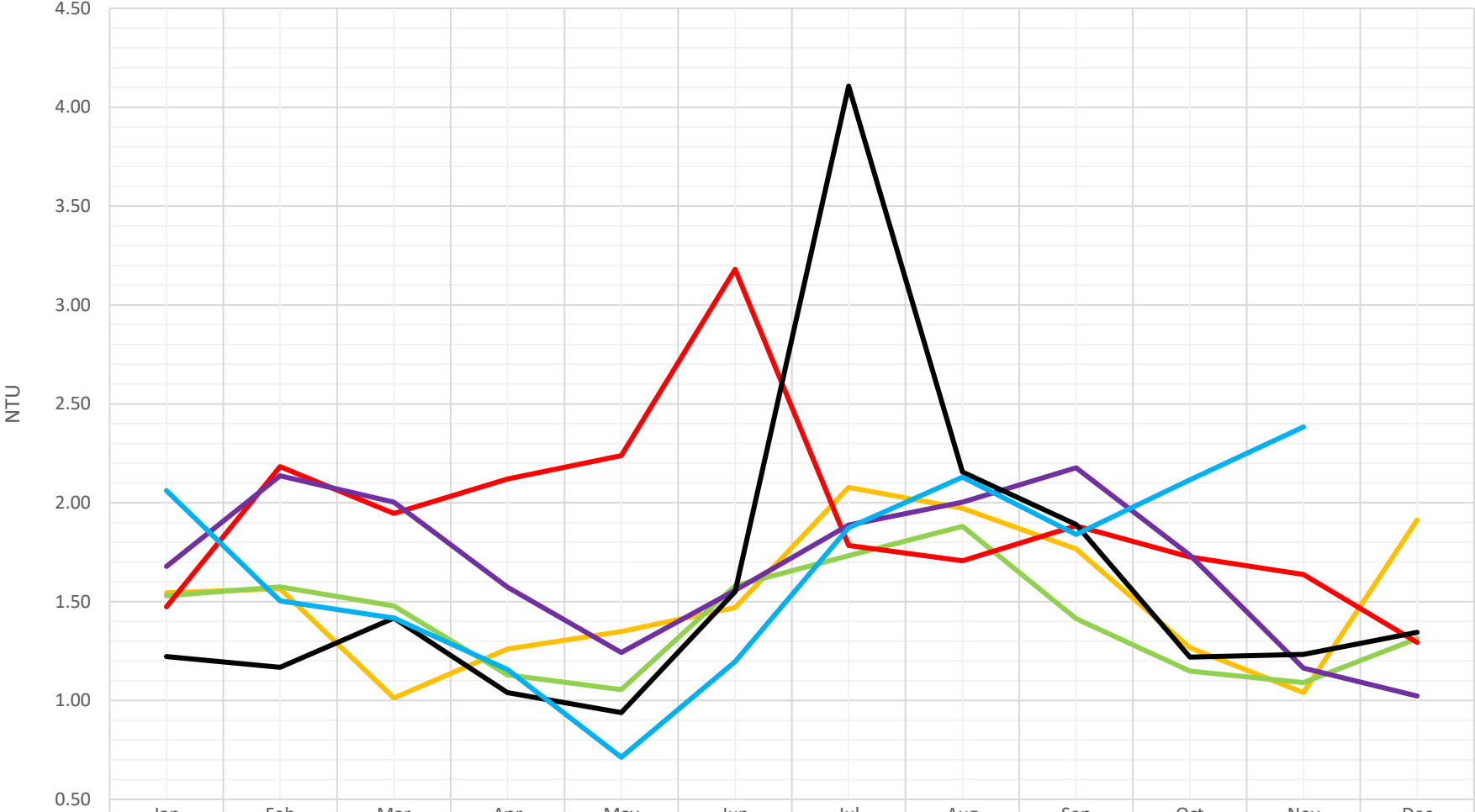
	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
NTPUD	0.59	0.69	0.78	0.95	1.25	1.54	1.10	0.93	0.98	0.83	0.66	0.54	0.52
TCPUD	0.47	0.56	0.68	0.77	0.92	1.23	1.08	0.89	1.03	0.84	0.37	0.22	0.20
ASCWD	0.05	0.07	0.08	0.13	0.13	0.19	0.16	0.09	0.06	0.06	0.03	0.03	0.03
SVPSD	0.14	0.23	0.28	0.33	0.34	0.39	0.24	0.20	0.23	0.19	0.16	0.12	0.12
TSD	1.81	2.11	2.27	2.52	2.89	3.27	2.49	2.20	2.27	2.03	2.11	2.02	1.95

Monthly Average Daily Suspended Solids (Effluent)



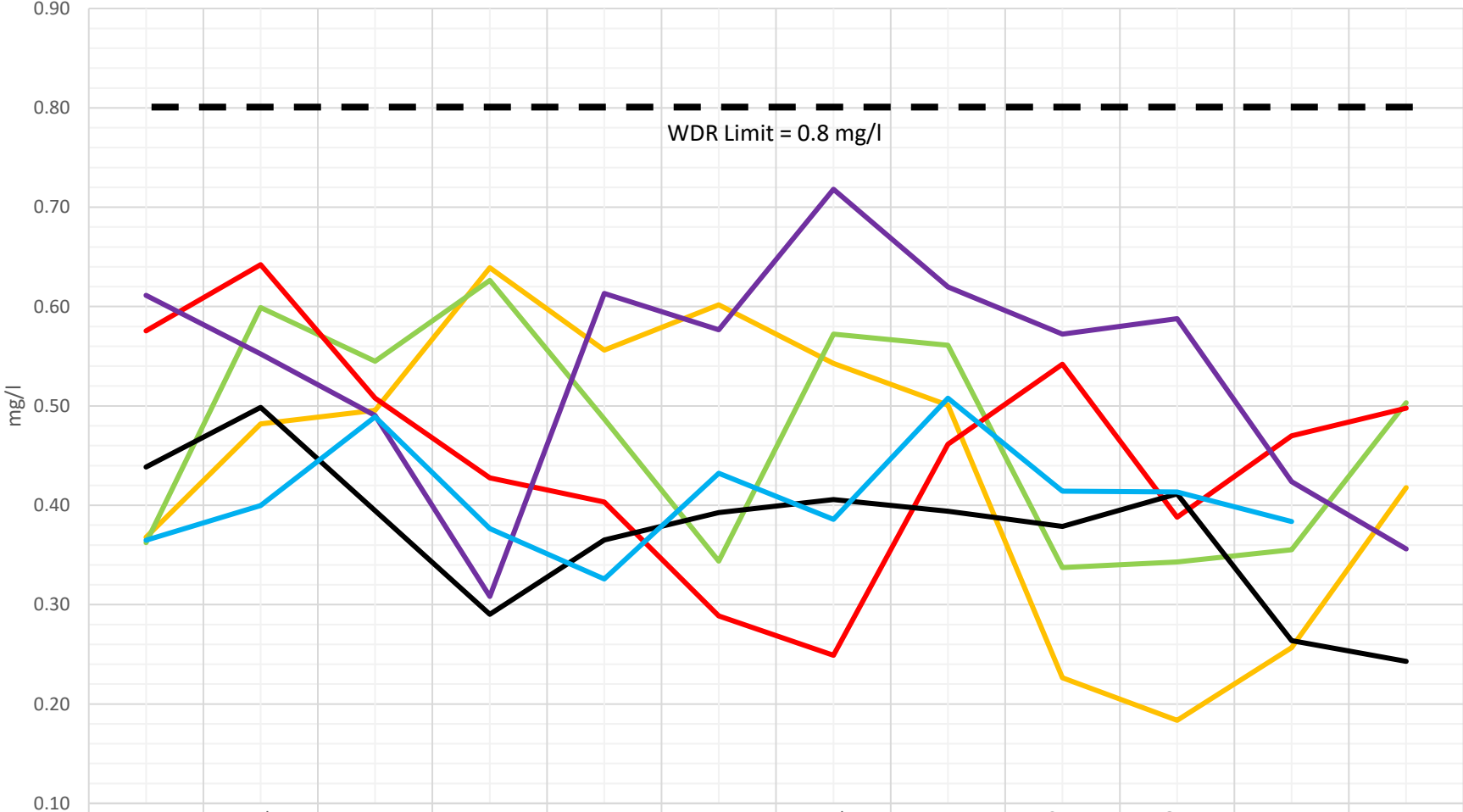
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	1.31	1.39	0.95	1.93	1.13	1.60	2.73	2.88	2.58	1.16	0.83	2.02
2015	1.70	2.11	1.16	0.98	1.11	1.99	3.17	3.64	2.03	1.41	1.18	1.50
2016	1.76	2.20	2.14	2.51	2.29	2.84	2.23	2.72	3.60	2.49	2.01	1.09
2017	1.78	2.04	2.30	1.31	1.08	1.40	2.03	2.46	2.36	2.01	1.06	0.80
2018	1.20	0.91	1.20	0.88	0.87	1.42	5.79	2.47	2.52	1.55	1.39	1.45
2019	2.37	1.32	1.40	0.99	0.68	0.97	1.89	2.96	2.22	1.65	1.67	

Monthly Average Daily Turbidity (Effluent)



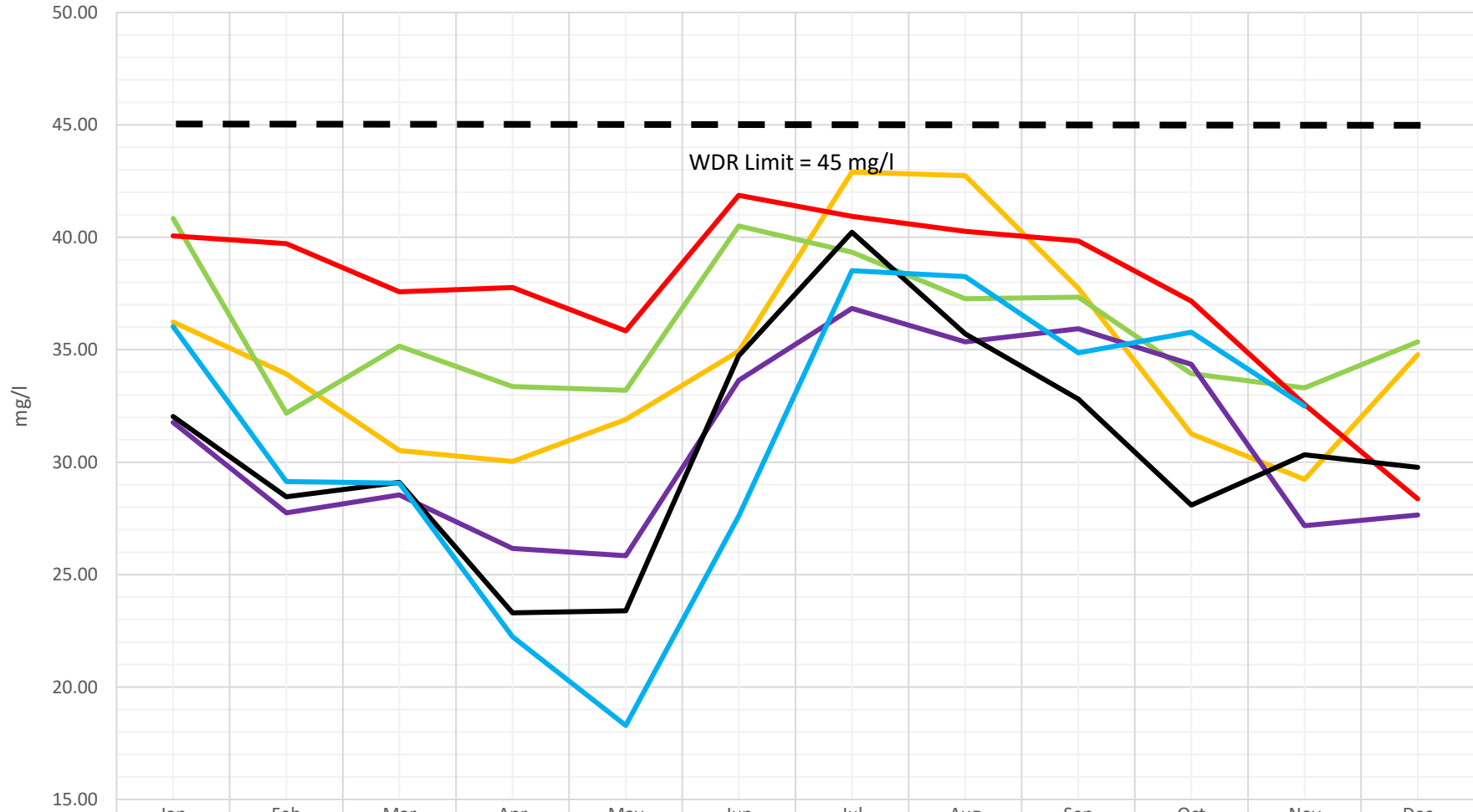
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	1.55	1.56	1.01	1.26	1.35	1.47	2.08	1.97	1.77	1.27	1.04	1.91
2015	1.53	1.58	1.48	1.13	1.05	1.58	1.73	1.88	1.41	1.15	1.09	1.31
2016	1.47	2.18	1.95	2.12	2.24	3.18	1.78	1.71	1.88	1.73	1.64	1.29
2017	1.68	2.14	2.00	1.57	1.24	1.56	1.89	2.00	2.18	1.74	1.16	1.02
2018	1.22	1.17	1.42	1.04	0.94	1.55	4.11	2.15	1.89	1.22	1.23	1.35
2019	2.06	1.50	1.42	1.16	0.71	1.20	1.87	2.13	1.84	2.12	2.38	

Monthly Average Daily Total Phosphorus (Effluent)



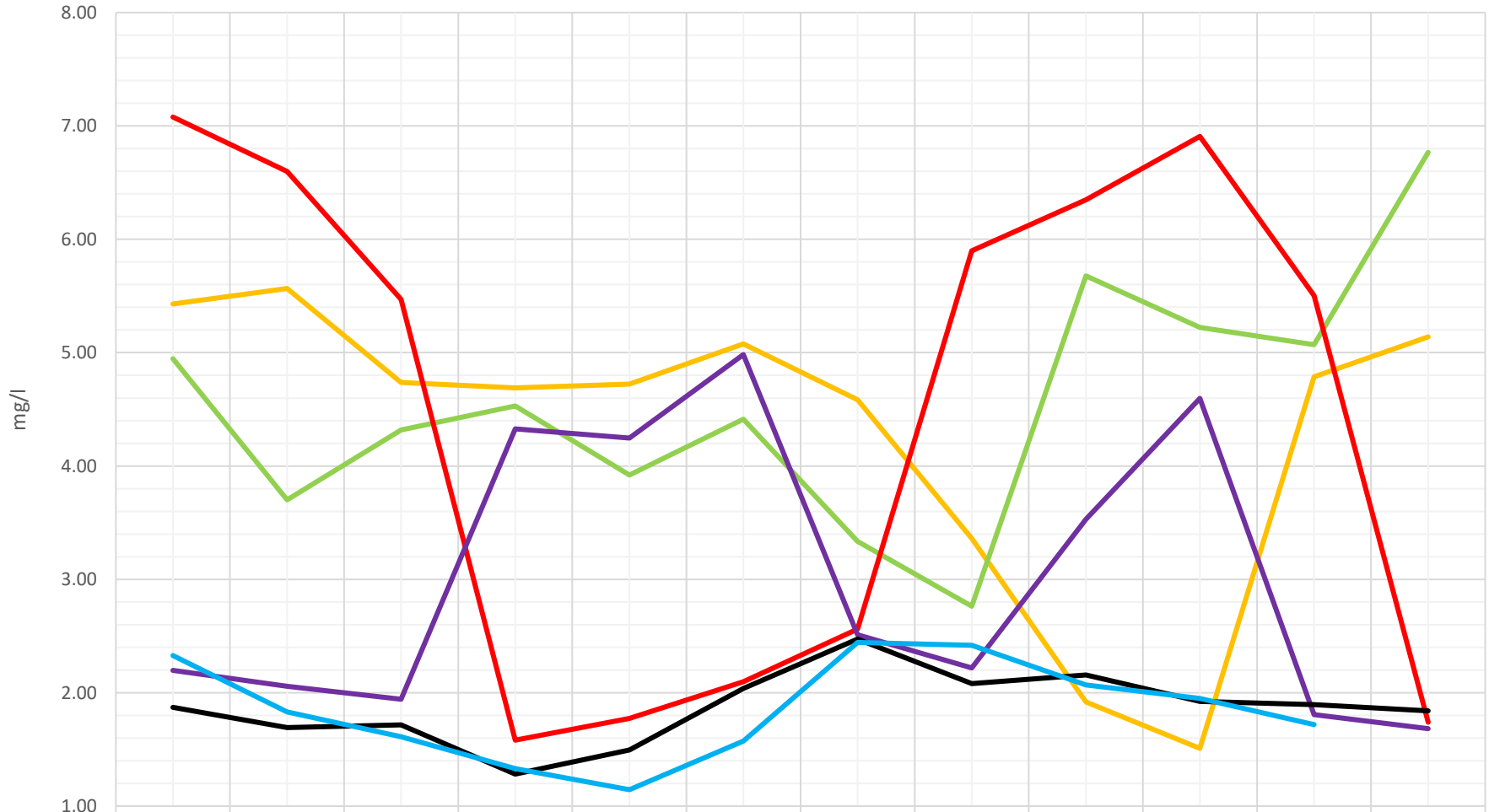
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	0.37	0.48	0.50	0.64	0.56	0.60	0.54	0.50	0.23	0.18	0.26	0.42
2015	0.36	0.60	0.54	0.63	0.49	0.34	0.57	0.56	0.34	0.34	0.36	0.50
2016	0.58	0.64	0.51	0.43	0.40	0.29	0.25	0.46	0.54	0.39	0.47	0.50
2017	0.61	0.55	0.49	0.31	0.61	0.58	0.72	0.62	0.57	0.59	0.42	0.36
2018	0.44	0.50	0.39	0.29	0.37	0.39	0.41	0.39	0.38	0.41	0.26	0.24
2019	0.36	0.40	0.49	0.38	0.33	0.43	0.39	0.51	0.41	0.41	0.38	

Monthly Average Daily Chemical Oxygen Demand (Effluent)



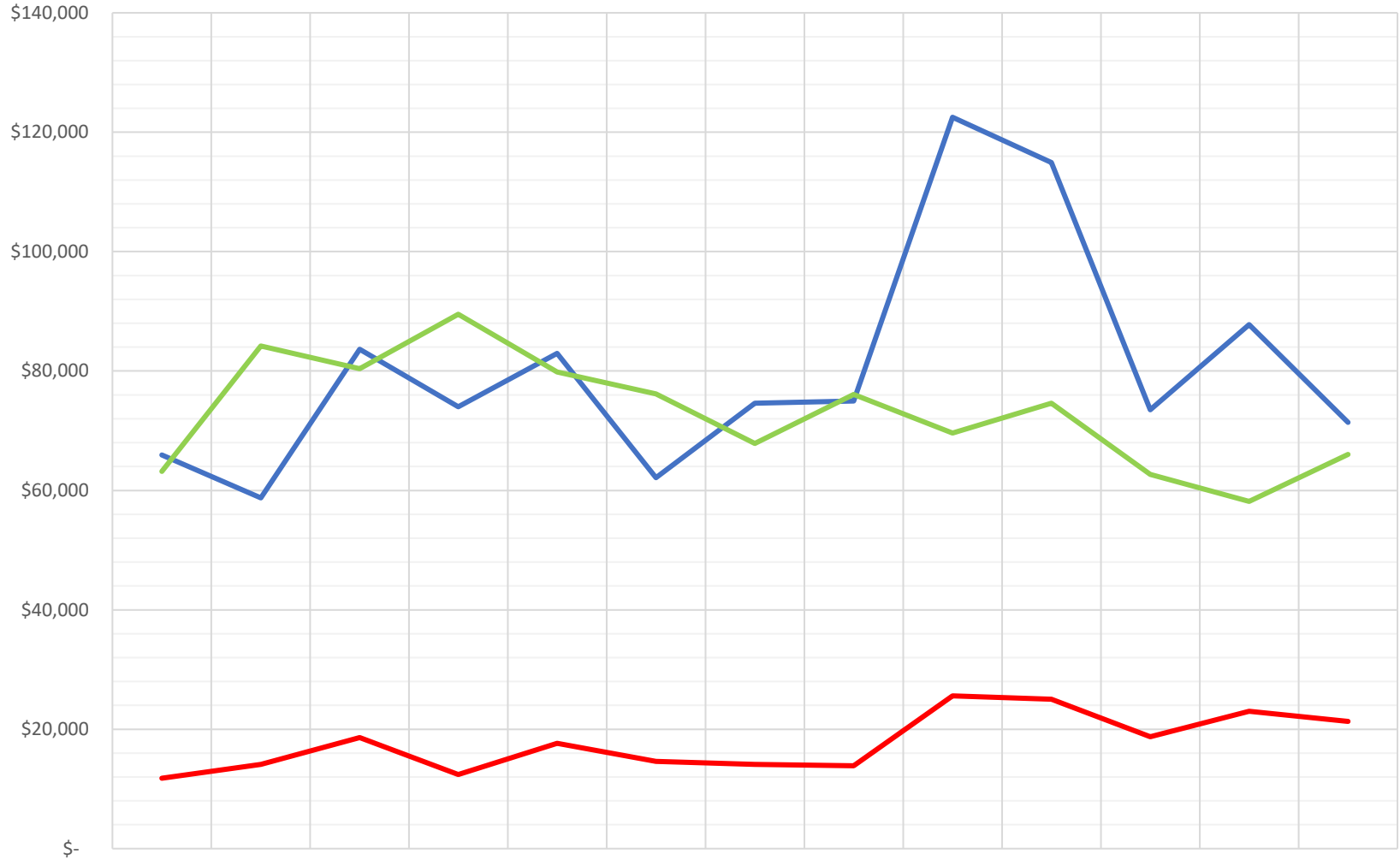
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	36.23	33.93	30.52	30.03	31.90	34.93	42.90	42.74	37.73	31.26	29.23	34.77
2015	40.84	32.18	35.16	33.37	33.20	40.50	39.33	37.27	37.33	33.94	33.30	35.35
2016	40.06	39.72	37.58	37.77	35.84	41.87	40.94	40.27	39.83	37.16	32.57	28.37
2017	31.77	27.75	28.55	26.17	25.84	33.63	36.84	35.35	35.93	34.35	27.17	27.65
2018	32.03	28.46	29.10	23.30	23.39	34.73	40.23	35.71	32.80	28.10	30.33	29.77
2019	36.03	29.14	29.06	22.24	18.29	27.60	38.52	38.26	34.86	35.78	32.50	

Monthly Average Daily Total Nitrogen (Effluent)



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	5.43	5.57	4.74	4.69	4.72	5.08	4.58	3.36	1.92	1.51	4.79	5.14
2015	4.95	3.70	4.32	4.53	3.92	4.41	3.34	2.76	5.68	5.22	5.07	6.77
2016	7.08	6.60	5.47	1.58	1.77	2.10	2.56	5.90	6.35	6.91	5.50	1.74
2017	2.20	2.06	1.94	4.33	4.25	4.98	2.51	2.22	3.53	4.60	1.81	1.68
2018	1.87	1.69	1.72	1.28	1.50	2.04	2.47	2.08	2.16	1.92	1.90	1.84
2019	2.33	1.83	1.61	1.33	1.14	1.57	2.44	2.42	2.07	1.95	1.72	

Chemical, Power and Sludge Disposal Costs



	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
— Chemical	\$65,950	\$58,752	\$83,644	\$74,020	\$82,977	\$62,144	\$74,595	\$74,990	\$122,510	\$114,905	\$73,500	\$87,752	\$71,385
— Power	\$63,203	\$84,179	\$80,374	\$89,515	\$79,844	\$76,190	\$67,858	\$76,064	\$69,608	\$74,597	\$62,700	\$58,163	\$66,044
— Sludge Disposal	\$11,797	\$14,115	\$18,617	\$12,429	\$17,642	\$14,638	\$14,121	\$13,905	\$25,591	\$25,020	\$18,730	\$23,009	\$21,328



TAHOE-TRUCKEE SANITATION AGENCY MAINTENANCE DEPARTMENT REPORT


Date: December 11, 2019
To: Board of Directors
From: Richard Pallante, Maintenance Manager
Subject: Maintenance Report

- ◆ **Project support:** In the month of November, Maintenance staff provided support for the following projects:
 - Responded to USA Dig- Alert request along the TRI corridor.
 - Headworks Barscreen/Compactor Upgrade Project.
 - Squaw Siphon Project.
 - Digester Cleaning.

- ◆ **Plant Maintenance projects:** Maintenance staff performed tasks on the following ongoing projects:
 - Pre-delivery preparations for variable frequency drive replacement at Multi-Purpose Pump Station.
 - Curb installation in corridor.
 - Secondary 3 drive structure balancing.
 - Installation of early alert system at chlorine building.
 - Modification of chlorine panel.
 - Chlorine scrubber repair.
 - Valve replacements in digester control building.
 - Installation of grounding system at gasoline tank and waste oil tank.

- ◆ **Work Orders**
 - Completed this month: Mechanical-29, Facilities-26, Electrical & Instrumentation-37.
 - Pending: Mechanical-68, Facilities-12, Electrical & Instrumentation-71.

Review Tracking:

Submitted By: 
Richard Pallante
Maintenance Manager

Approved By: 
LaRue Griffin
General Manager



Chlorine Early Detection Alarm



Digester Valve Replacement



Curb Installation



MPPS VFD Replacement



TAHOE-TRUCKEE SANITATION AGENCY
ENGINEERING DEPARTMENT REPORT


Date: December 11, 2019
To: Board of Directors
From: Jay Parker, Engineering Manager
Subject: Engineering Report

- ◆ **Projects:** In the month of November, Engineering staff continued working on the following projects:
 - Digital Scanning of Sewer Lines
 - Headworks Improvements Project
 - 2019 Digester Cleaning Project
 - Master Sewer Plan
 - 2020 Plant Painting Project
 - 2020 Building 4 Corten Wall Addition
 - Clarifier Launder Cover Project

- ◆ **Project Planning Meetings:** Engineering staff assisted in review of construction documents and/or attended coordination meetings for the following projects:
 - SVPSD Truckee River Siphon Replacement Project

- ◆ **Work Orders**
 - Engineering:
 - Completed this month: 0
 - Pending: 0
 - Safety:
 - Completed this month: 4
 - Pending: 9

Review Tracking:

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager




TAHOE-TRUCKEE SANITATION AGENCY IT DEPARTMENT REPORT

Date: Dec. 11, 2019
To: Board of Directors
From: Bob Gray, IT Department Manager
Subject: Information Technology (IT) Report

- T-TSA Plant Information System (PIS)
 - Integration with SIS and SCADA ongoing
 - Finished new reporting module that allows for automatic transfer of aggregate operations data
 - Connection Permit Portal
 - Finished code that allows for voiding permits with transaction recording and automatic PDF permit watermark canceling
- SCADA HMI Virtual Machine Development and Software Upgrade
 - Virtual Machine (SCADAMAIN10)
 - Current tagname server application loaded and running
 - Virtual Machine (SCADAMAIN11B)
 - Wonderware software ready for Application Server development
- SCADA Developments
 - Replacement of Remote IO Racks in building 80 (BNR Influent Pump Station) due to rodent nesting
 - Equipment list still being compiled for module compatibility
 - Replacement of PLC system from unsupported legacy equipment in Chlorine Building
 - Equipment list being compiled for ordering
- Computer Hardware Upgrades
 - (VMHOST4) Virtual Machine Host Installation
 - Virtual Machine software configured and transferring computers onto new system
 - Configuration of Network Attached Storage device NAS3
 - NAS3 Drive in service and operating for a month
 - NAS2 is incremental backup system
 - NAS1 is decommissioned and getting set up for new role
- BNR Blower Cabinet Environment Monitoring and Logging
 - PLC Installed in Blower 8 Cabinet
 - PLC Installed in Blower 5 Cabinet
 - Differential pressure and cabinet temperature sensors are connected into PLC
 - Ready to bring into SCADA

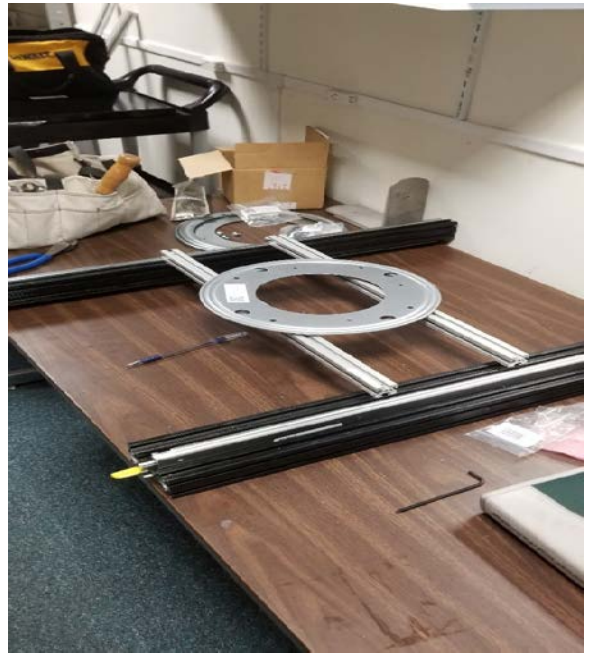
- Security Camera Installation
 - Camera installation and recording configuration complete for each of the following:
 - New AWT with birds-eye front gate view
 - Front Office
 - Dewatering Building
 - Front Gate
 - BNR Pump Station
- Buildout of PLC Test Rack in AWT Panel
 - All construction materials acquired
 - Lazy Susan and slide out shelf assemble finished
 - Existing racks and equipment removed from IT office
- Work Orders
 - Completed in Nov.: 39
 - Outstanding: 163

Submitted By: 
Robert Gray
IT Department Manger

Approved By: 
LaRue Griffin
General Manager



Network Storage Appliance (NAS3)



Lazy Susan Drawer for PLC Development



New VMHOST4 Virtual Machine Server



TAHOE-TRUCKEE SANITATION AGENCY ADMINISTRATION DEPARTMENT REPORT

Date: December 11, 2019
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Subject: Administration Report

Accounting

- Completed monthly A/P, A/R, payroll, general ledger processes, and bank reconciliations.
- Continued coordination with Damore, Hamric & Schneider, Inc. for Financial Audit review.

Billing/Customer Service

- General assistance with customer accounts, adjustments, and plan review.
- Performed inspections and prepared associated letters, reports and invoices.

Purchasing

- Coordinated purchase of plant O&M supplies and performed various tasks to assist the department.
- Coordinated with all departments regarding Agency contracts and bids.
- Completion of Agency Thanksgiving Feast for all staff on November 12th.
- Project Mana food drive for Thanksgiving generated twenty pounds of food.

General Administration

- Attended a pre-live phase training at Caselle software headquarters with staff the week of November 18th-22nd in Provo, Utah.
- Continued coordination AIMS Team GIS, LLC for Agency GIS structuring.
- Continued preparation of Annual Employee Appreciation Dinner.
- Prepared notification to staff and prepared for distribution of Longevity Awards.
- Performed various administrative duties to assist GM and Board of Directors.
- Performed miscellaneous public records requests.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

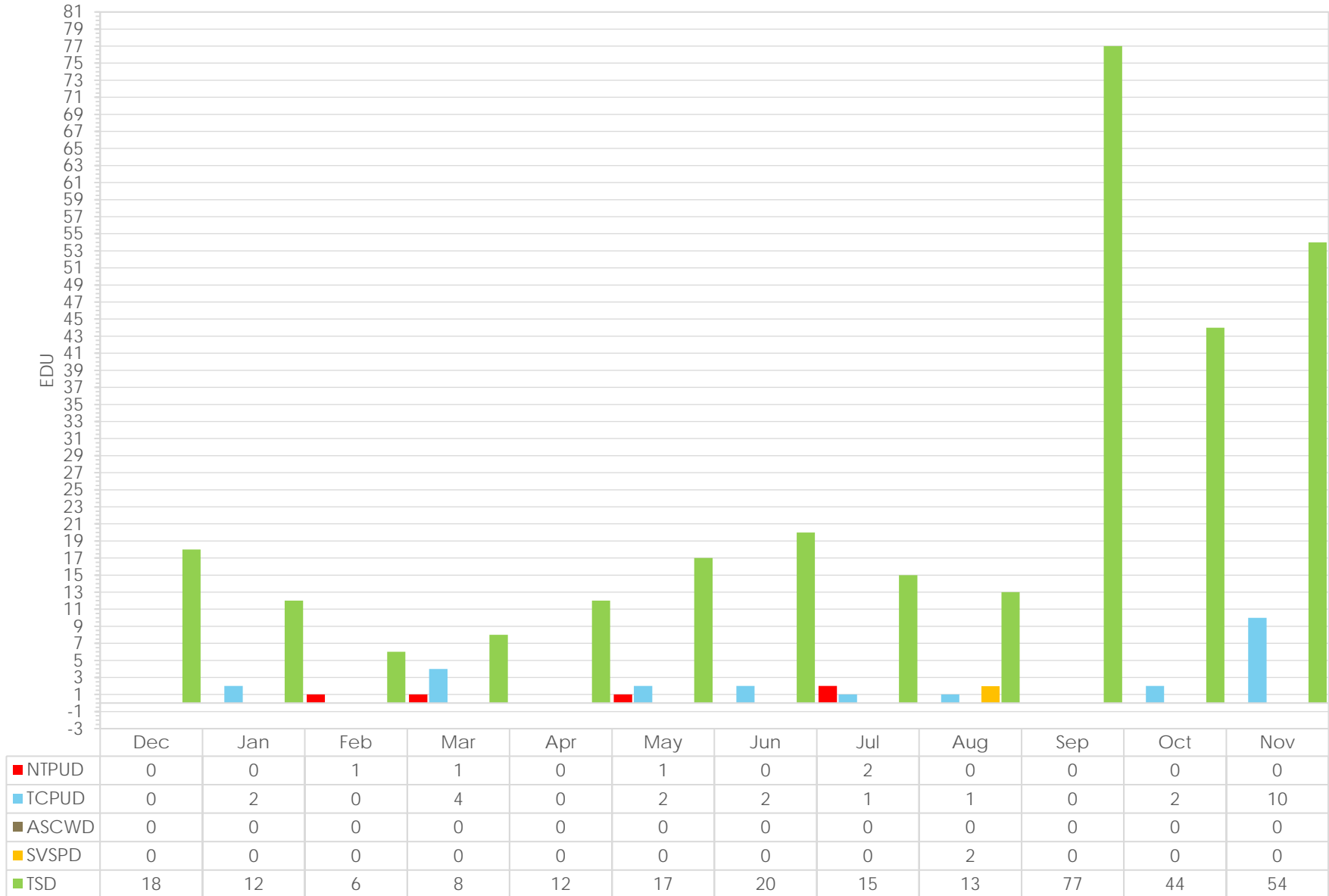
CONNECTION FEES - NOVEMBER 2019

Connection Fee Type	MTD Count (#)	MTD Total Ft ²	MTD Total \$	YTD Count (#)	YTD Total Ft ²	YTD Total \$
Residential	9	29,186	\$ 64,575.50	154	286,855	\$ 730,996.25
Residential Ft ² Additions	1	582	\$ 1,018.50	17	28,060	\$ 49,105.00
Residential Ft ² Additions - Exempt	0	0	N/A	0	0	N/A
Accessory Dwelling Unit (ADU)	0	0	\$ -	3	2,137	\$ 8,239.75
Accessory Dwelling Unit (ADU) - Exempt	0	0	N/A	0	0	N/A
Commercial	3	N/A	\$ 6,300.00	21	N/A	\$ 161,275.00
Industrial	0	N/A	\$ -	0	N/A	\$ -
Grand Total	13	29,768	\$ 71,894.00	195	317,052	\$ 949,616.00

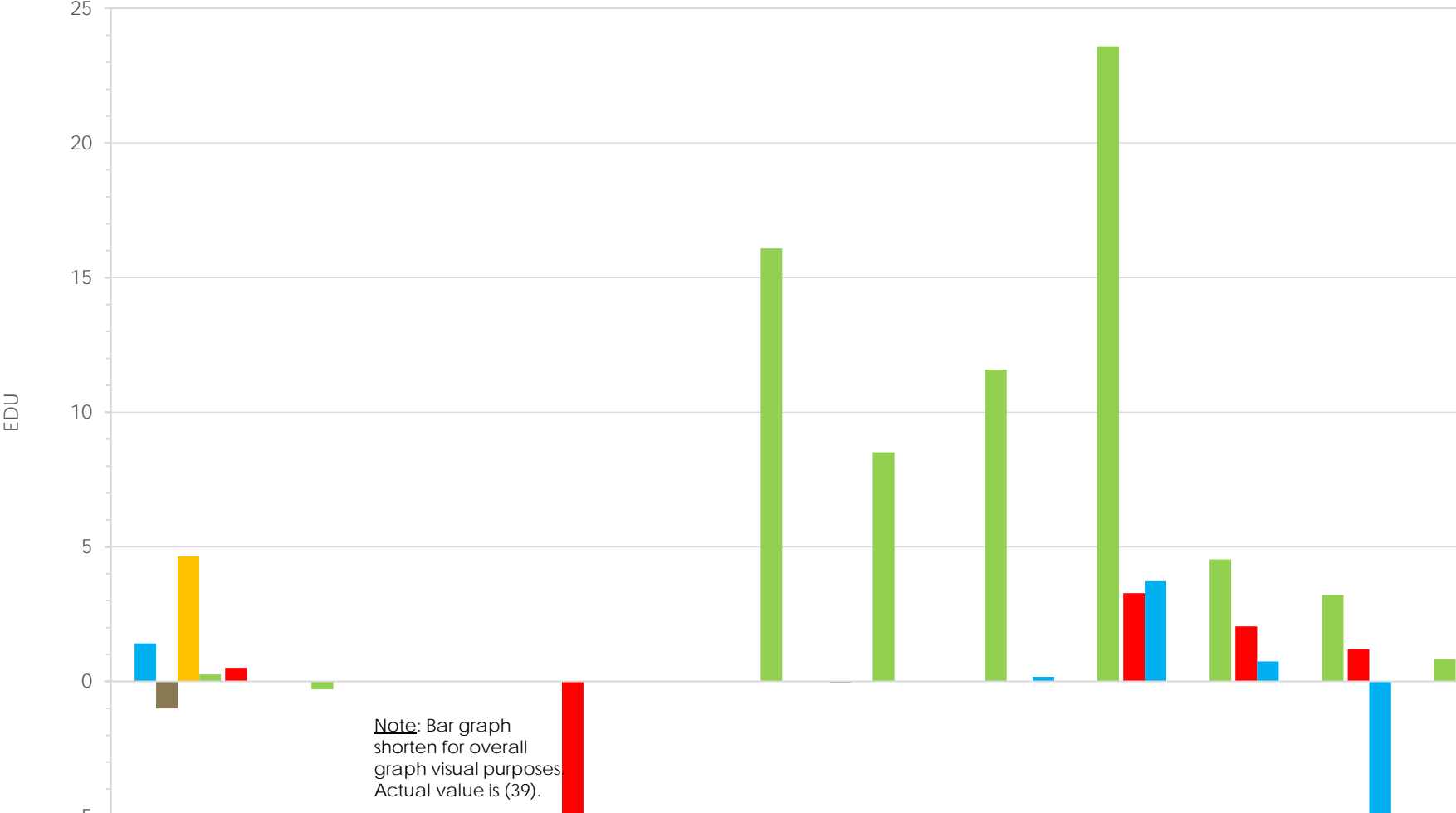
INSPECTIONS - NOVEMBER 2019

Inspection Type	MTD Count #	MTD Total	YTD Count #	YTD Total
Commercial	21	21	168	195
Residential (Drive-by of Suspended Accounts)	0		27	

Residential EDU Summary

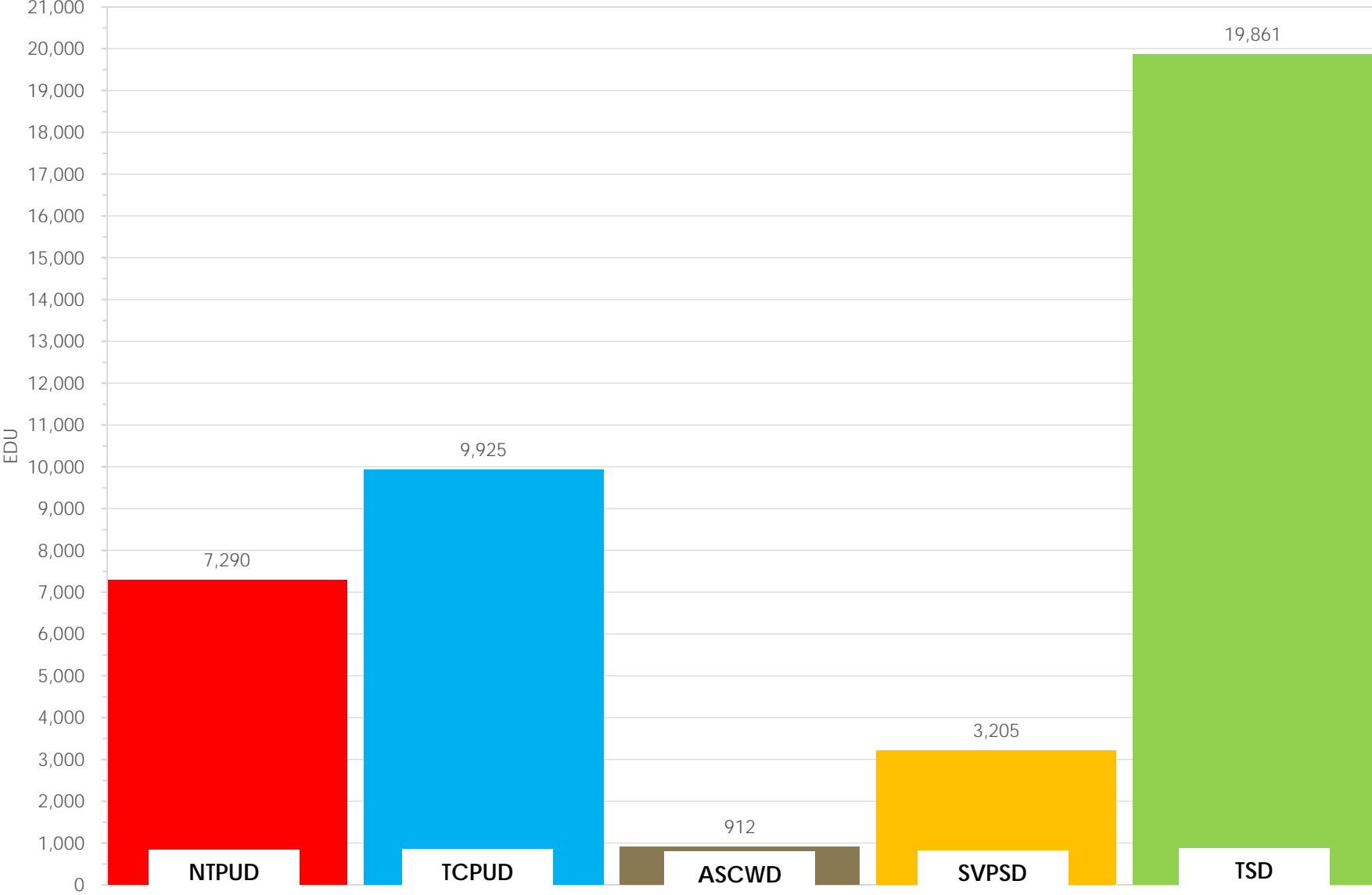


Other EDU Summary

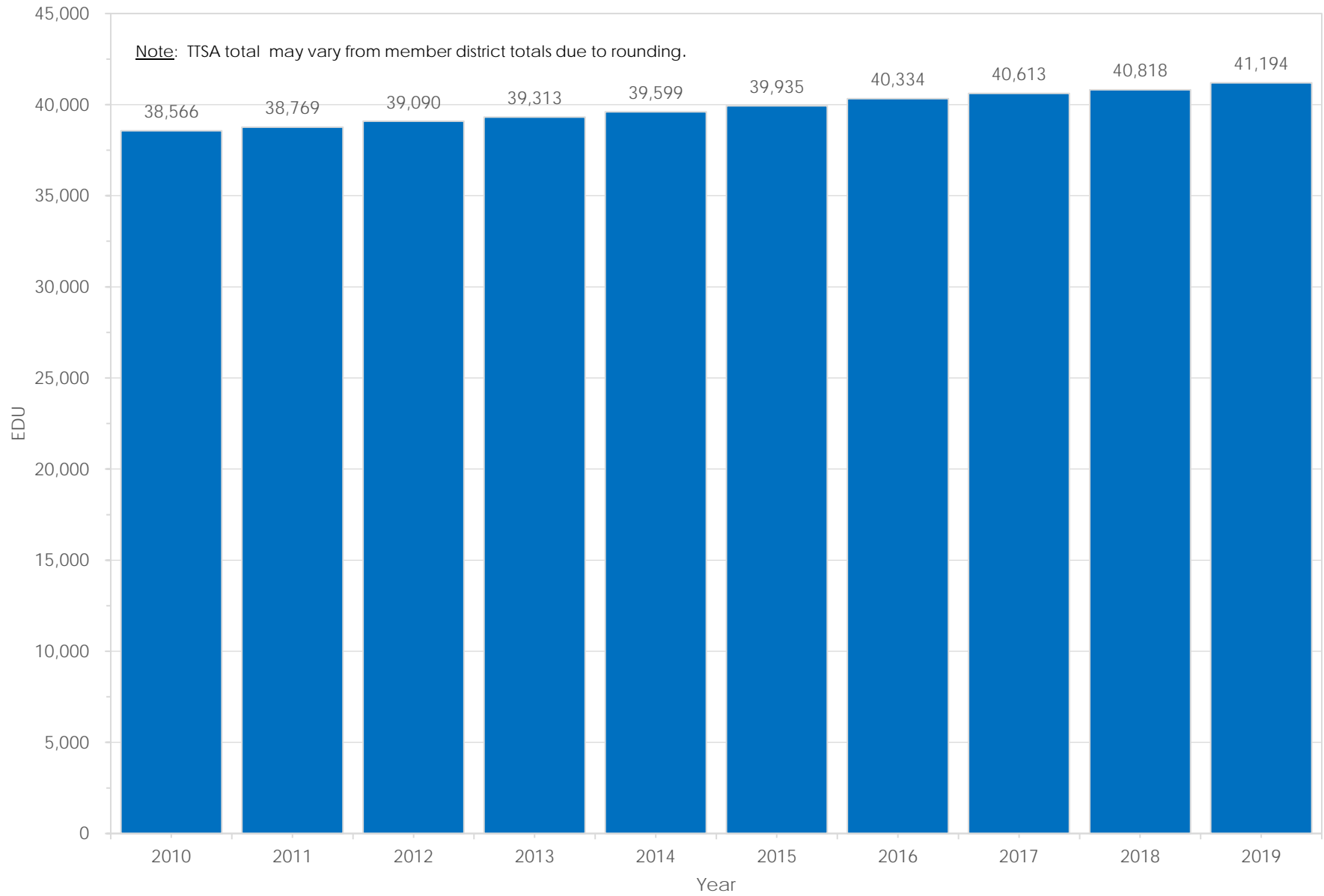


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
■ NTPUD	0.0	0.5	0.0	0.0	(5.2)	0.0	0.0	0.0	0.0	3.3	2.0	1.2
■ TCPUD	1.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2	3.7	0.7	(7.6)
■ ASCWD	(1.0)	0.0	0.0	0.0	0.0	0.0	(0.0)	0.0	0.0	0.0	0.0	0.0
■ SVSPD	4.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
■ TSD	0.3	(0.3)	0.0	0.0	0.0	16.1	8.5	11.6	23.6	4.5	3.2	0.8

Current EDU Summary By Member District



Historical TTSA EDU Summary





TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VI-2
Subject: General Manager Report

Continuing Projects/Work

- Management and staff continued revision of the employee handbook.
- Management and staff continued to investigate options to become more efficient.
- Management and staff continued implementation of the new software programs.
- Management and staff continued progress on CIP projects.
- Management and staff continued leadership training.

Past Month Projects/Work

- Management reviewed proposals for the Agency Organizational Assessment.
- Management finalized salary schedule, salary schedule implementation guide, and employee benefits.
- Management and staff finalized classification descriptions and organizational chart.
- Management commenced discussion on new employee evaluation format.
- Management held meetings with staff to discuss salary schedule, salary schedule implementation guide and employee benefits.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VII
Subject: Board of Director Comment

Background

Opportunity for directors to ask questions for clarification, make brief announcements and reports, provide information to staff, request staff to report back on a matter, or direct staff to place a matter on a subsequent agenda.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 11, 2019
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VIII
Subject: Closed Session

1. Closed session conference with General Manager, as Agency real property negotiator, concerning price and terms of payment relating to potential real property exchange with Truckee Tahoe Airport District concerning Nevada County APN 019-440-81, APN 049-040-24 and APN 049-040-25.
2. Closed session for public employee discipline/dismissal/release.
3. Closed session to hear complaints or charges brought against an employee by another person.
4. Closed session consultation with Agency General Counsel concerning threat to public services or facilities.