



Tahoe-Truckee Sanitation Agency
Regular Board Meeting
December 16, 2020

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
David Smelser
Blake Tresan
S. Lane Lewis
General Manager
LaRue Griffin

BOARD OF DIRECTORS REGULAR MEETING NOTICE AND AGENDA

Date: December 16, 2020

Time: 9:00 AM

This meeting will be conducted entirely by teleconferencing in accordance with Governor Newsom's Executive Order (#N-29-20) and the Board Room will not be accessible to the public. The following are the video conferencing: <https://global.gotomeeting.com/join/907460749> and audio teleconferencing call-in information: phone no. (877) 568-4106, access code: 907-460-749. If you are an individual with a disability and need assistance or accommodation to participate in this teleconference meeting, please contact Mrs. Roshelle Chavez at (530) 587-2525 or rchavez@ttsa.net.

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 via email. For more information on the process to participate in the meeting via computer, tablet or phone, see the accompanying *Guidelines for Using GoToMeeting for T-TSA December 16 Board of Directors Meeting*. 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. 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 regular Board meeting on November 18, 2020.
2. Approval of general fund warrants.
3. Approval of financial statements.
4. Approval of Progress Pay Estimate No. 3 for the 2020 Administration Building Remodel project.

IV. Regular Agenda

1. Report from November 18, 2020 closed session meeting.
2. Discussion of staff recommendations on the Organizational Assessment recommendations.
3. Approval of the classification descriptions.
4. Approval of the Salary Schedule.
5. Approval of the Organizational Chart.
6. Approval of updated FMLA/CFRA, PDL, PFL, California Parental Leave and Medical Leave of Absence policies.
7. Approval of the General Engineering Services Agreement with Carollo Engineers, Inc.

V. Management Team Report

1. Department Reports.
2. General Manager Report.

VI. 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.

VII. Closed Session

1. Closed session for public employee performance evaluation of the General Manager position.

VIII. Adjournment

Posted and Mailed, 12/11/20



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) or email rchavez@ttsa.net. 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.

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Directors

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S. Lane Lewis

General Manager

LaRue Griffin

Guidelines for Using GoToMeeting for T-TSA December 16 Board of Directors Meeting

Before the Meeting:

- GoToMeeting can be used in a web only application, on mobile devices, or as a desktop version. The desktop version is recommended as it has the most functionality. The app may be downloaded here: <https://global.gotomeeting.com/install/907460749>.

To Join the Meeting:

- Video teleconference: You can join the meeting via computer, tablet, or phone which will allow greater functionality such as having a name associated with your caller-ID.
 - Join using this link: <https://global.gotomeeting.com/join/907460749>. If you do not have a microphone with your video conference, please call in via audio teleconference to as described below.
- Audio Teleconference: You can join the meeting via phone only.
 - Join by calling the following phone number: (877) 568-4106
 - You will then be asked for the Access Code: 907-460-749
 - If you choose to participate via audio teleconference only, press # when prompted for your audio pin.

Controls:

- If you are attending the meeting via video teleconference, please utilize the settings tab at the top of the control panel titled “webcam” to control your video. You are encouraged to share your video stream.
- Mute/Unmute – Please mute yourself when you are not speaking, regardless of teleconference method. If needed, the organizer can also mute/unmute you to keep order for the meeting. You can do this using your phone’s controls or using the controls on GoToMeeting.

Board Discussion:

- Board President Cox will chair the meeting. After staff introduces an agenda item, Directors will be given the opportunity to provide comment one-by-one as called on by President Cox.

Public Comment Option:

- After the Directors have discussed an agenda item, President Cox will move to receive public comment on the item. Mrs. Chavez will call on individual attendees to sequence comment.

- If you are attending the meeting via video or audio teleconference and would like to submit a public comment or comment on a specific Agenda item, please email Mrs. Roshelle Chavez, Administrative Manager at comment@ttsa.net. Identify your email subject title comment as “I have a comment”. In the body of the email please state if you wish to make a public comment or a comment on a specific Agenda item.
- All requests to make a comment will be called in the order received.

Motions:

- All motions will be taken by roll call vote.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
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 16, 2020
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 16, 2020
To: Board of Directors
From: Roshelle Chavez, Administrative Manager
Item: III-1
Subject: Approval of the minutes of the regular Board meeting on November 18, 2020

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 18, 2020.

Recommendation

Management recommends approval of the minutes of the regular Board meeting on November 18, 2020.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Manager

Approved By: 
LaRue Griffin
General Manager

**BOARD OF DIRECTORS
REGULAR MEETING MINUTES**

November 18, 2020

I. Call to Order:

This meeting was conducted via GoToMeeting teleconferencing as described in the November 18, 2020 meeting agenda and the accompanying Guidelines for Using GoToMeeting for T-TSA November 18, 2020 Board of Directors Meeting. 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, OVPSD (via teleconference)
Dan Wilkins, TCPUD (via teleconference)
S. Lane Lewis, NTPUD (via teleconference)
David Smelser, ASCWD (via teleconference)
Blake Tresan, TSD (via teleconference)

Staff Present: LaRue Griffin, General Manager (via teleconference)
Roshelle Chavez, Administrative Manager (via teleconference)
Jay Parker, Engineering Manager (via teleconference)
Michael Peak, Operations Manager (via teleconference)
Richard Pallante, Maintenance Manager (via teleconference)
Robert Gray, Information Technology Manager (via teleconference)
Vicky Lufrano, Human Resources Administrator (via teleconference)
Richard P. Shanahan, Agency Counsel (via teleconference)
Aaron Carlsson, Engineering Department (via teleconference)
Scott Fleming, Engineering Department (via teleconference)
Michelle Mackey, Administrative Department (via teleconference)
Dawn Davis, Administrative Department (via teleconference)
Angelina Henson, Administrative Department (via teleconference)
Tiffany Hambrick, Administrative Department (via teleconference)
Greg O’Hair, Operations Department (via teleconference)
Brandon Dimond, Operations Department (via teleconference)
Kristin Davis, Laboratory Department (via teleconference)
Paul Shouse, Maintenance Department (via teleconference)
Tanner McGinnis, Maintenance Department (via teleconference)

Public Present: Tim Loper, Carollo Engineering
Sarah Coolidge, Public
Pippin Mader, Public
Jane Davis, Public

II. Public Comment.

Ms. Jane Davis provided public comment regarding the Agency waste discharge requirements violations.

Mr. Phippen Mader provided public comment regarding the management reports, General Manager, staff, operations, management and the Board of Directors.

Mr. Aaron Carlsson provided public comment regarding the Agency, operations, staff, Board of Directors, and General Manager.

No further action was taken by the Board.

III. Consent Agenda

1. Approval of the minutes of the regular Board meeting on October 21, 2020.

MOTION by Director Lewis **SECOND** by Director Tresan to approve the minutes of the regular Board meeting on October 21, 2020; motion approved.

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

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

Motion passed.

2. Approval of general fund warrants.

3. Approval of financial statements.

4. Approval of Progress Pay Estimate No. 1 for the Furnishing Air Purifying Respirator and Self-Contained Breathing Apparatus Equipment project.

5. Approval of Progress Pay Estimate No. 2 for the 2020 Digital Scanning of Sewer Lines project.

6. Approval of Progress Pay Estimate No. 2 for the 2020 Administration Building Remodel project.

MOTION by Director Lewis **SECOND** by Director Wilkins to approve the Consent Agenda items 2-6; motion approved.

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

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

Motion passed.

IV. Regular Agenda

1. Report from October 21, 2020 closed session meeting.

Mr. Griffin stated there was no action to report from the October 21, 2020 closed session meeting.

No action was taken by the Board.

2. Presentation of the Organizational Assessment.

Mr. Tim Loper of Carollo Engineering, Inc. provided a PowerPoint presentation to the Board of Directors on the Organizational Assessment. After the presentation, Mr. Loper addressed Director questions.

Mr. Griffin informed the Board there was no action required on the presentation, other than accepting the completed assessment. Mr. Griffin explained that the acceptance action would indicate only that Carollo Engineering, Inc. has completed the Organizational Assessment scope of work, and acceptance would not be an indication the Directors or Agency accepts all or any recommendations from the Organizational Assessment report. Staff would return the next month after evaluating the recommendations from that Organizational Assessment and make its own recommendations on which to adopt and implement.

Public comment was received from Mr. Pippin Mader and Ms. Sarah Coolidge.

3. Approval to accept the Organizational Assessment report.

MOTION by Director Lewis **SECOND** by Director Smelser to accept the Organizational Assessment report; unanimously approved.

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

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

Motion passed.

4. Approval to award the purchase of the Submersible Pump and Power Pack project.

MOTION by Director Lewis **SECOND** by Director Tresan to award the purchase of the Submersible Pump and Power Pack project to Pac Machine Company, Inc. in the amount of \$72,134.03; unanimously approved.

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

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

Motion passed.

V. 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.

Public comment was received by Mr. Pippin Mader regarding department reports.

No action was taken by the Board.

VI. Board of Director Comment

Directors Lewis and Wilkins requested the Agency keep Carollo Engineering, Inc. retained under contract for additional services that may be needed to assist with recommendations for and implementation of the Organizational Assessment.

VII. Adjournment

There being no further business, the open session meeting was adjourned at 11:44 AM.

MOTION by Director Lewis **SECOND** by Director Smelser to approve the adjournment of the Regular Board of Directors Meeting; unanimously approved.

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

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

Motion passed.

The Board then continued the teleconference to conduct a closed session to consider the following item:

1. Closed session for public employee performance evaluation of the General Manager position.

LaRue Griffin
Secretary to the Board

Approved: _____



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: Roshelle Chavez, Administrative Manager
Item: III-2
Subject: Approval of general fund warrants

Background

The Agency implemented the Caselle software program and the report of general fund warrants is attached as prepared by Agency accounting software. It should be noted, payroll summaries are now excluded from the general fund warrants and are incorporated into the financial statements.

All warrants are 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 Manager

Approved By: 
LaRue Griffin
General Manager

Payee	Check Number	Check Issue Date	Description	Amount
1000 BULBS				
	86247	11/18/2020	2 PIN G23 BASE 2700 KELVIN LAMP SYLVANIA21279	49.98
Total 1000 BULBS:				49.98
A-1 NATIONAL FIRE CO.				
	86335	11/18/2020	FIRST AID KIT SERVICE	788.12 M
Total A-1 NATIONAL FIRE CO.:				788.12
ABSORBENTS ONLINE .COM				
	86316	11/18/2020	YELLOW DRAIN PLUG FOR SPILLS 4 IN DIA 1/ PLUG ACP6D	.00 V
Total ABSORBENTS ONLINE .COM:				.00
AIRGAS USA LLC				
	86342	11/18/2020	OCTOBER CYLINDER RENTALS	275.05 M
Total AIRGAS USA LLC:				275.05
ALLIED ELECTRONICS				
	86248	11/18/2020	PANASONIC BR 2032 BATTERY ALLIED STOCK # 70196995 MFR # BR2032	31.62
	86341	11/18/2020	PANDUIT NARROW SLOT DUCT 1"X2"X6" F1X2LG6 (PER LINEAR FOOT)	195.09 M
Total ALLIED ELECTRONICS:				226.71
ALPHA ANALYTICAL INC				
	86249	11/18/2020	CREDIT FOR INV 36954	275.00-
	86249	11/18/2020	FINAL EFFLUENT TTHM	100.00
	86249	11/18/2020	INVOICE 50222	8,610.00
	86319	11/18/2020	INVOICE 50304	260.00 M
	86319	11/18/2020	INVOICE 50326	2,820.00 M
	86319	11/18/2020	INVOICE 50303	250.00 M
	86319	11/18/2020	INVOICE 50305	175.00 M
	86340	11/18/2020	INVOICE 50358	200.00 M
	86340	11/18/2020	INVOICE 50373	625.00 M
	86340	11/18/2020	EDD FILE FOR 4Q2020 ANNUAL WELLS 624/8260	25.00 M
Total ALPHA ANALYTICAL INC:				12,790.00
ARAMARK WORK APPAREL				
	86250	11/18/2020	SVC CHARGE	197.00
	86311	11/18/2020	SVC CHARGES	197.00 M
	86356	11/18/2020	SVC CHARGE	197.00 M
Total ARAMARK WORK APPAREL:				591.00
AT&T 530 582-0827 966 5				
	86251	11/18/2020	OCTOBER INVOICE 90%	1,390.80
Total AT&T 530 582-0827 966 5:				1,390.80
AT&T ACCT #171-800-7674 001				
	86252	11/18/2020	OCTOBER INVOICE	972.93
Total AT&T ACCT #171-800-7674 001:				972.93

Payee	Check Number	Check Issue Date	Description	Amount	
BARTKIEWICZ, KRONICK & SHANAHAN					
	86320	11/18/2020	LEGAL SERVICES FOR OCTOBER	8,239.27	M
Total BARTKIEWICZ, KRONICK & SHANAHAN:				8,239.27	
CALIFORNIA SPECIAL DISTRICTS ASSOCIATION					
	86253	11/18/2020	2021 CSDA MEMBERSHIP RENEWAL	7,805.00	
Total CALIFORNIA SPECIAL DISTRICTS ASSOCIATION:				7,805.00	
Cascade Fire Equipment Co.					
	86350	11/18/2020	PPE #1 FURNISHING AIR PURIFYING RESPIRATOR & SELF-CONTAINED BRE	5,199.03	M
Total Cascade Fire Equipment Co.:				5,199.03	
CASELLE					
	86307	11/18/2020	DECEMBER SERVICE FEES	2,694.00	M
Total CASELLE:				2,694.00	
Central Sanitary Supply					
	86254	11/18/2020	DISINFECTANT SPRAY AEROSOL CANS	384.23	
Total Central Sanitary Supply:				384.23	
CH2M HILL					
	86339	11/18/2020	TASK ORDER #3 GENERAL CONSULTING SVC	1,177.67	M
Total CH2M HILL:				1,177.67	
CLARK PEST CONTROL					
	86255	11/18/2020	OCTOBER INVOICE	275.00	
Total CLARK PEST CONTROL:				275.00	
CORELOGIC INFORMATION SOLUTIONS, IN					
	86308	11/18/2020	OCTOBER INVOICE	662.14	M
Total CORELOGIC INFORMATION SOLUTIONS, IN:				662.14	
CUTTING IMAGE LLC					
	86256	11/18/2020	LETTERHEAD 2 BOXES	146.10	
Total CUTTING IMAGE LLC:				146.10	
CWEA					
	86257	11/18/2020	CWEA MEMBERSHIP RENEWAL- K WOODS	192.00	
	86257	11/18/2020	CWEA MEMBERSHIP RENEWAL- J REDMOND	192.00	
	86257	11/18/2020	E & I GRADE 2 CERT RENEWAL T FUCHS	96.00	
	86257	11/18/2020	STAFF CERTIFICATION MECH TECH 1 RENEWAL- J GARCIA	91.00	
	86303	11/18/2020	CWEA MEMBERSHIP RENEWAL- Z SNIDER	192.00	M
Total CWEA:				763.00	
DIAMOND G CONSTRUCTION INC					
	86344	11/18/2020	2020 ADMIN BUILDING REMODEL RETENTION #2	85,574.35	M

Payee	Check Number	Check Issue Date	Description	Amount
Total DIAMOND G CONSTRUCTION INC:				85,574.35
EMPLOYMENT DEVELOPMENT DEPARTMENT				
	11032001	11/03/2020	CARES ACT CREDIT	28.31 M
Total EMPLOYMENT DEVELOPMENT DEPARTMENT:				28.31
ERA; ENVIRONMENTAL RESOURCE ASSOCIA				
	86258	11/18/2020	#213 DISSOLVED OXYGEN QC	207.99
Total ERA; ENVIRONMENTAL RESOURCE ASSOCIA:				207.99
EUROFINS CALSCIENCE INC				
	86347	11/18/2020	INVOICE 570007370	2,152.50 M
Total EUROFINS CALSCIENCE INC:				2,152.50
FASTENAL				
	86259	11/18/2020	SKU 0127640	85.29
Total FASTENAL:				85.29
FEDERAL EXPRESS CORP.				
	86260	11/18/2020	ADMIN SHIPPING FEES	70.46
	86305	11/18/2020	SHIPPING CHARGES FOR PO 32981	82.89 M
	86326	11/18/2020	SHIPPING CHARGES FOR PVC FITTINGS PO 32971	16.27 M
	86326	11/18/2020	ADMIN SHIPPING CHARGES	53.82 M
Total FEDERAL EXPRESS CORP.:				223.44
FISHER SCIENTIFIC COMPANY				
	86314	11/18/2020	VARIABLE VOLUME PIPETT464112N	510.38 M
Total FISHER SCIENTIFIC COMPANY:				510.38
GLOBAL INDUSTRIAL				
	86261	11/18/2020	PUMP HOUSE ELECTRIC UTILITY HEATER 500 W T9FB202148	147.11
Total GLOBAL INDUSTRIAL:				147.11
GRAINGER INC., W.W.				
	86262	11/18/2020	3" SLIDE GATE VALVE 125 SWP 200 WOG	337.28
	86338	11/18/2020	BRASS SLEEVE 3/4 TUBE SIZE PARKER 60C-8	8.18 M
Total GRAINGER INC., W.W.:				345.46
HACH CHEMICAL COMPANY				
	86263	11/18/2020	PHOSPHATE REAGENT PILLOWS 212599	1,209.16
	86263	11/18/2020	NH-4 ELECTRODE- AMTAX PART # LZYO69	1,107.57
Total HACH CHEMICAL COMPANY:				2,316.73
HOLT OF CA				
	86264	11/18/2020	C-P 25N5-5000 LB CAPACITY LP PNEUMATIC TIRE FORKLIFT TRUCK	32,734.90

Payee	Check Number	Check Issue Date	Description	Amount
Total HOLT OF CA:				32,734.90
HUNT & SONS INC.				
	86265	11/18/2020	WINTERIZATION	2,096.37
Total HUNT & SONS INC.:				2,096.37
IDEXX LABORATORIES INC.				
	86266	11/18/2020	120 ML SAMPLE VESSEL PACK OF 200	188.80
Total IDEXX LABORATORIES INC.:				188.80
ILEANA VASSILIOU				
	86267	11/18/2020	OCTOBER TRAINING	2,200.00
Total ILEANA VASSILIOU:				2,200.00
INNOVATIVE HYDRAULICS				
	86322	11/12/2020	YEARLY MAINTENANCE AGREEMENT	300.00 M
Total INNOVATIVE HYDRAULICS:				300.00
J&L PRO KLEEN INC				
	86348	11/18/2020	NOVEMBER SVC INVOICE	2,300.00 M
Total J&L PRO KLEEN INC:				2,300.00
JAIME GARCIA				
	86302	11/18/2020	REIMBURSEMENT	299.00 M
Total JAIME GARCIA:				299.00
JAMES TOBIN FUCHS				
	86352	11/18/2020	REIMBURSEMENT	451.50 M
Total JAMES TOBIN FUCHS:				451.50
JESUS ZARATE				
	86324	11/18/2020	REIMBURSEMENT	250.32 M
	86324	11/18/2020	REIMBURSEMENT	292.00 M
	86324	11/18/2020	REIMBURSEMENT	254.00 M
	86324	11/18/2020	REIMBURSEMENT	255.00 M
	86359	11/24/2020	REIMBURSEMENT	254.00 M
Total JESUS ZARATE:				1,305.32
JOHNSON CONTROLS FIRE PROTECTION LP				
	86268	11/18/2020	FIRE SYSTEM INSPECTION FEE	5,084.00
	86337	11/18/2020	BUILDING 81 PULL STATION TROUBLE SHOOTING	525.00 M
	86337	11/18/2020	EXTRA FIRE EXTINGUISHER SERVICES	1,003.28 M
	86355	11/18/2020	ANNUAL FIRE INSPECTION FEES	776.00 M
Total JOHNSON CONTROLS FIRE PROTECTION LP:				7,388.28
JOHNSON CONTROLS SECURITY SOLUTIONS				
	86269	11/18/2020	PANIC ALARM SYSTEM	235.00

Payee	Check Number	Check Issue Date	Description	Amount
Total JOHNSON CONTROLS SECURITY SOLUTIONS:				235.00
KONICA MINOLTA BUSINESS SOLUTIONS U				
	86306	11/18/2020	QUARTERLY INVOICE	187.52 M
	86336	11/18/2020	NOVEMBER INVOICE	142.95 M
Total KONICA MINOLTA BUSINESS SOLUTIONS U:				330.47
LHOIST NORTH AMERICA				
	86270	11/18/2020	HYDRATED LIME	9,084.51
	86270	11/18/2020	HYDRATED LIME	9,091.76
Total LHOIST NORTH AMERICA:				18,176.27
LIBERTY UTILITIES				
	86271	11/18/2020	OCTOBER ELECTRIC	45.19
	86271	11/18/2020	OCTOBER ELECTRIC	.16
	86312	11/18/2020	OCTOBER ELECTRIC	48.18 M
	86312	11/18/2020	OCTOBER ELECTRIC	41.93 M
	86312	11/18/2020	OCTOBER ELECTRIC	61.09 M
Total LIBERTY UTILITIES:				196.55
MCMASTER-CARR				
	86272	11/18/2020	SLOAN TOUCH FREE FLUSH VALVE 1 GAL 3/3" URINAL INLET 3/4" NPT 2838K	1,125.70
Total MCMASTER-CARR:				1,125.70
MICHAEL SMITH				
	86273	11/18/2020	REIMBURSEMENT	558.50
Total MICHAEL SMITH:				558.50
MOTION & FLOW CONTROL PRODUCTS, INC.				
	86274	11/18/2020	FREIGHT	920.57
Total MOTION & FLOW CONTROL PRODUCTS, INC.:				920.57
MUNICIPAL RESOURCE GROUP LLC				
	86275	11/18/2020	AUG-SEPT FEES	10,725.00
Total MUNICIPAL RESOURCE GROUP LLC:				10,725.00
NAPA- SIERRA				
	86304	11/18/2020	WIPER BLADES	91.54 M
Total NAPA- SIERRA:				91.54
NATIONAL ANALYTICAL LABORATORIES				
	86357	11/18/2020	LEAD PAINT SAMPLE COLLECTION FOR: SECONDARY CLARIFIER #2, RECA	2,401.50 M
	86357	11/18/2020	AIR CLEARANCE TESTING FOR ASBESTOS ABATEMENT	150.00 M
	86357	11/18/2020	AMBIENT AIR TESTING TEM ANALYSIS	2,226.00 M
	86357	11/18/2020	LEAD ASBESTOS TESTING FOR POSSIBLE WALL DEMOLITION FOR 2020 AD	1,136.00 M
	86357	11/18/2020	AIR CLEARANCE TESTING FOR ASBESTOS ABATEMENT	1,436.00 M

Payee	Check Number	Check Issue Date	Description	Amount
Total NATIONAL ANALYTICAL LABORATORIES:				7,349.50
NAVIA BENEFIT SOLUTIONS				
	11302001	11/30/2020	COBRA/PARTICIPANT FEES	326.50 M
	11302001	11/30/2020	HRA DISBURSEMENTS	615.57 M
	11302001	11/30/2020	HRA DISBURSEMENTS	5.00 M
	11302001	11/30/2020	HRA DISBURSEMENTS	2,068.28 M
	11302001	11/30/2020	HRA DISBURSEMENTS	524.59 M
Total NAVIA BENEFIT SOLUTIONS:				3,539.94
NOR-CAL PIPLINE SERVICES				
	86276	11/18/2020	LINE CLEANING ON TRI TO REMOVE ROOT BALL BETWEEN MH-86 & MH-87	8,350.00
Total NOR-CAL PIPLINE SERVICES:				8,350.00
NV Golf Carts, LTD				
	86315	11/18/2020	SEAT BOTTOM BLACK 101564503	758.83 M
Total NV Golf Carts, LTD:				758.83
OFFICE DEPOT				
	86277	11/18/2020	BANKERS BOXES 287154	280.10
	86277	11/18/2020	MIND READER MONITOR STAND 322799	54.10
	86277	11/18/2020	ORIGINAL DONUT SHOP DECAF 7584982	75.65
	86277	11/18/2020	DIXIE SALT AND PEPPER SHAKERS (2 PK)	223.88
	86277	11/18/2020	ZIPLOC SANDWICH BAGS BOX OF 500	25.40
	86277	11/18/2020	REYNOLDS WRAP TIN FOIL	57.86
	86277	11/18/2020	IMPORT SURCHARGE	62.96
	86334	11/18/2020	MAGENTA TONER FOR M551 COLOR LASER JECT CE403A 680206	212.96 M
	86334	11/18/2020	INT. NATIONAL DELIGHT CREAMAER HAZELNUT	77.83 M
	86334	11/18/2020	SWINGLINE LAMINATING PUCHES 9X14 LEGAL SIZE (JAIME)	786.07 M
	86334	11/18/2020	PILOT PRECISE V5 LIQUID INK EXTRA FINE PENS (DAWN)	12.42 M
Total OFFICE DEPOT:				1,869.23
PAYMENTUS GROUP INC				
	86349	11/18/2020	TRANS FEES FOR OCT 2020	17.00 M
Total PAYMENTUS GROUP INC:				17.00
PCI PRODUCTS COMPANY				
	86325	11/18/2020	YELLOW DRAIN PLUG FOR SPILLS 4 IN DIA 1/ PLUG ACP6D	413.58 M
Total PCI PRODUCTS COMPANY:				413.58
PIPE AND PLANT SOLUTIONS INC				
	86343	11/18/2020	2020 DIGITAL SCANNING OF SEWER LINES RETENTION #2	33,433.67 M
Total PIPE AND PLANT SOLUTIONS INC:				33,433.67
PLATT ELECTRIC COMPANY				
	86278	11/18/2020	CONDUIT 0016404	367.92
	86301	11/18/2020	BACK STOCK WASHERS, NUTS & BOLTS	602.37 M
	86301	11/18/2020	BACK STOCK WASHERS, NUTS & BOLTS	602.92 M
	86301	11/18/2020	BACK STOCK WASHERS, BOLTS & NUTS	543.29 M

Payee	Check Number	Check Issue Date	Description	Amount
	86301	11/18/2020	SERVICE CHARGES	48.19 M
Total PLATT ELECTRIC COMPANY:				2,164.69
PLUMP JACK SQUAW VALLEY INN				
	86354	11/18/2020	TEMP DISCHARGE REFUND FOR PERMIT #358	100.00 M
Total PLUMP JACK SQUAW VALLEY INN:				100.00
PRAXAIR DISTRIBUTION INC				
	86279	11/18/2020	OCTOBER CYLINER RENTALS	70.25
Total PRAXAIR DISTRIBUTION INC:				70.25
ROCKWELL SOLUTIONS				
	86280	11/18/2020	FREIGHT	10,576.74
	86280	11/18/2020	FREIGHT	20,546.31
Total ROCKWELL SOLUTIONS:				31,123.05
ROSHELLE CHAVEZ				
	86345	11/18/2020	REIMB CELL PHONE FOR NOV	42.80 M
Total ROSHELLE CHAVEZ:				42.80
ROY SMITH COMPANY				
	86281	11/18/2020	LIQUID OXYGEN	2,642.70
	86281	11/18/2020	LIQUID OXYGEN	3,592.84
	86281	11/18/2020	LIQUID OXYGEN	796.87
	86281	11/18/2020	LIQUID OXYGEN	3,629.77
	86281	11/18/2020	LIQUID OXYGEN	729.46
Total ROY SMITH COMPANY:				11,391.64
SAFETY-KLEEN CORP.				
	86282	11/18/2020	12 WEEK SERVICE OF 2 PARTS WASHERS	479.29
	86282	11/18/2020	ANNUAL SERVICE AND RENTAL OCT FEE FOR PARTS WASHERS PER AGRE	479.29
Total SAFETY-KLEEN CORP.:				958.58
SHRED-IT USA				
	86283	11/18/2020	OCTOBER INVOICE	235.00
Total SHRED-IT USA:				235.00
SIEMENS INDUSTRY				
	86333	11/18/2020	SIEMENS ULTRASONIC HAND PROGRAMMER A5E36563512	80.11 M
Total SIEMENS INDUSTRY:				80.11
SIERRA FILTRATION PRODUCTS INC				
	86284	11/18/2020	FILTER POLY RING PANEL WIRE FRAME W/ AEGIS 13"X30"X1"	255.62
Total SIERRA FILTRATION PRODUCTS INC:				255.62
SIERRA RESCUE INTERNATIONAL				
	86332	11/18/2020	CPR/ FIRST AID/AED TRAINING FOR 10 EMPLOYEES	550.00 M

Payee	Check Number	Check Issue Date	Description	Amount
Total SIERRA RESCUE INTERNATIONAL:				550.00
SNAP-ON INDUSTRIAL				
	86285	11/18/2020	18V 1/2" HAM DRILL KIT CDR8850HK2	499.48
Total SNAP-ON INDUSTRIAL:				499.48
SOUTHWEST GAS CORP.				
	86313	11/18/2020	90% OCTOBER NATURAL GAS	2,432.07 M
	86313	11/18/2020	90% OCTOBER NATURAL GAS	326.11 M
Total SOUTHWEST GAS CORP.:				2,758.18
STATE WATER RESOURCES CONTROL BOARD				
	86286	11/18/2020	CERTIFICATE RENEWAL	150.00
Total STATE WATER RESOURCES CONTROL BOARD:				150.00
TAHOE FOREST HOSP. DIST./TAHOE WORX				
	86317	11/18/2020	EMPLOYEE FLU VACCINATIONS	483.00 M
Total TAHOE FOREST HOSP. DIST./TAHOE WORX:				483.00
TAHOE SUPPLY COMPANY LLC				
	86331	11/18/2020	MULTIFOLD TOWELS PPR-22194	376.08 M
Total TAHOE SUPPLY COMPANY LLC:				376.08
TAHOE TRUCKEE DISPOSAL				
	86287	11/18/2020	OCTOBER SLUDGE	1,854.39
	86287	11/18/2020	OCTOBER CENTRIFUGE	18,321.47
Total TAHOE TRUCKEE DISPOSAL:				20,175.86
TEC EQUIPMENT INC				
	86288	11/18/2020	DOT INSPECTION & REPAIRS	4,021.20
	86330	11/18/2020	SHOP	5,640.70 M
Total TEC EQUIPMENT INC:				9,661.90
TELSTAR				
	86289	11/18/2020	VEGA VENT EXHAUST GAS ARRESTOR 23418	1,257.79
	86289	11/18/2020	O-RING OV-11-219	1,415.91
	86289	11/18/2020	EJECTOR NOZZLE E-165-.375-1 .375 OPENING	947.19
Total TELSTAR:				3,620.89
THATCHER COMPANY OF CA INC				
	86290	11/18/2020	5% HYDROCHLORIC ACID 4000 GALLONS MAX	4,222.18
	86290	11/18/2020	CHLORINE	7,920.00
	86290	11/18/2020	CHLORINE EMPTIES	4,000.00-
	86290	11/18/2020	50% SODIUM HYDROXIDE (GALLONS)	9,836.42
	86290	11/18/2020	FUEL SURCHARGE	9,317.26
	86310	11/18/2020	CHLORINE	7,920.00 M
	86310	11/18/2020	CHLORINE EMPTIES	4,000.00- M

Payee	Check Number	Check Issue Date	Description	Amount
Total THATCHER COMPANY OF CA INC:				31,215.86
THOMSON WEST				
	86309	11/18/2020	OCTOBER INVOICE	347.75 M
Total THOMSON WEST:				347.75
TRANE COMPANY				
	86329	11/18/2020	HAVAC EQUIPMENT REPAIRS	2,019.34 M
Total TRANE COMPANY:				2,019.34
TRUCKEE DONNER PUD				
	86291	11/18/2020	90% OCTOBER ELECTRIC	49.17
	86291	11/18/2020	90% OCTOBER ELECTRIC	57.38
	86291	11/18/2020	90% OCTOBER ELECTRIC	27.32
	86291	11/18/2020	90% OCTOBER ELECTRIC	70,761.54
	86291	11/18/2020	90% OCTOBER WATER	116.80
Total TRUCKEE DONNER PUD:				71,012.21
TRUCKEE OVERHEAD DOOR				
	86358	11/24/2020	REPAIR OF ROLL UP DOOR PER AGREEMENT	2,620.00 M
Total TRUCKEE OVERHEAD DOOR:				2,620.00
TRUCKEE RENTS INC				
	86328	11/18/2020	MEDIUM PLATE COMPACTOR DAY RENTAL	114.27 M
Total TRUCKEE RENTS INC:				114.27
TRUCKEE TAHOE LUMBER				
	86292	11/18/2020	4" x 4" 8' CONSTRUCTION GR. 2 DOUGLAS FIR	391.54
Total TRUCKEE TAHOE LUMBER:				391.54
U.S. BANK CARD DIVISION				
	11302002	11/30/2020	SONNENSCHEN BATTERY	4,620.34 M
Total U.S. BANK CARD DIVISION:				4,620.34
UNIFIRST CORPORATION				
	86293	11/18/2020	UNIFORMS	114.88
	86293	11/18/2020	UNIFORMS	10.57
	86293	11/18/2020	UNIFORMS	11.14
	86293	11/18/2020	UNIFORMS	66.91
	86293	11/18/2020	UNIFORMS	67.20
	86293	11/18/2020	UNIFORMS	10.29
	86293	11/18/2020	UNIFORMS	7.34
	86293	11/18/2020	UNIFORMS	114.88
	86293	11/18/2020	UNIFORMS	10.57
	86293	11/18/2020	UNIFORMS	11.14
	86293	11/18/2020	UNIFORMS	115.08
	86293	11/18/2020	UNIFORMS	67.20
	86293	11/18/2020	UNIFORMS	10.29
	86293	11/18/2020	UNIFORMS	7.34

Payee	Check Number	Check Issue Date	Description	Amount
	86293	11/18/2020	UNIFORMS	203.36
	86293	11/18/2020	UNIFORMS	38.42
	86293	11/18/2020	UNIFORMS	11.14
	86293	11/18/2020	UNIFORMS	165.56
	86293	11/18/2020	UNIFORMS	67.20
	86293	11/18/2020	UNIFORMS	10.29
	86293	11/18/2020	UNIFORMS	7.34
	86318	11/18/2020	UNIFORMS	74.49 M
	86318	11/18/2020	UNIFORMS	75.35 M
	86318	11/18/2020	UNIFORMS	12.67 M
	86318	11/18/2020	UNIFORMS	9.36 M
	86318	11/18/2020	UNIFORMS	127.38 M
	86318	11/18/2020	UNIFORMS	13.05 M
	86318	11/18/2020	UNIFORMS	13.62 M
Total UNIFIRST CORPORATION:				1,454.06
UNITED PARCEL SERVICE, UPS				
	86351	11/18/2020	SHIPPING CHARGES	310.72 M
Total UNITED PARCEL SERVICE, UPS:				310.72
UNIVAR USA INC.				
	86294	11/18/2020	METHANOL	11,025.26
	86294	11/18/2020	METHANOL	11,028.41
Total UNIVAR USA INC.:				22,053.67
UTILITY SYSTEMS SCIENCE AND SOFTWARE				
	86295	11/18/2020	CALIBRATION REPORT AND PE STAMP TRI TELEMETRY	500.00
Total UTILITY SYSTEMS SCIENCE AND SOFTWARE:				500.00
VERIZON WIRELESS				
	86296	11/18/2020	OCTOBER PHONE BILL	810.74
Total VERIZON WIRELESS:				810.74
VICKY LUFRANO				
	86346	11/18/2020	REIMB CELL PHONE FOR NOV	42.80 M
Total VICKY LUFRANO:				42.80
VWR SCIENTIFIC INC				
	86327	11/18/2020	OVEN THERMOMETER 89095-690	2,327.17 M
	86327	11/18/2020	CLASS A 2ML PIPET 10124-108 (12/CS)	415.39 M
	86327	11/18/2020	1" WHITE LABEL TAPE 470122-606	87.33 M
	86327	11/18/2020	RED BORDER LABEL TAPE 89098-050	28.66 M
	86327	11/18/2020	20MM X 150MM CULTURE TUBES 60825-730 (1000/CS)	313.41 M
Total VWR SCIENTIFIC INC:				3,171.96
WEDCO INC				
	86297	11/18/2020	FREIGHT	1,536.37
Total WEDCO INC:				1,536.37

Payee	Check Number	Check Issue Date	Description	Amount
WESTERN ENV. TESTING LAB.				
	86298	11/18/2020	INVOICE 126543	59.61
	86298	11/18/2020	INVOICE 126627	59.61
	86298	11/18/2020	INVOICE 126742	59.61
	86298	11/18/2020	INVOICE 126780	59.61
	86298	11/18/2020	INVOICE 126782	59.61
	86298	11/18/2020	INVOICE 126827	59.61
	86298	11/18/2020	INVOICE 126828	59.61
	86298	11/18/2020	INVOICE 127022	59.61
	86298	11/18/2020	INVOICE 127024	59.61
	86298	11/18/2020	INVOICE 127027	59.61
	86298	11/18/2020	INVOICE 127053	59.61
	86298	11/18/2020	INVOICE 127177	59.61
	86298	11/18/2020	INVOICE 127381	59.61
	86298	11/18/2020	INVOICE 127383	59.61
	86298	11/18/2020	INVOICE 127384	59.61
	86353	11/18/2020	INVOICE 126237	59.61 M
	86353	11/18/2020	INVOICE 126263	59.61 M
	86353	11/18/2020	INVOICE 126268	59.61 M
	86353	11/18/2020	INVOICE 126344	59.61 M
	86353	11/18/2020	INVOICE 126357	59.61 M
	86353	11/18/2020	INVOICE 126359	89.89 M
	86353	11/18/2020	INVOICE 126543	59.61 M
	86353	11/18/2020	INVOICE 127569	59.61 M
	86353	11/18/2020	INVOICE 127688	59.61 M
	86353	11/18/2020	INVOICE 127727	59.61 M
	86353	11/18/2020	INVOICE 127733	59.61 M
	86353	11/18/2020	INVOICE 127734	59.61 M
	86353	11/18/2020	INVOICE 127737	59.61 M
	86353	11/18/2020	INVOICE 127743	59.61 M
	86353	11/18/2020	INVOICE 127936	59.61 M
	86353	11/18/2020	INVOICE 127937	59.61 M
	86353	11/18/2020	127689	253.42 M
	86353	11/18/2020	127928	101.14 M
Total WESTERN ENV. TESTING LAB.:				2,232.75
WESTERN NEVADA SUPPLY				
	86321	11/18/2020	1/2" NPT BRASS AUTO DRAMS	96.91 M
Total WESTERN NEVADA SUPPLY:				96.91
WORK WORLD				
	86299	11/18/2020	BOOT, ROBENKO	162.38
Total WORK WORLD:				162.38
ZORO				
	86300	11/18/2020	3.8" HEAVY DUTY TWIST HOSE BRASS SJI-4BHN	125.96
	86323	11/18/2020	FILTERS BAYONET P100 MAGENTA	5,237.73 M
	86323	11/18/2020	12" STICK ELECTRODE G4659505	355.02 M
Total ZORO:				5,718.71
Grand Totals:				508,506.62

Dale Cox _____

Dan Wilkins _____

David Smelser _____

Blake Tresan _____

S. Lane Lewis _____

LaRue Griffin _____

Date _____



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: Roshelle Chavez, Administrative Manager
Item: III-3
Subject: Approval of financial statements

Background

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

Summaries of the expenditure and revenue activity are provided for Fund 10: General Fund; Fund 02: Wastewater Capital Reserve Fund; Fund 06: Replacement, Rehabilitation and Upgrade; and Fund 07: Emergency and Contingency Reserve Fund.

The end of month Combined Cash Investment table provides the end of month balances for all Agency cash accounts, which reconciles with Agency 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 Manager

Approved By: 
LaRue Griffin
General Manager



Tahoe-Truckee Sanitation Agency
 Fund 10: General Fund
 Fiscal Year 2020 - 2021
 Period Ending November 30, 2020

	Budget \$	Month \$	Month %	YTD \$	YTD ⁽¹⁾ %
REVENUE					
Income from Service Charge	12,823,000.00	9,456.92	0.1	2,219,969.33	17.3
Tax Revenue - Ad Valorem	3,900,000.00	0.00	0.0	47,903.53	1.2
Fund Interest	18,000.00	0.30	0.0	16,896.40	93.9
Other Revenue	7,500.00	(1,844.29)	(24.6)	9,138.72	121.8
Temporary Discharge	1,500.00	320.00	21.3	13,834.46	922.3
TOTAL REVENUE	16,750,000.00	7,932.93	0.0	2,307,742.44	13.8
EXPENDITURE					
Salaries & Wages	5,658,400.00	392,432.20	6.9	2,036,335.91	36.0
Employee Benefits	3,469,100.00	255,201.14	7.4	1,384,470.38	39.9
Director Fees	7,500.00	0.00	0.0	0.00	0.0
Vehicle	49,700.00	7,155.76	14.4	23,669.11	47.6
CSRMA Insurance	210,000.00	0.00	0.0	164,795.18	78.5
Professional Memberships	47,500.00	1,575.00	3.3	30,628.50	64.5
Agency Permits & Licenses	178,000.00	9,195.10	0.0	12,038.70	0.0
Office Expense	271,400.00	5,793.33	2.1	48,432.55	17.8
Contractual Services	1,896,900.00	139,899.17	7.4	754,001.34	39.7
Professional Services	805,000.00	37,574.63	4.7	166,612.83	20.7
Conferences & Training	107,500.00	550.00	0.5	11,590.18	10.8
Uncollectable Accounts	1,000.00	0.00	0.0	0.00	0.0
Utilities	1,001,100.00	77,046.37	7.7	370,223.10	37.0
Supplies, Repairs & Maintenance	789,300.00	42,531.41	5.4	274,369.28	34.8
TOTAL EXPENDITURE	14,492,400.00	968,954.11	6.7	5,277,167.06	36.4
NET INCOME	2,257,600.00			(2,969,424.62)	
Unfunded Accrued Liability ⁽²⁾	3,616,977.00			2,310,389.00	63.9

Note:

(1) 42% of the fiscal year has elapsed.

(2) Unfunded Accrued Liability payment is not in the above budget total expenditures, however is expensed through cash and net pension liability account.



Tahoe-Truckee Sanitation Agency
 Fund 02: Wastewater Capital Reserve
 Fiscal Year 2020 - 2021
 Period Ending November 30, 2020

DESCRIPTION	Budget \$	Month \$	Month %	YTD \$	YTD ¹ %
Barscreens, Washers, Compactors	225,000.00	-	-	54,643.37	24.3
Portable Emergency Pump System	-	-	-	19,132.80	-
Plant Air Compressor	-	-	-	24,519.22	-
Security Improvements	100,000.00	-	-	-	-
Hydraulic Pump and Power Pack	60,000.00	-	-	-	-
SUB TOTAL	385,000.00	-	-	98,295.39	25.5
Allocation of 73.2% of Bond Payment	2,222,378.00			1,894,259.43	85.2
TOTAL	2,607,378.00	-	-	1,992,554.82	76.4

Note:

(1) 42% of the fiscal year has elapsed



Tahoe-Truckee Sanitation Agency
 Fund 06: Replacement, Rehabilitation and Upgrade
 Fiscal Year 2020 - 2021
 Period Ending November 30, 2020

DESCRIPTION	Budget \$	Month \$	Month %	YTD \$	YTD ¹ %
Plant Coating Improvements	550,000.00	2,401.50	0.4	220,819.78	40.1
Lab Equipment Replacement	25,000.00	-	-	-	-
Admin. Office Improvement	350,000.00	96,910.85	27.7	114,135.32	32.6
EDPM Roof Replacement	800,000.00	-	-	439,330.09	54.9
VFD Replacements	-	-	-	89,636.98	-
TRI Improvemens	100,000.00	-	-	-	-
Centrifuge Rebuild	-	-	-	55,100.00	-
Lab Improvement	75,000.00	-	-	-	-
Vehicle Replacement	30,000.00	-	-	-	-
WWTP Pilot Study Rehabilitation	75,000.00	-	-	-	-
Facilities Security System	50,000.00	-	-	-	-
Lime System Improvements	-	-	-	37.67	-
MPPS VFD	30,000.00	-	-	-	-
Warehouse Fork Lift	35,000.00	-	-	32,734.90	93.5
Chiller Replacement	150,000.00	-	-	-	-
SCBA Tank Replacement	35,000.00	3,718.49	10.6	3,718.49	10.6
Polyblend Thickener	35,000.00	-	-	-	-
Arc Flash Study/Breaker Replacement	45,000.00	-	-	-	-
SUB TOTAL	2,385,000.00	103,030.84	4.3	955,513.23	40.1
Allocation of 26.8% of Bond Payment	813,658.00			693,526.67	85.2
TOTAL	3,198,658.00	103,030.84	3.2	1,649,039.90	51.6

Note:

(1) 42% of the fiscal year has elapsed

TAHOE-TRUCKEE SANITATION AGENCY
 COMBINED CASH INVESTMENT
 NOVEMBER 30, 2020

COMBINED CASH ACCOUNTS

CASH - US BANK CHECKING	451,477.98
CASH - USB SERVICE CHARGE	57,847.54
CASH - US BANK TAX REV	73,967.62
CASH - US BANK WWCRF	218,276.81
CASH - WELLS FARGO PAYROLL	7,483.75
CASH - WELLS FARGO INVESTMENTS	871,146.48
CASH - PETTY CASH	600.00
CASH - L.A.I.F.	39,114,089.87
CASH - 2020 WRRB REFUNDING ACC	159,081.95
	<hr/>
TOTAL COMBINED CASH	40,953,972.00
CASH ALLOCATED TO OTHER FUNDS	(40,953,972.00)
	<hr/>

TOTAL UNALLOCATED CASH	<hr/> <hr/> .00
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CASH ALLOCATION RECONCILIATION

2 ALLOCATION TO WASTEWATER CAPITAL RESERVE FUN	17,915,004.39
6 ALLOCATION TO R. R. & UPGRADE FUND	8,664,386.23
7 ALLOCATION TO EMERGENCY & CONTINGENCY FUND	7,245,798.81
10 ALLOCATION TO GENERAL FUND	7,128,782.57
	<hr/>
TOTAL ALLOCATIONS TO OTHER FUNDS	40,953,972.00
ALLOCATION FROM COMBINED CASH FUND - 99	(40,953,972.00)
	<hr/>

ZERO PROOF IF ALLOCATIONS BALANCE	<hr/> <hr/> .00
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California State Treasurer
Fiona Ma, CPA



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

December 03, 2020

[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 2020 Statement

Effective Date	Transaction Date	Tran Type	Confirm Number	Web Confirm Number	Authorized Caller	Amount
11/12/2020	11/12/2020	RD	1659883	1619986	MICHELLE MACKEY	350,000.00
11/17/2020	11/16/2020	RW	1660166	1620291	MICHELLE MACKEY	-500,000.00
11/18/2020	11/18/2020	RW	1660271	1620384	MICHELLE MACKEY	-200,000.00
11/24/2020	11/24/2020	RW	1660691	1620817	DAWN DAVIS	-300,000.00

Account Summary

Total Deposit:	350,000.00	Beginning Balance:	39,764,089.87
Total Withdrawal:	-1,000,000.00	Ending Balance:	39,114,089.87



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: III-4
Subject: Approval of Progress Pay Estimate No. 3 for the 2020 Administration Building Remodel project

Background

The 2020 Administration Building Remodel project involves a partial remodel to the administration building including new carpeting, tiling, baseboards, and paint in some of the spaces. A new layout of a “rotated” board room will also be provided with new furniture, blinds, and other miscellaneous items. During this pay period, the contractor completed most of the work as detailed on Progress Pay Estimate No. 3.

Fiscal Impact

Withholding 5% for retention from Progress Pay Estimate No. 3 would yield a payment to the contractor of \$134,958.71.


Attachments


Progress Pay Estimate No. 3.

Recommendation

Management and staff recommend approval of Progress Pay Estimate No. 3 for the 2020 Administration Building Remodel project.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



Tahoe-Truckee Sanitation Agency
2020 Administration Building Remodel

Progress Pay Estimate No. 3

October 29th, 2020 to November 28th, 2020

OWNER:

Tahoe-Truckee Sanitation Agency
 13720 Butterfield Drive
 Truckee, CA 96161

CONTRACTOR:

Diamond G Construction, Inc. (GL Code 06-09-15003)
 975 Terminal Way
 Reno, NV 89502

ITEM NO.	BID ITEM DESCRIPTION	CONTRACT QUANTITY	UNIT	UNIT PRICE	CONTRACT TOTAL	PERCENTAGE *	TOTAL EARNED
1	Mobilization	1	LUMP SUM	N/A	\$ 2,838.00	100%	\$2,838.00
2	Demobilization	1	LUMP SUM	N/A	\$ 2,838.00	0%	\$0.00
3	Demolish and Dispose of Existing Carpet	6000	SQUARE FEET	\$ 2.32	\$ 13,920.00	100%	\$13,920.00
4	Demolish and Dispose of Existing Ceramic Tile	500	SQUARE FEET	\$ 11.50	\$ 5,750.00	100%	\$5,750.00
5	Demolish and Dispose of Existing Resilient Base	1150	LINEAR FEET	\$ 0.78	\$ 900.45	100%	\$900.45
6	Asbestos Abatement	4000	SQUARE FEET	\$ 8.44	\$ 33,760.00	100%	\$33,760.00
7	Demolish and Dispose of Existing Hydronic Heating System	1	LUMP SUM	N/A	\$ 10,150.00	100%	\$10,150.00
8	Concrete Foundation Work	1	LUMP SUM	N/A	\$ 10,817.00	100%	\$10,817.00
9	Electrical Work	1	LUMP SUM	N/A	\$ 15,140.00	100%	\$15,140.00
10	Gypsum Board Wall Repair	1	LUMP SUM	N/A	\$ 5,945.00	100%	\$5,945.00
11	Painting Work	14500	SQUARE FEET	\$ 1.92	\$ 27,840.00	100%	\$27,840.00
12	Installation of Tile Carpeting	4200	SQUARE FEET	\$ 10.73	\$ 45,066.00	100%	\$45,066.00
13	Installation of Resilient Flooring	2300	SQUARE FEET	\$ 14.50	\$ 33,350.00	100%	\$33,350.00
14	Install of Vinyl Mat	1	LUMP SUM	N/A	\$ 2,900.00	0%	\$0.00
15	Installation of Resilient Base	1150	LINEAR FEET	\$ 4.35	\$ 5,002.50	100%	\$5,002.50
16	Installation of Window Treatments	1	LUMP SUM	N/A	\$ 2,900.00	0%	\$0.00
17	Delivery, Setup, Breakdown, and Removal of Temporary Construction Trailers	1	LUMP SUM	N/A	\$ 17,400.00	50%	\$8,700.00
18	Additional 10% Tile Carpeting Materials	1	LUMP SUM	N/A	\$ 2,900.00	100%	\$2,900.00
19	Additional 10% Resilient Flooring	1	LUMP SUM	N/A	\$ 2,030.00	100%	\$2,030.00
20	Additional 10% Vinyl Matting	1	LUMP SUM	N/A	\$ 290.00	100%	\$290.00
21	Additional 10% Paint Materials	1	LUMP SUM	N/A	\$ 1,305.00	100%	\$1,305.00
22	Construction Waste Reduction, Disposal, and Recycling	1	LUMP SUM	N/A	\$ 2,175.00	100%	\$2,175.00
CM No.1	Contract Modification No. 1	1	LUMP SUM	N/A	\$ 9,478.53	100%	\$9,478.53
CM No.2	Contract Modification No. 2	1	LUMP SUM	N/A	\$ 13,019.41	26.3%	\$3,426.91
CM No.3	Contract Modification No. 3	1	LUMP SUM	N/A	\$ 3,671.48	78.8%	\$2,893.67
TOTAL					\$ 271,386.37		\$243,678.06

*Some percentages may be truncated.

TOTAL EARNED TO DATE:	\$243,678.06
5% TOTAL RETENTION TO DATE:	\$12,183.90
TOTAL AMOUNT PREVIOUSLY PAID:	\$96,535.45
TOTAL AMOUNT DUE CONTRACTOR:	\$134,958.71

ACCEPTED BY:

Diamond G Construction, Inc.

BY: Michael Grashuis
 DATE: 12/03/2020

APPROVED BY:

Tahoe-Truckee Sanitation Agency

BY: _____
 DATE: _____



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: LaRue Griffin, General Manager
Item: IV-1
Subject: Report from November 18, 2020 closed session meeting

Background

At the conclusion of the closed session discussion at the November 18, 2020 Board of Directors meeting, the meeting was adjourned without providing a report from closed session.

A report of the closed session discussion is to be provided.

Fiscal Impact

None.

Attachments

None.

Recommendation

Management recommends a report from the November 18, 2020 closed session meeting.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: LaRue Griffin, General Manager
Item: IV-2
Subject: Discussion of staff recommendations on the Organizational Assessment recommendations

Background

At the November 2020 Board of Directors meeting, Carollo Engineers, Inc. (Carollo) provided a PowerPoint presentation on the *Organization Assessment: Summary of Findings and Recommendations*. During Board discussion at the conclusion of the presentation, staff was asked to assess the Organizational Assessment report (OA) and return with recommendations on which Carollo recommendations/suggestions should be adopted and/or implemented.

Over the past few weeks, management and appropriate leadership team members met multiple times to review, evaluate and discuss each of the recommendations/suggestions as they applied to each department and the Agency, as a whole, and determined which should be adopted and/or implemented.

The following will provide summaries of the OA recommendations and Agency staff recommendations. It should be noted, references to the sections of the OA are included should you wish to review the information provided in the OA.

The OA provides five recommendation/suggestion sections:

- 1) Section 5.1.1 Laboratory Staff Options
- 2) Section 5.2 Staffing and Organizational Recommendations
- 3) Section 5.3 O&M Staff Development Recommendations
- 4) Section 6.0 Programmatic Development Suggestions
- 5) Section 7.0 Contracted Services Options

Recommendations from the OA are summarized below and followed by the Agency staff recommendations. Please note there will not be extensive discussions on recommendations and/or suggestions that the Agency feels are appropriate.

Section 5.1.1 Laboratory Staff Options

Carollo identifies the appropriate staffing for the Laboratory is 2.6 Full-Time Equivalents (FTE). An FTE equates to a full-time employee. Currently the Laboratory staffing consists of three Chemists (currently one Chemist II and two Chemist IIIs). The Agency's Laboratory Director classification remains vacant.

A. OA Summary

Carollo provides three alternatives for Laboratory Staffing for consideration:

1. Alternative 1 – Maintain Current Staffing of Three
 - Although this alternative contemplates maintaining staffing at three, it contemplates the staffing would consist of a Lab Director and two Chemists. The Chemist classifications would be Chemist II and III.
 - The Laboratory Director classification would include full supervisory responsibilities identified in the current Agency Laboratory Director classification description, including responsibilities for the training, evaluation and discipline of lab staff.
 - This alternative does not contemplate the use of wastewater treatment plant (WWTP) operators to support laboratory sample analysis.
2. Alternative 2 – Two Full Time Laboratory Staff
 - This alternative provides for a Lab Director and a Chemist III.
 - Similar to Alternative 1, the Laboratory Director classification would include full supervisory responsibilities.
 - WWTP operators would provide support in laboratory sample analysis.
3. Alternative 3 – One Laboratory Staff and Contracted Sampling Analysis
 - This alternative contemplates a Chemist III serving in the capacity of a Laboratory Director for laboratory accreditation (e.g. compliance, reporting, analysis quality control, etc.)
 - The majority of sampling analysis would be contracted to a The NELAC Institute (TNI) certified laboratory.
 - WWTP operators would provide support in laboratory sample analysis.

B. TTSA Staff Analysis and Recommendation

Agency staff evaluated the above alternatives based upon: (1) alignment with the Agency’s mission statement to “operate and maintain the wastewater treatment plant and related facilities in a sound, efficient and effective manner”; (2) compliance with the sampling requirements of the Agency waste discharge requirement order; (3) the ability to best utilize staffing to meet the Agency’s waste discharge requirement order (e.g. accommodations for personal leaves, redundancy, and similar needs for coverage and flexibility); and (4) responsible financial stewardship to the Agency’s constituents. In summary, we evaluated the operational and economic impacts of the options.

It should be noted, the Agency did consider the need to comply with the TNI standards by late 2023. This consideration is viewed as a short-term need. The Agency’s analysis is focused on the laboratory staffing needs for the long-term period, and the Agency plans to utilize a certified third-party laboratory, as needed, during the transition from Environmental Laboratory Accreditation Program (ELAP) to TNI accreditation. Under Alternatives 2 and 3, the Agency will likely need to use the services of consultant to update to TNI standards so that the lab staff can focus on testing responsibilities. Under Alternative 1, the staffing levels should be sufficient to enable the Agency to update to TNI standards with little assistance from a consultant.

An additional consideration as to staffing, the current Laboratory Director for ELAP purposes has informed management that the current temporary laboratory staffing of two Chemists, with one being utilized as the Lab Director for ELAP purposes, is sufficient to maintain the current

sampling analysis to meet the Agency waste discharge requirement order, update and maintain the needed documentation per current ELAP accreditation requirements, and continue training WWTP operators with minimal additional staff effort.

Analysis of Alternative 1: By maintaining current staffing levels and practices, the Agency can operate and maintain the plant in a sound, efficient and effective manner, as well as comply with the waste discharge requirement order. The multiple staff would accommodate staffing schedules (e.g. vacation leaves, sick leaves, etc.) However, the Agency would be overstaffed because this alternative would result in at least 3.0 FTEs rather than 2.6 FTEs. In addition, operationally, the Agency needs a Laboratory Director with full supervisory responsibilities to perform necessary lab staff training, develop policies and procedures, and supervise the lab staff if there is more than a single lab staff. As a result, unless one of the existing Chemists qualifies for and is selected for the Laboratory Director position, this alternative would likely result in the elimination of one Chemist position. Alternative 1 is also the least financially prudent alternative with an estimated annual operating cost of approximately \$740K (labor cost \approx \$590K, supplies/equipment \approx \$113K, third-party contracted laboratory \approx \$37K).

Analysis of Alternative 2: This alternative contemplates a reduction of current staffing from 3 laboratory staff to 2 laboratory staff and supplementing the remaining 0.6 FTE with WWTP operators. This staffing alternative would still enable the Agency to operate and maintain the plant in a sound, efficient and effective manner and this alternative would be more financially efficient as it does not exceed the required 2.6 FTE. The WWTP operators would be more involved with the treatment process as they would be more directly involved with the sampling analysis. The laboratory would be able to maintain and meet the sampling requirements of the Agency waste discharge requirement order, and the laboratory staff along with WWTP operators would accommodate staffing schedules (e.g. vacation leaves, sick leaves, etc.) The Agency would utilize current certified third-party laboratories to assist in sampling analysis, if needed. Alternative 2 is more financially prudent than Alternative 1 with an estimated annual operating cost of approximately \$615K (labor cost \approx \$465K, supplies/equipment \approx \$113K, third-party contracted laboratory \approx \$37K). However, this alternative would likely result in the layoff of lab staff. As set forth above, the Agency needs a Laboratory Director with full supervisory responsibilities if there is more than a single lab staff. If one of the existing Chemists is qualified and selected for the Laboratory Director position, the Agency will need to layoff fewer lab staff.

Analysis of Alternative 3: This alternative proposes the Agency reduce its current staffing from 3 laboratory staff to 1 laboratory staff and supplement the majority of the sampling analysis to a certified third-party laboratory while utilizing WWTP operators for sample analysis support. The Agency can operate and maintain the plant in a sound, efficient and effective manner. The laboratory would be able to maintain and meet the sampling requirements of the Agency waste discharge requirement order through the use of the laboratory staff, WWTP operators, and a certified third-party laboratory. The alternative is more financially prudent than Alternatives 1 and 2 with an estimated annual operating cost of approximately \$464K (labor cost \approx \$236K, supplies/equipment \approx \$56K, third-party contracted laboratory \approx \$172K) and it staffs the laboratory with one employee and contracts with a certified third-party laboratory, therefore creating less overhead. However, this alternative has operational disadvantages because it limits the Agency's ability to perform immediate analysis if the single laboratory staff is occupied or on leave. The Agency prefers to have at least one additional Chemist to provide flexibility and some level of redundancy. Alternative 3 would also result in the most layoffs of lab staff.

Agency's Recommendations:

The Agency recommends Alternative 2, which is a Lab Director, with complete supervisory responsibilities, and a Chemist. The Agency believes any Chemist classification (e.g. I, II, or III) in the Chemist series is able to perform the required sampling analysis to support the Laboratory Director and Agency. The WWTP operators would provide additional support along with an outside third-party certified laboratory, when needed. As the Agency is able to meet the sampling requirements with any of the three alternatives, the distinguishing preferences for Alternative 2 are the Agency's ability to better "operate and maintain the wastewater treatment plant and related facilities in a sound, efficient and effective manner" and stronger financial stewardship to its constituents, without compromising the ability to meet the Agency's waste discharge requirement order.

Section 5.2 Staffing and Organizational Recommendations

The OA provided the following recommendations relating to staffing alternatives, prioritized by Carollo's suggested urgency based on the interviews it conducted, its observations, and industry trends or standards.

1. Optimize Lab Services staffing with support of operations staff
 - Continue to retain ELAP accreditation and transition to TNI certifications, maintain permit compliance documentation and data, complete special studies, and complete non-routine lab analyses.
 - Use approved technologies or techniques to streamline analyses.
 - Determine the Laboratory's current status with TNI standards and consider third-party support if needed to meet the 2023 deadline.
 - Evaluate the use of a contracted laboratory services provider for routine analyses.
 - Determine what additional work could be delegated for Lab Services staff.
2. Create CMMS/GIS position
 - Work with Lucity CMMS system.
 - Works under the direction of the Maintenance Supervisors.
 - Implement and manage CMMS data and planner scheduler role.
 - Manage GIS Data and Electronic records/O&M records for treatment and conveyance.
3. Assess IT organization and staffing as part of IT/SCADA master plan
 - Implement recommendations of IT/SCADA master planning consultant.
4. Create Executive Secretary – Board Clerk
 - Consider advertising for open position or moving an existing administration employee.
5. Eliminate Customer Service Supervisor and one Administrative Assistant position
 - Currently the existing staffing is meeting these suggested modifications and new action is not required beyond a modification to the Agency Organizational Chart.
6. Create Accounting Technician position
 - Advertise for new open position to be posted under the current Accounting Supervisor.
7. Create New Associate/Assistant Engineer
 - Advertise for new open position to be posted under the current Senior Engineer.
8. Modify Administration Manager Job Description to include More Robust Financial Qualifications
 - Industry standard is for in-house financial expertise.
 - Agency needs to provide internal accountability from internal staff expertise.

9. Right-size the mechanic and E&I staff counts based on CMMS data
 - Determine actual effects of pending staff retirements.
 - Specific contracted services options may be able to replace unique retiring skills.
10. Add third party Owner's Advisor management to Engineering Manager's workload
 - Delegate less essential management work to Senior Engineer.
11. Modify Senior Engineer's job responsibilities
 - Delegate pretreatment inspection.
 - Engineering retains pretreatment plans and specification review for new or modified businesses.
12. Evaluate means to change to unmanned operation
 - Strategies can be tested and refined before committing.

TTSA Staff Analysis and Recommendation

Agency management and appropriate leadership team members have reviewed each of the staffing and organizational recommendations and agree all are valid and merited recommendations, with the exception of recommendation no. 10: *Add third party Owner's Advisor management to Engineering Manager's workload*. The Agency believes the current Engineering Manager is able to manage workloads with the projected addition of an additional engineering staff member and support of numerous engineering firms utilized on an as needed basis. However, the Agency shall monitor the workload and revisit the recommendation should additional support be required.

The Agency recommends implementation of recommendation nos. 1-9 and 11-12. Some of the recommendations will require Board of Directors approval. Recommendations not requiring Board of Directors action (e.g. 3, 9, and 12) will be monitored over time and addressed as required. As the recommendations are implemented, there may be minor deviations to the recommendation details for ease and simplicity of implementation.

5.3 O&M Staff Development Recommendations

The OA provided recommendations to more comprehensively achieve mission statements goals: (1) operate and maintain the wastewater treatment plant and related facilities in a sound, efficient and effective manner; and (2) maintain a workplace that fosters professional growth and job satisfaction.

1. *Operations* - Conduct process optimization discussions with all operations staff frequently
 - This will grow the overall staff knowledge and involvement.
 - Use and grow the collective skills and knowledge to meet mission statement goals 1 and 2.
 - Involve Lab Services to evaluate means and instrumentation to increase online monitoring and adjustments.
2. *Operations* - Improve process performance indicators, tracking and feedback methods
 - Tie operator observations and adjustments to metrics longer-term and more comprehensive than SCADA trends.
3. *Operations* - Add written objectives and criteria to On-the-Job Training for OITs
 - Establish a consistent foundation for all new hires.
 - Support transfer of institutional knowledge.
4. *Maintenance* - Conduct optimization discussions with all maintenance staff frequently
 - This will grow the overall staff knowledge and involvement.
5. *Maintenance* - Refine maintenance performance indicators, tracking and feedback methods
 - Tie staff observations and adjustments to CMMS-based metrics.

6. *Maintenance* - Add written objectives and criteria to On-the-Job Training for Crafts
 - Establish a consistent foundation for all new hires.
 - Support transfer of institutional knowledge.
7. *Maintenance* - Use the most skilled craftsman to train others on specific learning domains
 - Provide expertise of current means and methods into upcoming CIP projects.
 - Upgrade On-the-Job Training (OJT) modules to match project-provided changes.
8. *Maintenance* - Obtain CMMS Implementation Support
 - Fully leverage these core business applications and populate the CMMS and GIS with requisite asset attributes for each asset class.

TTSA Staff Analysis and Recommendation

Agency management and appropriate leadership team members have reviewed each of the O&M staff development recommendations and agree all are valid and merited recommendations. The Agency recommends implementation of all the recommendations and will do so as available.

6.0 Programmatic Development Suggestions

The OA provided recommendations to more comprehensively achieve mission statements goals: (1) operate and maintain the wastewater treatment plant and related facilities in a sound, efficient and effective manner; (2) maintain a workplace that fosters professional growth and job satisfaction; (3) protect its assets and investments through sound financial policies and practices; and (4) improve service through long-range planning and the wise use of technology.

1. Strategic Growth - Increase Performance-Based Focus
 - Monitor and trend actual levels of performance against desired business targets.
 - Communicate performance to all employees and other stakeholders.
2. Strategic Growth - Hire 3rd Party Consultant to develop IT/SCADA Master Plan
 - Implement staffing, process, and technology recommendations from comprehensive IT/SCADA master plan.
3. Strategic Growth - Develop Standard Workflows and Procedures
 - Document as-is and to-be business process workflows using consistent Process Functional Chart standards.
4. Strategic Growth - Evaluate the time required to complete basic workload for each job category
 - Measure work using CMMS, Excel, and/or comparable data management tools.
5. Efficiency and Risk - Evaluate the Laboratory's current documentation and procedures against to the 2023 TNI standards
 - Dedicate one or more FTEs to completing or strengthening the current documentation.
 - Hire a TNI Standards-knowledgeable 3rd party to augment staff's work and support the Operations Manager.
6. Efficiency and Risk - Integrate Lucity CMMS into daily use
 - Establish Planner/Scheduler position.
 - Dedicate a portion the I&C and Mechanical Supervisors time to build out the system.
 - Use a I&C Technician and/or Mechanic as needed for subject matter expertise.
7. Efficiency and Risk - Improve SCADA and Instrumentation comprehensiveness
 - Hire a knowledgeable 3rd party Program Manager to evaluate the current approach and set the path forward including resources, schedule and budget and to oversee the successful completion.
8. Efficiency and Risk - Conduct cyber security evaluation
 - Include cyber security as part of the IT master plan.

9. Efficiency and Risk - Evaluate site security
 - Initiate study.
10. Efficiency and Risk - Create an online GIS system
 - Add to first Capital Improvement Project.

TTSA Staff Analysis and Recommendation

Agency management and appropriate leadership team members have reviewed each of the programmatic development suggestions and agree all are valid and merited suggestions. The Agency recommends implementation of all the recommendations and will do so as available.

7.0 Contracted Services Options

The OA provided recommendations on services that could be, or may already be, handled by non-Agency staff. Contracted services still require Agency staff to manage the contract and monitor the work.

1. Process and compliance laboratory analyses (reference OA appendix A)
 - Contracted laboratory can provide comparable service.
2. Systems administration and integration
 - Third party support for the IT staff could help complete the Lucity and FIS upgrades comprehensively while also completing their daily work, Note: this is near-term and not tied to the IT Master Plan initiative.
3. Engineering support
 - When capital projects ramp up, the Engineering staff is not large enough to complete daily and project work in a timely manner.

TTSA Staff Analysis and Recommendation

Agency management and appropriate leadership team members have reviewed each of the contracted services options and agree all are valid and merited options to be considered and implemented. The Agency recommends implementation of all the suggestions, as needed.

Attached is a spreadsheet providing a summary of the OA recommendations and corresponding Agency staff recommendations. Management and staff will address Director questions at the meeting.

Fiscal Impact

Varies on recommendations adopted and implemented.


Attachments

1. TTSA Organizational Assessment review spreadsheet.
2. Organization Assessment report.

Recommendation

Management and staff recommend the Board of Directors approve the appropriate actions per staff recommendations.

Review Tracking

Submitted By: 
LaRue Griffin
General Manager

TTSA Organizational Assessment Review

5.1.1 Laboratory Staff Options

Item No.	Applicable Department(s)					TTSA Recommendation?		Recommendation
	Admin.	Engr.	Ops.	Maint.	IT.	Yes	No	
1			X				X	Alternative 1 – Maintain Current Staffing
2			X			X		Alternative 2 – Two Full Time Laboratory Staff
3			X				X	Alternative 3 – One Laboratory Staff and Contracted Sampling Analysis

5.2 Staffing and Organizational Recommendations

Item No.	Applicable Department(s)					TTSA Recommendation?		Recommendation
	Admin.	Engr.	Ops.	Maint.	IT.	Yes	No	
1			X			X		Optimize Lab Services staffing by with support of operations staff
2				X		X		Create CMMS/GIS position
3				X	X	X		Assess IT organization and staffing as part of IT/SCADA master plan
4	X					X		Create Executive Secretary – Board Clerk
5	X					X		Eliminate Customer Service Supervisor and one Administrative Assistant position
6	X					X		Create Accounting Technician position
7		X				X		Create New Associate/Assistant Engineer
8	X					X		Modify Administration Manager Job Description to include More Robust Financial Qualifications
9				X		X		Right-size the mechanic and E&I staff counts based on CMMS data
10		X					X	Add third party Owner’s Advisor management to Engineering Manager’s workload
11		X				X		Modify Senior Engineer’s job responsibilities
12			X			X		Evaluate means to change to unmanned operation

5.3 O&M Staff Development Recommendations

Item No.	Applicable Department(s)					TTSA Recommendation?		Recommendation
	Admin.	Engr.	Ops.	Maint.	IT.	Yes	No	
1			X			X		Operations - Conduct process optimization discussions with all operations staff frequently
2			X			X		Operations - Improve process performance indicators, tracking and feedback methods
3			X			X		Operations - Add written objectives and criteria to On-the-Job Training for OITs
4				X		X		Maintenance - Conduct optimization discussions with all maintenance staff frequently
5				X		X		Maintenance - Refine maintenance performance indicators, tracking and feedback methods
6				X		X		Maintenance - Add written objectives and criteria to On-the-Job Training for Crafts
7				X		X		Maintenance - Use the most skilled craftsman to train others on specific learning domains
8				X		X		Maintenance - Obtain CMMS Implementation Support

6.0 Programmatic Development Suggestions

Item No.	Applicable Department(s)					TTSA Recommendation?		Recommendation
	Admin.	Engr.	Ops.	Maint.	IT.	Yes	No	
1	X	X	X	X	X	X		Strategic Growth - Increase Performance-Based Focus
2				X	X	X		Strategic Growth - Hire 3rd Party Consultant to develop IT/SCADA Master Plan
3	X	X	X	X	X	X		Strategic Growth - Develop Standard Workflows and Procedures
4	X	X	X	X	X	X		Strategic Growth - Evaluate the time required to complete basic workload for each job category
5			X			X		Efficiency and Risk - Evaluate the Laboratory’s current documentation and procedures against to the 2023 TNI standards
6		X	X	X	X	X		Efficiency and Risk - Integrate Lucity CMMS into daily use
7				X	X	X		Efficiency and Risk - Improve SCADA and Instrumentation comprehensiveness
8					X	X		Efficiency and Risk - Conduct cyber security evaluation
9			X	X		X		Efficiency and Risk - Evaluate site security
10		X	X	X	X	X		Efficiency and Risk - Create an online GIS system

7.0 Contracted Services Options

Item No.	Applicable Department(s)					TTSA Recommendation?		Recommendation
	Admin.	Engr.	Ops.	Maint.	IT.	Yes	No	
1			X			X		Process and compliance laboratory analyses (reference appendix A)
2	X			X	X	X		Systems administration and integration
3		X				X		Engineering support



Tahoe-Truckee Sanitation Agency
Organizational Assessment

SUMMARY OF FINDINGS AND RECOMMENDATIONS

FINAL | November 2020





Tahoe-Truckee Sanitation Agency
Organizational Assessment

SUMMARY OF FINDINGS AND RECOMMENDATIONS

FINAL | November 2020



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Abbreviations

AAF	average annual flow
ADF	average daily flow
ALK	Alkaline
BOD	Biochemical Oxygen Demand
Carollo	Carollo Engineers, Inc.
CASA	California Association of Sanitation Agencies
Cl ³	Chloride
CMMS	Computerized Maintenance Management System
COD	Chemical Oxygen Demand
E&I	Electrical and Instrumentation
ELAP	Environmental Laboratory Accreditation Program
EPG	Effective Practice Guidelines
FIS	Financial Information System
FTE	full-time equivalent
GIS	Geographic Information System
HMI	human machine interface
IT	Information Technology
KPI	key performance indicator
mgd	million gallons per day
MPN	most probable number
NACWA	National Association of Clean Water Agencies
NH ³	Un-ionized Ammonia
NO ⁵	Nitrate and Nitrite
OJT	On the Job Training
OP	Orthophosphate
PIS	Plant Information System
SCADA	Supervisory Control and Data Acquisition
SOP	Standard Operating Procedure
TDS	Total Dissolved Solids
THM	Trihalomethane
TKN	Total Kjeldahl Nitrogen
TN	Total Nitrogen
TNI	The NELAC Institute
TOC	Total Organic Carbon
TP	Total Phosphorus
TRI	Truckee River Interceptor

TSS	Total Suspended Solids
T-TSA, Agency	Tahoe-Truckee Sanitation Agency
WDR	Waste Discharge Requirements
WEF	Water Environment Federation
WRP	Water Reclamation Plant

1.0 Executive Summary

The Tahoe-Truckee Sanitation Agency (T-TSA, Agency) commissioned an organizational assessment, in part to prepare for the impending capital improvement projects, and to review the current organizational alignment and practices with respect to comparable agencies.

The tasks within the request for proposal are:

Overall Organizational Assessment

1. To assess the effectiveness of the Agency and its ability to meet current demands by providing an objective analysis utilizing the knowledge, experience and “best practices” of other organizations and wastewater agencies
2. To make recommendations for a cost effective and efficient organizational structure (including staffing levels and span of control), division of work and workload review that provides optimum customer service, added value, efficiency, and flexibility that will result in meeting the Agency’s mission.
3. Evaluate whether the Agency’s organization is structured in a manner that facilitates and promotes the achievement of Agency’s mission. Assess whether changes to the manner in how the organization is structured could improve the organization’s performance, efficiency and effectiveness.
4. Evaluate whether the Agency’s current performance measures are the most appropriate ones available. Where applicable, develop recommendations for new performance measures based on industry best practices, and provide guidance on how those new measures should be implemented.

Department Assessment

1. Evaluate measures utilized to track department productivity, performance, and efficiency against the Agency mission.
2. Review and assess staffing levels (FTE) for each department, including the number of positions and core competencies necessary for high-performance. This evaluation should incorporate analyses of the use of outside services and consulting services.
3. Review the reporting structure for each department, the existing performance measures, and develop recommendations for changes to existing measures, or new measures, where appropriate, based on industry best practices and the consultant’s expertise.

Use of Consultants Assessment

1. Review and evaluate the functions for which the Agency currently utilizes the services of consultants.
2. Determine whether there are out-sourced functions where the use of existing staff resources or the development of in-house expertise in certain areas, would be more cost effective.

3. Determine whether there are in-house functions where the use of consultants would be more cost effective.

The assessment is comprised of an analysis of T-TSA staffing levels compared to similar-sized national and State agencies; feedback from wide-ranging interviews with Agency staff; and suggestions founded partly on items revealed in the interviews with Agency staff but also generated from observations, continuity with industry-best practices.

The Agency has an enviable compliance record, a primary metric when evaluating the performance of a wastewater treatment agency. Ongoing compliance typically indicates systems and an organization that is working well. The organizational assessment acknowledges the Agency's past and its successes, as change for the sake of change may not result in improvements. One intent is to reflect upon and acknowledge past shortcomings or failures as to not repeat them.

Carollo Engineers, Inc. (Carollo) was also mindful of the Agency's mission statement criteria, as they are foundational to the ways and means the Agency conducts its work.

The suggestions within this report are proposed with the intent of maintaining an organizational structure that:

- Provides:
 - Appropriate levels of service
 - Business process improvements
 - More efficient and effective operations
 - More efficient and effective maintenance
- Anticipates:
 - Future growth of the service area
 - Changes in skill sets driven by technology
 - Ever-increasing reliance on information technology and cyber security
- Maintains or Improves:
 - Employee satisfaction
 - Working conditions

1.1 Strengths, Concerns, Opportunities

Interviews were conducted in March 2020. Almost every person working at the Agency at that time attended an interview session. Generally, staff were thoughtful, not reluctant to speak up, and appreciative of the opportunity to have a voice. The feedback from the interviews helped us understand the workloads and assignments, interactions, and tools used to complete the work.

Strengths, concerns and opportunities for Operations/Laboratory Services, Maintenance, Engineering/Safety, Information Technology, and Administration were developed as follows:

- Strengths are positive items
- Concerns are items that may hinder the organizational growth of the Agency into the future and supervisory or management staff may want to address
- Opportunities are considerations to potentially address the concerns

Carollo's recommendations address gaps between current practices and programs and industry-best practices. A level of urgency is suggested.

1.2 Staffing Recommendations

The North American Clean Water Association (NACWA) conducts a periodic survey of wastewater treatment agencies. Responding is voluntary. Survey data provided in 2018 was used to compare the staffing count at T-TSA to other comparable sized utilities, although the data for approximately 5+/-million gallons per day (mgd) treatment plants is limited.

T-TSA aligns favorably with two other California special districts. The current staffing count – approximately 46 staff members – generally addresses the needs of the Agency to provide the expected levels of service and compliance.

Near-term adjustments for the Agency to consider include:

- Evaluate current laboratory staffing based on analysis of FTE requirements, and proposed alternatives. Currently T-TSA has three laboratory staff and a FTE requirement of 2.6
- Establish a Computerized Maintenance Management System/Geographic Information System (CMMS/GIS) position
- Increasing the Information Technology (IT) division staffing by one to supplement supervisory control and data acquisition (SCADA) and automation expertise
- Using Lucity CMMS results to right size the mechanical and Electrical and Instrumentation (E&I) staffing count
- Establish a new Associate/Assistant Engineer position and consider hiring or contracting additional Engineering expertise
- Establish an Executive Secretary – Board Clerk position
- Consolidate the Administrative Department by eliminating the Customer Services Supervisor position and replacing one Administrative Assistant position with an Accounting Technician
- Modify the Administration Manager job description to include more robust financial management experience

Staff development recommendations are provided in Chapter 5.

1.3 Programmatic Development Suggestions

The alignment of work practices between the Agency and industry-leading organizations was assessed during the interviews and site visits. Suggestions to improve the alignment of the Agency with these practices are provided in Chapter 6.

Areas to consider for increased focus and development include:

- Increase performance-based focus
- Develop IT/SCADA Master Plan
- Develop standard workflows and procedures
- Integrate Lucity CMMS into daily use
- Establish SCADA and Instrumentation comprehensiveness
- Conduct a cyber security evaluation
- Evaluate physical site security

1.4 Contracted Services Options

Services that the Agency could contract to operate and maintain the facility and achieve its mission-stated goals more effectively are provided. Services to consider contracting include:

- Process and compliance laboratory analyses
- Systems administration and integration
- Engineering support

2.0 Overview

T-TSA provides regional wastewater treatment service communities through the Agency's five-member sewage collection districts - the North Tahoe Public Utility District, the Tahoe City Public Utility District, the Alpine Springs County Water District, the Olympic Valley Public Service 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.

T-TSA owns, operates and maintains the Truckee River Interceptor (TRI) and Water Reclamation Plant (WRP). The TRI conveys wastewater from Tahoe City to the WRP in Martis Valley, east of the town of Truckee, California. The TRI collects flows from the five member districts that comprise T-TSA.

T-TSA commissioned an organizational assessment to prepare for the impending capital improvements projects, and to compare the current alignment and practices with similar-sized agencies. Ensuring that the Agency continues to align with its five-part mission statement (Figure 1) is one goal of the assessment. Some of the suggested initiatives are proposed to sustain that focus as the agency transitions through increasing capital improvements and ever-changing work force expectations.

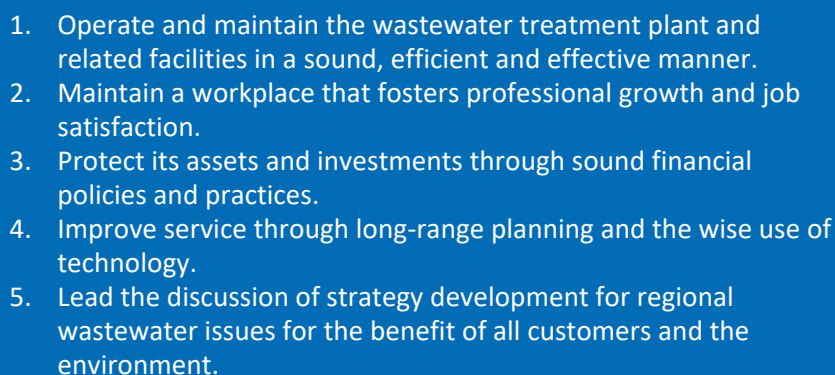
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1. Operate and maintain the wastewater treatment plant and related facilities in a sound, efficient and effective manner.
 2. Maintain a workplace that fosters professional growth and job satisfaction.
 3. Protect its assets and investments through sound financial policies and practices.
 4. Improve service through long-range planning and the wise use of technology.
 5. Lead the discussion of strategy development for regional wastewater issues for the benefit of all customers and the environment.

Figure 1 T-TSA's Mission Statement

Outcomes of the Organizational Assessment include maintaining an organizational structure that:

- Provides:
 - Appropriate levels of service
 - Flexibility
 - Business process improvements
 - More efficient and effective operations
 - More efficient and effective maintenance
- Anticipates:
 - Future growth of the service area
 - Changes in skill sets driven by technology
 - Ever-increasing reliance on information technology and cyber security
- Improves:
 - Employee satisfaction
 - Working conditions

The assessment foundation has three components, as illustrated in Figure 2. The 2018 National Association of Clean Water Agencies (NACWA) Financial Survey information provides an understanding of the staffing levels of comparable agencies. To better understand how work is currently completed, almost every member (94 percent) of the current staff was interviewed. These interviews allowed Carollo to better understand the expectations of the staff. This report provides digested results of those interviews, with feedback noted as strengths, concerns and opportunities. The strengths, concerns and opportunities also provide comparisons to industry best practices.

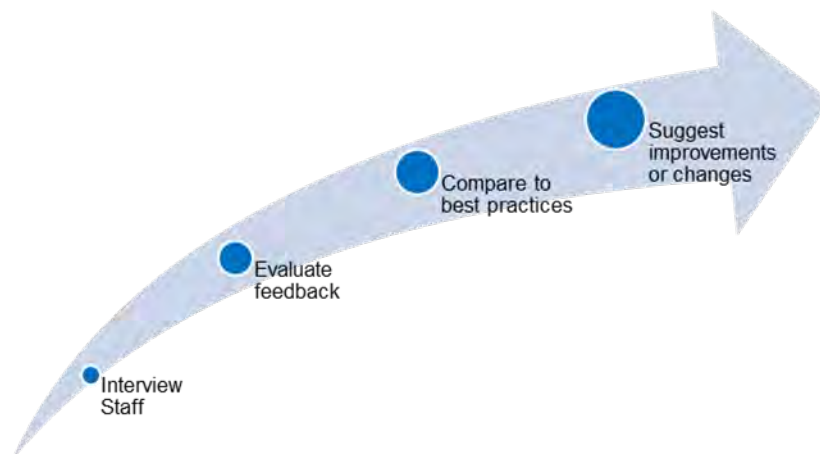


Figure 2 [Organizational Assessment Approach](#)

Feedback and observations result in suggested improvements or changes. Carollo recommends that T-TSA evaluate the proposed suggestions to determine which are best fit for continuing to achieve the mission statement goals.

3.0 NACWA Financial Survey Comparison

The North American Clean Water Association (NACWA) completed a staffing survey of over 110 facilities in the Opportunities and Challenges in Clean Water Utility Financing and Management report published in July 2015. In this report, the agencies surveyed reported an average of 3.5 full-time equivalents (FTEs) per mgd treated and 4.3 FTEs per 10,000 population served. This results in a range of 16 to 20 FTEs, based on the T-TSA's current average daily flow (ADF) and population. T-TSA's staffing count is 46 at the time of this report, which is high when compared to the average of all NACWA-surveyed agencies, but in alignment when compared to similar-sized agencies, as will be discussed in this chapter.

NACWA periodically circulates a survey that agencies voluntarily respond to. The latest was initiated in 2017 with the results published in 2018. The 2018 feedback from facilities with similar flow are provided to illustrate how T-TSA compares to others within the industry. Unfortunately, the number of approximately 5-mgd average annual flow (AAF) plants that responded is rather small. The survey data is supplemented with staffing information from T-TSA's closest neighbor, South Tahoe Public Utility District.

Many factors affect staffing levels and comparisons. Generally high-level categorical information is provided in the survey. Among those details that are not defined in the NACWA survey but that relate to T-TSA are:

- Differing processes. Figure 3 illustrates the Water Reclamation Plant's current treatment footprint.
- The service life and age of equipment, facilities and structures.
- Discharge permit requirements.
- Varying complexities of IT and SCADA systems.
- Differing financial systems.
- Supporting staff from another agency or city may have administrative, billing, or engineering staff that are not reported. As an example, a City may have engineering, laboratory or IT staff that support a variety of services, not just wastewater treatment.

The NACWA 2018 Financial Survey was used to understand and compare staffing levels to other comparable agencies. Survey information was first filtered by total effluent flow as a common metric. An average annual flow of 4.5 mgd was used for T-TSA.

The treatment plants used for this comparison may or may not have similar treatment processes. The Water Reclamation Plant has a treatment footprint that is unique to the industry, based on physical, biological and chemical treatment necessary to achieve low effluent requirements for nitrogen and phosphorus compounds (nutrients). The processes have a moderate amount of automation, meaning more operator intervention is required to adjust and optimize the processes. Chlorine gas is used as the disinfectant, resulting in operators onsite 24/7/365 to monitor the storage and makedown equipment and provide an immediate response if a safety issue arises.

Compliance requirements are likely not comparable. The Water Reclamation Plant's Waste Discharge Requirements (WDR) are more stringent than most. Compliance with a more stringent permit typically requires greater attention to detail, more frequent process analyses, more complex equipment, and increased operator observations and adjustments.

Table 1 displays the plants used for comparison to T-TSA's staffing. All but three have higher AAF flow than the Water Reclamation Plant, but all are medium sized plants. Two California plants that provided responses have roughly double the influent flow. South Tahoe PUD volunteered their staffing data for this assessment.

Table 2 displays the staffing numbers by category and the total number of staff reported. The survey results are not edited by NACWA. As a result, the numbers for a certain category (i.e., treatment) may also include other staffing, such as maintenance and/or management staff.

These agencies may or may not have a comparable structure to T-TSA. For instance, a city may have administrative, billing, or engineering staff that are not reported. In general, California plants have more staff treating the service area wastewater, no matter what the AAF is. These staffing levels may be driven by State regulations and requirements, a desire to provide high quality service, or a myriad of other reasons not provided as part of the survey information.

Table 3 focuses on the California plants only. Three metrics are used to clarify staffing counts. The metric and conclusions follow:

1. The total staffing number is divided by the AAF flow to determine the number of people involved treating each mgd. The Bay-area plants employ about 4.5 staff for each mgd treated, where the mountain-area plants use over double that amount.
2. The population of the service area is divided by the AAF to reflect the volume of wastewater generated within the service area. Roughly the same population provides a comparable amount of flow.
3. The population of the service area is divided by the total staffing number to reflect the population served by each person. The Bay-area plants serve over twice as many citizens as the mountain-area plants.

The organizational assessment revealed possible additions and subtractions to the current staffing levels, described later in this report. In general, about 50 total staff are needed to meet the Agency's goals and to provide the desired level of service.

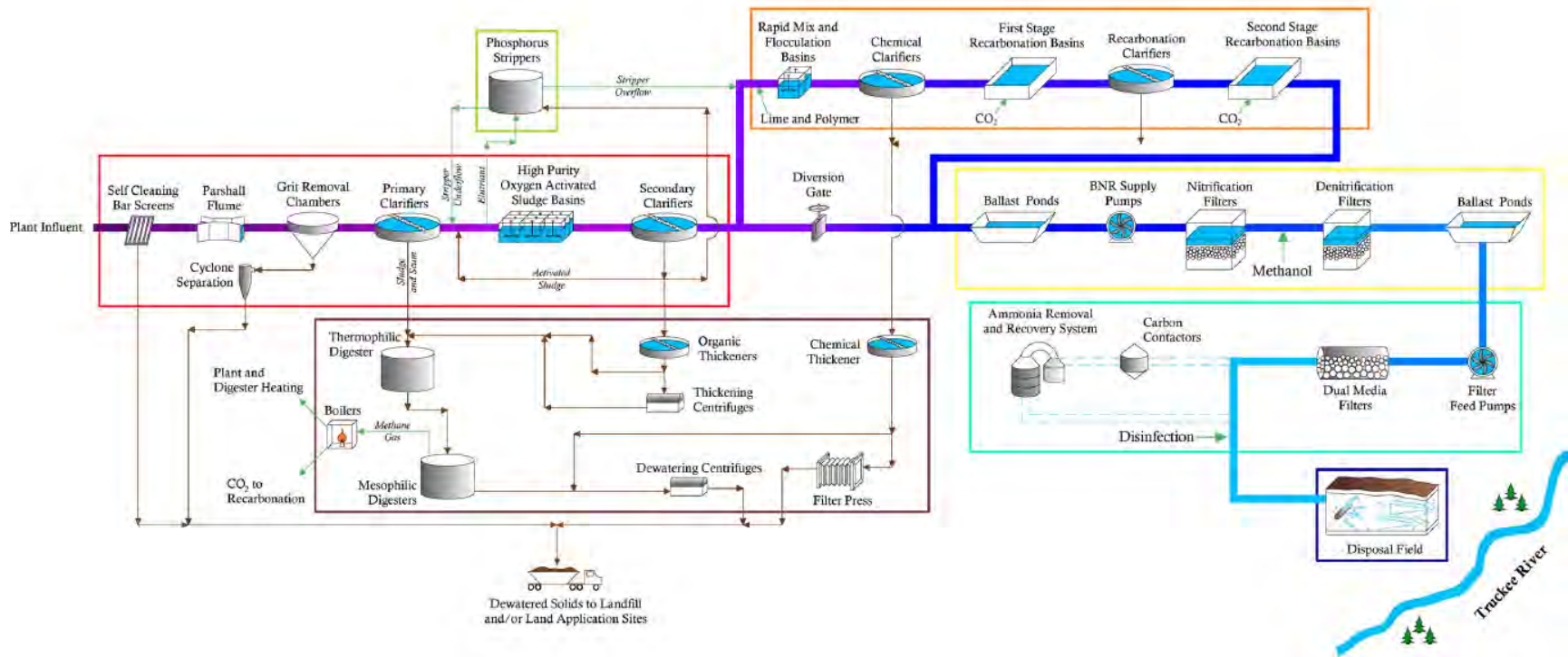


Figure 3 T-TSA's WRP Process Flow

Table 1 NACWA Plant Comparisons

Agency	City	State	Total Population Served	Average Flow (mgd)
Tahoe-Truckee Sanitation Agency	Truckee	CA	47,000	4.5
Fairfield-Suisun Sewer District	Fairfield	CA	142,000	12.6
West County Wastewater District	Oakland	CA	104,000	9.9
South Tahoe PUD	South Tahoe	CA	42,000	4.0
Daphne Utilities	Daphne	AL	25,000	3.5
Pine Bluff Wastewater Utility	Pine Bluff	AR	50,000	10.1
The Town of Greenwich	Greenwich	CT	61,171	8.1
Jefferson City Public Works Department	Jefferson City	MO	74,700	8.9
Orange Water & Sewer Authority	Carrboro	NC	83,000	8.6
Water Environment Services of Clackamas County	Oregon City	OR	95,366	8.6
City of Albany, OR	Albany	OR	54,885	10.4
Greenwood Metropolitan District	Greenwood	SC	50,000	6.9
Upper Trinity Regional Water District	Lewisville	TX	104,560	6.9
Central Davis Sewer District	Farmington	UT	60,500	6.5
Snyderville Basin Water Reclamation District	Park City	UT	31,079	3.8
	Minimum		25,000	3.5
	Maximum		141,728	12.6
	Average		71,988	8.1

Table 2 Staffing Numbers by General Category

Agency	Management, Admin, & Support	Billing & Collection/ Customer Service	Engineering	Industrial Pretreatment	Treatment	Water Reuse	Biosolids	Total
Tahoe-Truckee Sanitation Agency	12	2	3	0	29	0	0	46 ⁽¹⁾
Fairfield-Suisun	7		6	4	40			57
West County	10		9		25			44
South Tahoe	11.5	11	12	0	28	4	0	66.5
Daphne	11	3	2	1	6			23
City of Pine Bluff	11			8				19
Town of Greenwich	4	1			13			18
Jefferson City	1		1	1	13		3	19
Orange	22				19		4	45
Clackamas County	29		6		25		5	64
City of Albany	3			3	7			13
Greenwood	14		6		16		1	37
Upper Trinity	2			1	10	0	2	14
Central Davis	3		1		5		2	11
Snyderville Basin	4	1	7	1	12		2	27
Average	10	5	5	2	18	1	2	33

Notes:

(1) Staffing count as of April 2020.

Table 3 Staffing Results for California Plants

Agency	Total Population Served	Annual Average Flow (mgd)	Mgmt, Admin, and Support	Billing & Customer Service	Engineering	Industrial Pretreat	O&M	Total	Staff per mgd	Population per mgd	Population per Staff
Tahoe-Truckee Sanitation Agency	47,000	4.5	12	2	3	0	29	46	11	10,500	1,020
Fairfield-Suisun	142,000	12.6	7		6	4	40	57	4.5	11,250	2,500
West County	104,000	9.9	10		9		25	44	4.4	10,500	2,350
South Tahoe	42,000	4.0	11.5	11	12	0	28	66.5	16.5	10,500	650

4.0 Staff Interviews

To better understand how T-TSA uses the employees to meet Mission Statement Goals 1 and 2, Carollo used seventeen sessions to interview 45 staff members (Figure 4). The groupings were determined by T-TSA management based on availability and schedule. As an example, the timing of the two Operator III sessions occurred as the operators were completing their shifts. The interviews allowed Carollo to gauge if the plant is being operated and maintained soundly, effectively and efficiently. Feedback allowed Carollo to assess if professional growth opportunities are available.



Figure 4 Staff Interviews

The feedback from the wide-ranging interviews was distilled into strengths, concerns, and opportunities for each workgroup. For example, all feedback from the mechanics is shown as one workgroup. Strengths, concerns, and opportunities for Operations/Laboratory Services, Maintenance, Engineering/Safety, Information Technology, Administration are provided.

- Strengths are positive items for the group. These provide the backbone to build programs, initiatives, and work efforts from.
- Concerns are items that may hinder growth of the Agency into the future and is something that supervisory or management staff may want to address. These concerns may not be negative but could hinder achieving Goals 1 and 2.
- Opportunities are items that the Agency may decide to act on, as they are considerations to address the concerns.

4.1 Operations

Strengths

- Knowledge of how the plant operates and adjustments needed to maintain compliance
- Confident in their abilities
- Experienced staff that will tackle anything
- Well-educated staff that wants to be involved in process control decisions. The number of college-educated plant operators is greater than in many other facilities
- Utility crew staff are eager and willing

Concerns

- Communication of actual results against unit process performance indicators
- Consistent knowledge transfer between experienced workers and new hires

Opportunities

- Further involve all operators into process and plant optimization initiatives
- Refine unit process key performance indicators (KPIs)
- Publish optimization results to demonstrate success and further drive optimization efforts
- Provide additional training to optimize interaction with the Plant Information System to use the results to further optimize unit processes and operating costs
- Bolster the On-the-Job training program by adding written objectives to realize consistent knowledge transfer
- Share and learn operational practices through interaction with other local, state, and national organizations (California Association of Sanitation Agencies [CASA], Water Environment Federation [WEF], etc.)
- Integrate tablets and other methods that support remote operations
- Use video/voice over (GoPro, iPad, or similar) technology to document the unique operational events that rarely occur

4.2 Laboratory Services

Strengths

- Well educated and informed team
- Dedication to the environment
- Commitment to the Agency and its mission
- Programs and procedures in use to retain the State of California's Environmental Laboratory Accreditation Program (ELAP) verification

Concerns

- Workload and staffing count may not align
- The in-house evaluation of the WDR requirements resulted in a significant reduction in analyses for lab staff to conduct
- Conformance with the revised California ELAP Regulations modeled after The NELAC Institute (TNI) standards (compliance expected by late 2023)

Opportunities

- Evaluate the current means and methods used to provide service and results
- Detailing the programmatic tasks and the time required to complete them may reveal opportunities for staff to take on other work
- Conversely, mapping out workload may reveal the potential to downsize the work group
- Confirm lab data management robustness
- Confirm documentation and practices with current ELAP requirements and proposed TNI requirements

4.3 Maintenance

Strengths

- Well-rounded skill sets
- Pride of ownership
- Pride of ability
- Have the tools to do the work
- Have a machine shop to manufacture parts if needed
- Willing to tackle any project

Concerns

- Integrating the historical data within the Plant Information System with the new Lucy platform
- Limited comprehensive communication – both verbal and graphical - of key performance indicators and the goals
- Non-industry standard remote telemetry equipment
- Consistent knowledge transfer between experienced workers and new hires

Opportunities

- Establish a CMMS/GIS technician position
- Drive asset management and cost awareness using Lucy CMMS and other commercial software
- Prioritize critical equipment repair needs regardless of the impending master plan recommendations and address these needs before failure
- Increase the E&I group involvement in SCADA hardware maintenance. This allows the E&I staff to increase their value to the Agency while allowing the IT staff to focus on other support needs and new systems integration
- Bolster the craft-specific On-the-Job training programs by adding written objectives to realize consistent knowledge transfer
- Reevaluate use of non-industry standard equipment for remote telemetry
- Share and learn maintenance practices through interaction with other local, state, and national organizations (CASA, WEF, etc.)
- Use video/voice over (GoPro, iPad, or similar) technology to document the unique maintenance events that rarely occur

4.4 Engineering

Strengths

- Eager and energetic
- Competent

Concerns

- Inadequately staffed for impending CIP workload
- Record and as-built drawings not easily accessible or developed

Opportunities

- Implement electronic data and documents management system
- Consider adding additional staff prior to the impending projects
- Consider increased consultant support for implementation of plant improvements and upgrades (e.g. staff augmentation)

4.5 Information Technology

Strengths

- Cost-effective IT approaches
- Dedicated and enthusiastic staff
- Pride of ownership
- Support for virtualization and cloud-based technologies
- Upgrading to latest version SCADA human machine interface (HMI) (Wonderware 2014)

Concerns

- No recent cyber security review
- No IT strategic/master plan
- Agency-developed system for laboratory and operations data management limits support capability from outside of the Agency

Opportunities

- Use outside consultant to conduct IT/SCADA assessment and develop IT/SCADA master plan based on industry best practices
- Confirm the future for laboratory and operations data management
- Consider using E&I staff for SCADA maintenance and programming support
- Phase out Plant Information System (PIS) functionality that overlaps with CMMS
- Implement Wi-Fi improvements and increase availability of mobile devices for CMMS use. Improved Wi-Fi will benefit the contractors that will execute future capital upgrades
- Conduct cyber security evaluation and implement recommendations

4.6 Administration

Strengths

- Talented and experienced staff with a long work history
- Optimistic that the new Financial Information System (FIS) will provide many accounting and reporting improvements

Concerns

- Minimal IT support for new FIS and dependence on single remote vendor
- Need for in house financial staff to support current management and administration

Opportunities

- Evaluate potential efficiencies to streamline workflows for approvals, increased use of electronic documentation, and automation of reports
- As Lucity matures, use to increase purchasing, warehouse, and receiving efficiencies

5.0 Staffing Recommendations

The June 2020 T-TSA organizational structure, shown in Figure 5, reflects typical industry alignment around administration, engineering, information technology, operations, and maintenance functions.

A high-level evaluation indicates that the current employee count is close to appropriate for the variety of mandated compliance tasks, and services that the Agency undertakes, and that the public expects to achieve ongoing compliance with all operating permits.

However, several changes to the organizational structure were evaluated and suggested to optimize the performance of the Agency and increase the ability of the Agency to transition into and embrace the technical and modern changes being implemented as related to modernization of the agency's work processes. Those modifications include:

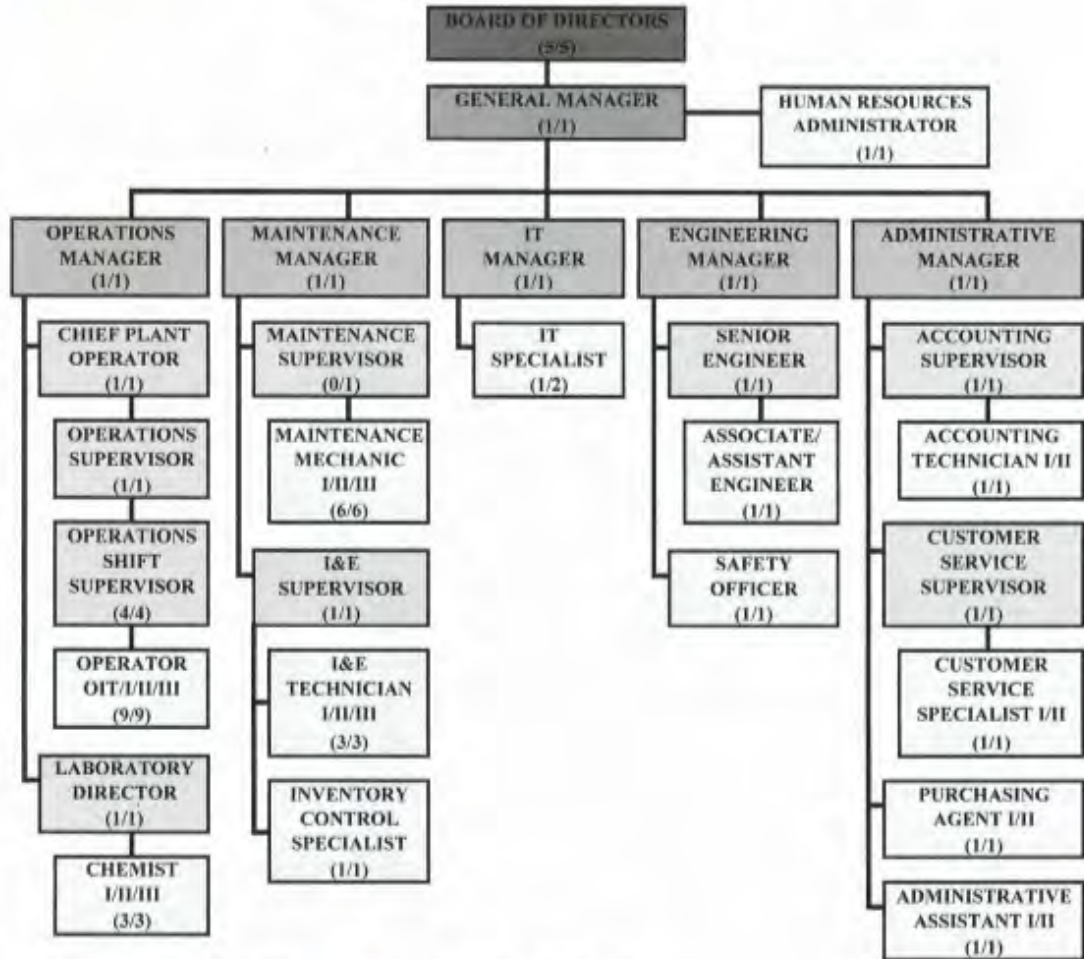
- Options for the placement of Laboratory Services were evaluated. Within the industry, it is not unusual for Lab Services to report to the Operations Manager. Other options were considered but the integrity expected by the State of California for Operators-in-Responsible Charge surpassed any concerns.
- Options for the structure of laboratory services were evaluated given the transition from ELAP to TNI certifications, and transition of some sampling and analysis activities from the Laboratory to Operations.
- Modifications of the administration services, given recently realized efficiencies and the elimination of the customer inspections have allowed the elimination of the Customer Services Supervisor position
- Replacing an existing Administration Assistant position with an Accounting Technician position
- Creation of an Executive Secretary – Board Clerk position
- Change job description for the Administrative Manager to require more robust financial experience
- Increase the number of FTEs in the Associate/Assistant Engineer role from one (1) to two (2) in anticipation of the increased workload from the Master Plan recommended Capital Program
- The inclusion of a CMMS/GIS role with staff for the implementation of CMMS and data management responsibilities across the Agency.

- Placing the Safety responsibilities under the Operations or Maintenance Manager was considered. In the past this alignment proved to be ineffective. Retaining Safety within Engineering appears to be the best option for the Agency.



TAHOE-TRUCKEE SANITATION AGENCY ORGANIZATIONAL CHART

Approved and Adopted by Board of Directors: June 17, 2020



Note: (0/0) identifies quantity of full-time equivalent's (FTE's) - (FTE's Filled/FTE's Total)

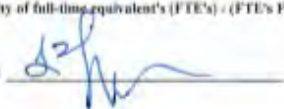
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Figure 5 Current Organizational Structure

5.1 Laboratory Staffing Review and Evaluation

Carollo conducted a review of the current laboratory staffing workload and regulatory responsibilities based on inquiries related to the number of FTE's currently responsible for the collection and analysis of compliance and operations sampling. Carollo worked closely with plant operations and with a database developed by the Agency's recently departed Laboratory Director to evaluate the required number of FTE's based on current sampling and reporting requirements. In Appendix A, Figure A1 provides a breakdown of the daily tasks required of the Laboratory Staff. The daily schedule included time blocks for when specific duties were required. The table of daily work provides a detailed look at the required task to complete all of the regulatory and operational sampling and analyses requirements for the three Laboratory working stations in use. The schedule was developed by the previous Lab Director, and includes Daily Monitoring, Analysis and Compliance Reporting, as well as Non-Daily Compliance activities. As developed, the schedule includes approximately 68 hours per week (3,552 hours per year) of daily compliance and reporting tasks. The remaining portion of the schedule not filled with daily tasks was allocated to Non-daily work, that portion of the schedule totals approximately 37 hours per week (1,900 hours per year). The hours were allocated based on the Laboratory Director's scheduling

Carollo worked closely with agency staff to calculate the actual staff time required to complete both Daily Monitoring, Analysis, and Compliance Reporting, as well as Non-Daily Compliance activities and compare the calculated values versus the existing Laboratory Director's schedule to determine the required FTE for monitoring and tracking Agency compliance. Table 4 below summarizes the calculations. Based on the summary in Table 4, the Agency needs 2.6 FTEs to complete the required sampling. Currently the Agency has 3 FTEs assigned to the Laboratory.

Table 4 Summarized Calculations of Laboratory Task

Laboratory Task	Existing Time Allocation (Hours/Year)	Calculated Time Required (Hours/Year)
Daily Monitoring, Analysis, and Compliance Reporting	3,552	3,552
Non-Daily Compliance	1,900	400 ⁽¹⁾
Staff Breaks	1,170 ⁽²⁾	1,170
Total Time Required	6,622	5,222
Time Per FTE	2,000 ⁽³⁾	2,000
Required FTE	3.3	2.6

Notes:

- (1) Non-Daily hours were calculated at 71 hours per year, Carollo assumed an allowance for approximate 400 hours to account for unknown tasks and unforeseen work efforts, to total approximately 500 hours a year or 25 percent of an FTE.
- (2) Staff breaks were calculated at 22.5 hours per week.
- (3) An FTE is estimated to provide 2,000 hours per year after paid time off is removed.

5.1.1 Laboratory Staff Options

Based on the calculated FTE requirements, Carollo developed three Laboratory staffing alternatives that included options for maintaining existing staffing levels and responsibilities, to contracting out all laboratory services. Alternatives considered requirements to transition from ELAP to TNI certifications, projected workload, and compliance risk. Table 5 summarizes the elements of each alternative and the associated annual costs.

Table 5 Alternative Elements Summarized and Associated Annual Costs

Laboratory Staff Alternatives	Description
Alternative 1 – Maintain Current Staffing	<ul style="list-style-type: none"> Maintain three Laboratory Staff including a Lab Director⁽¹⁾ and two Chemist II/III. Provides sufficient staff to meet 2.6 FTE requirements. Provides internal staff to support ELAP to TNI certification Sampling and compliance testing and analysis to be completed by Laboratory Staff Staffing to include Laboratory Director and two Chemists Annual Cost = \$612, 000⁽²⁾ annually plus TNI accreditation support
Alternative 2 – Two Full Time Laboratory Staff	<ul style="list-style-type: none"> Two full time Laboratory Staff (two FTE) including a Lab Director⁽¹⁾ and a Chemist III 0.6 FTE support provided by Operations Staff Operations Staff to provide DO and Temperature, support most probable number (MPN), and other support including weekends Requires consultant support with ELAP to TNI certification Annual Cost = \$445,000⁽³⁾ annually plus TNI accreditation support
Alternative 3 – One Laboratory Staff and Contracted Sampling Analysis	<ul style="list-style-type: none"> One Lab Director⁽¹⁾-level staff member responsible for compliance, reporting, and analysis quality control Operations Staff to provide DO, Temperature, MPN, and other support including weekends Contract sampling analysis to a National TNI Certified Laboratory Requires consultant support with ELAP to TNI certification Annual Cost = \$360,000⁽⁴⁾ annually plus TNI accreditation support

Notes:

- Currently the T-TSA description for a Laboratory Director includes supervisory responsibilities. Laboratory Director in Alternative 1 and 2 includes the supervisory responsibilities. Under Alternative 3, the Laboratory Director position does not include supervisory responsibilities, and may require adjustments to the current T-TSA job descriptions.
- Alternative costs include staffing and assumed costs for outsourcing testing and sample analysis. O&M costs assumed to be minimal across all alternatives as compared to staffing costs
- Staff costs were provided by the Agency based on existing total compensation.
- Costs for Alternative 3 include staffing costs of \$216,000 plus the costs of sampling analysis at a TNI accredited laboratory

The Alternatives were evaluated based on benefit cost effectiveness regarding overall T-TSA operations. Currently Alternative 1 results in an overstaffing of the Laboratory tasks, and results in the highest annual cost. Alternative 2 optimizes staffing by reducing laboratory staff to match the required FTEs by utilizing operations staff for operational sampling. Alternative 2 will utilize contracted services to help meet the TNI certification requirements over the short term.

Alternative 3 provides the minimal level of staffing to provide oversight and quality control of the contracted sampling analysis, and similar to Alternative 2 requires consulting services to meet TNI certification requirement. Alternative 3 would also require courier services to transport

samples from the plant to a TNI certified testing laboratory in Reno, Nevada. This alternative would also require consulting services to meet TNI certification requirements.

The conversion from ELAP to TNI accreditation has not been adopted by the Water Quality Control Board but is expected. An estimated cost for consultant support to achieve this accreditation is \$80,000 over a three-year period. A dedicated 0.25 - 0.5 FTE yearly is forecast to work with the consultant on the transition.

5.2 Staffing and Organizational Recommendations

Table 6 illustrates suggestions that relate to staffing alternatives, prioritized by Carollo's suggested urgency based on the interviews, observations, and industry trends or standards. Reasoning why the change is suggested and considerations about the change are provided. Some suggestions address the present; some anticipate demands that will arise as future projects – study, design, construction, and operating phases – occur. These are suggestions but T-TSA is advised to consider the overall impact to how work is presently conducted and what these changes may do to that workflow. Figure 6 illustrated the proposed modifications to the Agency Organizational Chart to account for the changes recommended in Table 6.

Table 6 Recommended Staff Modifications

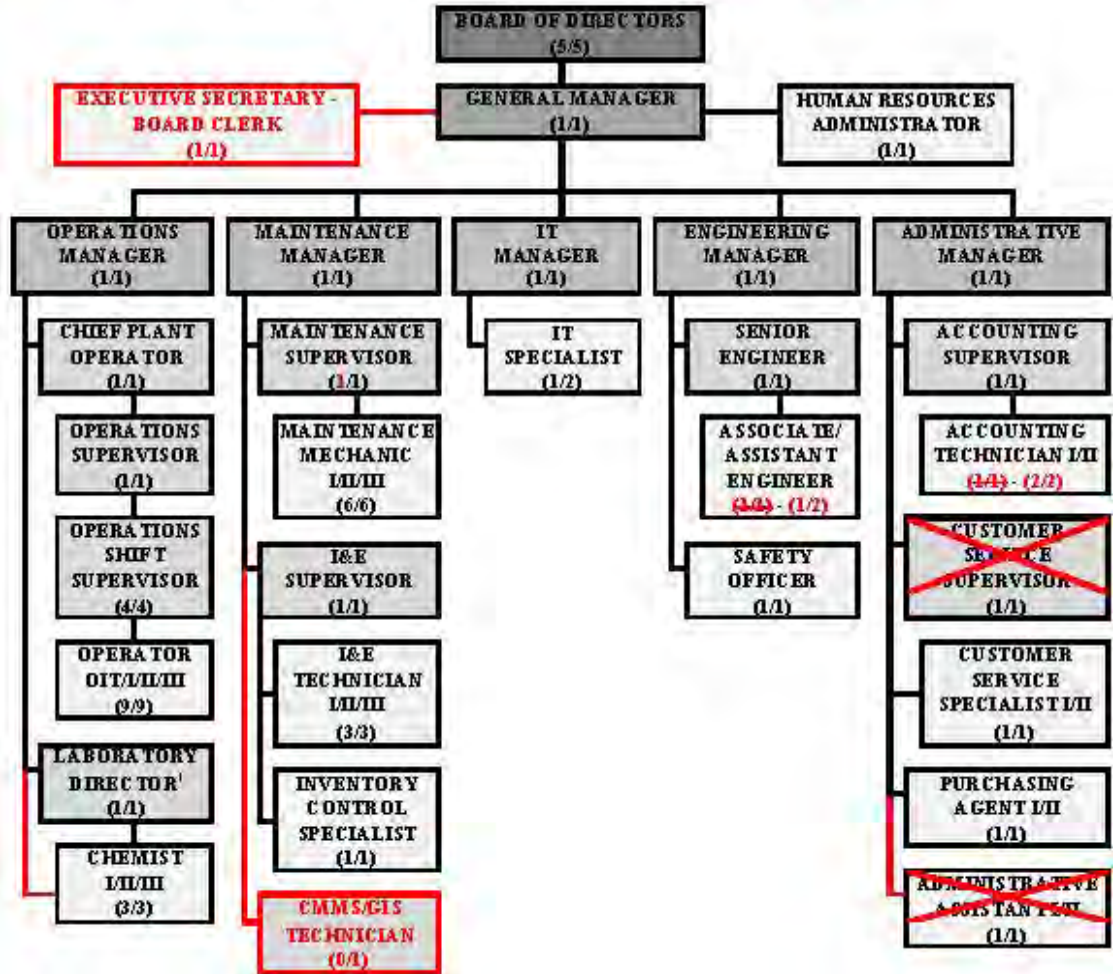
Suggestion	Why/How	Considerations	Urgency
Optimize Lab Services staffing by with support of operations staff	<ul style="list-style-type: none"> In 2019, the number and frequency of process analyses completed by Lab Services staff was modified Laboratory workload analysis revealed that the current required workload is 2.6 FTEs. Revised California ELAP Regulations modeled after The NELAC Institute (TNI) standards are anticipated to become effective by the end of 2020, with compliance expected by the end of 2023 	<ul style="list-style-type: none"> Continue to: <ul style="list-style-type: none"> Retain ELAP accreditation and transition to TNI certifications Maintain permit compliance documentation and data Complete special studies Complete non-routine lab analyses Use approved technologies or techniques to streamline analyses Determine the Laboratory’s current status with TNI standards <ul style="list-style-type: none"> Consider third-party support if needed to meet the 2023 deadline Evaluate the use of a contracted laboratory services provider for routine analyses Determine what additional work could be delegated for Lab Services staff 	High
Create CMMS/GIS position	<ul style="list-style-type: none"> Need for GIS based data and O&M management Agency-wide 	<ul style="list-style-type: none"> Work with Lucity system Works under the direction of the Maintenance Supervisors Implement and manage CMMS data and planner scheduler role Manage GIS Data and Electronic records/O&M records for treatment and conveyance 	High
Assess IT organization and staffing as part of IT/SCADA master plan	<ul style="list-style-type: none"> Implement industry IT best practices Refocus IT for increased enterprise systems support 	<ul style="list-style-type: none"> Implement recommendations of IT/SCADA master planning consultant 	High
Create Executive Secretary – Board Clerk	<ul style="list-style-type: none"> Support Board and overall administration of meetings and management functions 	<ul style="list-style-type: none"> Consider advertising for open position or moving an existing administration employee 	Medium
Eliminate Customer Service Supervisor and one Administrative Assistant position	<ul style="list-style-type: none"> Business process improvements have resulted increased efficiencies 	<ul style="list-style-type: none"> Currently the existing staffing is meeting these suggested modifications and new action is not required beyond a modification to the Agency Organizational Chart 	Medium

Suggestion	Why/How	Considerations	Urgency
Create Accounting Technician Position	<ul style="list-style-type: none"> Additional accounting needs facilitate this addition 	<ul style="list-style-type: none"> Advertise for new open position to be posted under the current Accounting Supervisor 	High
Create New Associate/Assistant Engineer	<ul style="list-style-type: none"> Projected workload related to Master Plan improvements surpasses existing staffing 	<ul style="list-style-type: none"> Advertise for new open position to be posted under the current Senior Engineer 	High
Modify Administration Manager Job Description to include More Robust Financial Qualifications	<ul style="list-style-type: none"> Agency currently doesn't have in-house financial support 	<ul style="list-style-type: none"> Industry standard is for in-house financial expertise Agency needs to provide internal accountability from internal staff expertise 	High
Right-size the mechanic and E&I staff counts based on CMMS data	<ul style="list-style-type: none"> Reevaluate the level of effort and complexity of tasks as a result of Lucity CMMS implementation may expose inefficiencies. 	<ul style="list-style-type: none"> Determine actual effects of pending staff retirements Specific contracted services options may be able to replace unique retiring skills 	Medium
Add third party Owner's Advisor management to Engineering Manager's workload	<ul style="list-style-type: none"> Contracted services will be needed for project management, construction oversight, design/build expertise and other CIP-driven duties 	<ul style="list-style-type: none"> Delegate less essential management work to Senior Engineer 	Medium
Modify Senior Engineer's job responsibilities	<ul style="list-style-type: none"> Anticipate CIP projects with focus on project specifications, document handling and storage 	<ul style="list-style-type: none"> Delegate pretreatment inspection Engineering retains pretreatment plans and specification review for new or modified businesses 	Medium
Evaluate means to change to unmanned operation	<ul style="list-style-type: none"> Potential to reduce staffing count Improve working hours Have staffing onsite to support construction activities 	<ul style="list-style-type: none"> Strategies can be tested and refined before committing 	Medium



TAHOE-TRUCKEE SANITATION ORGANIZATIONAL CHART

Approved and Adopted by Board of Directors: XXXX XX, XXXX



Notes:

(1) Roles and responsibilities of the Lab Director to be defined based on alternative selection of the Lab services alternative.

Figure 6 Proposed Organizational Structure

5.3 O&M Staff Development Recommendations

Table 7 displays suggestions to more comprehensively achieve mission statements goals 1 and 2, categorized by Carollo’s suggested urgency.

Table 7 O&M Staff Development Suggestions

Suggestion	Why	Considerations	Urgency
Staff Development - Operations			
Conduct process optimization discussions with all operations staff frequently	<ul style="list-style-type: none"> Maximize staff abilities and contributions Increase interaction between supervision and frontline staff Use defined and communicated process indicators to measure results and refine actions as needed Grow overall awareness to develop future supervisory staff 	<ul style="list-style-type: none"> This will grow the overall staff knowledge and involvement Use and grow the collective skills and knowledge to meet mission statement goals 1 and 2 Involve Lab Services to evaluate means and instrumentation to increase online monitoring and adjustments 	Immediate
Improve process performance indicators, tracking and feedback methods	<ul style="list-style-type: none"> Further optimize treatment processes, therefore operating costs 	<ul style="list-style-type: none"> Tie operator observations and adjustments to metrics longer-term and more comprehensive than SCADA trends 	High
Add written objectives and criteria to On-the-Job Training for OITs	<ul style="list-style-type: none"> Demonstrate proficiency Establish understanding of key performance indicators 	<ul style="list-style-type: none"> Establish a consistent foundation for all new hires Support transfer of institutional knowledge 	Medium
Staff Development - Maintenance			
Conduct optimization discussions with all maintenance staff frequently	<ul style="list-style-type: none"> Maximize staff abilities and contributions Increase interaction between supervision and frontline staff 	<ul style="list-style-type: none"> This will grow the overall staff knowledge and involvement 	Immediate
Refine maintenance performance indicators, tracking and feedback methods	<ul style="list-style-type: none"> Optimize maintenance work, therefore operating costs 	<ul style="list-style-type: none"> Tie staff observations and adjustments to CMMS-based metrics 	High
Add written objectives and criteria to On-the-Job Training for Crafts	<ul style="list-style-type: none"> Demonstrate proficiency Establish understanding of performance metrics 	<ul style="list-style-type: none"> Establish a consistent foundation for all new hires Support transfer of institutional knowledge 	Medium

Suggestion	Why	Considerations	Urgency
Use the most skilled craftsman to train others on specific learning domains	<ul style="list-style-type: none"> • Ensure continuity with training • Maintain pride of ownership demonstrated by current staff 	<ul style="list-style-type: none"> • Provide expertise of current means and methods into upcoming CIP projects • Upgrade On-the-Job Training (OJT) modules to match project-provided changes 	Medium
Obtain CMMS Implementation Support	<ul style="list-style-type: none"> • Optimize the use of the CMMS solutions by training employees in the effective use of the CMMS and proper work order management 	<ul style="list-style-type: none"> • Fully leverage these core business applications and populate the CMMS and GIS with requisite asset attributes for each asset class 	Medium

Changing from gaseous chlorine to an alternative disinfectant is a potential capital improvement project that could affect plant staffing. Figure 7 illustrates how to methodically move to unmanned operations. The timeline is an example and not tied to any current Agency upgrades.

Reasons for making this transition are many and varied, including reducing the less desirable (therefore harder to fill) off-hour shifts. A systematic approach tied to SCADA alarm and communication upgrades and mechanical and electrical reliability improvements could provide comfort to test and ultimately adopt unmanned operation. Evaluating the results could result in a reduced staffing count with more operators onsite during the construction activities. The operators could better learn the new equipment and process upgrades while supporting the adjustments and outages that arise during a project.

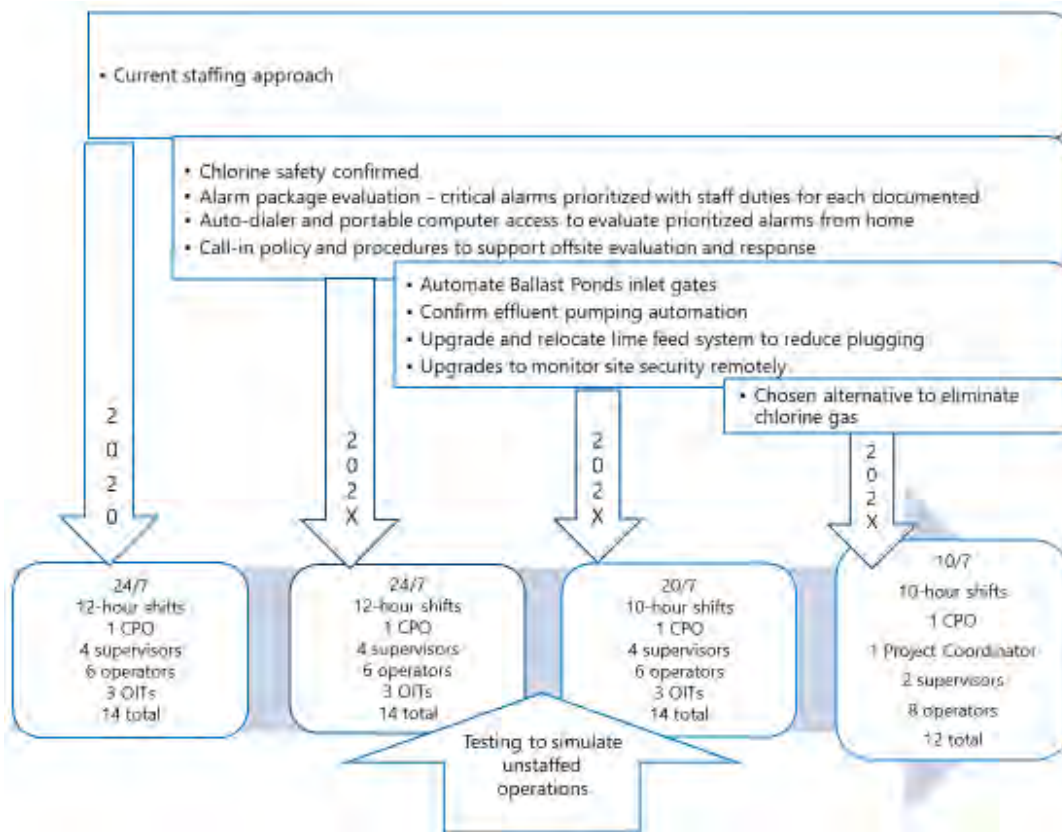


Figure 7 Unmanned Operations Transition Workflow

6.0 Programmatic Development Suggestions

Table 8 displays suggestions to more comprehensively achieve Goals 1, 2, 3 and 4, categorized by Carollo's suggested urgency.

Table 8 Programmatic Development Suggestions

Suggested Improvements	Why	How	Urgency
Strategic Growth			
Increase Performance-Based Focus	<ul style="list-style-type: none"> Implement a performance-based focus with sets of tiered, integrated performance measures within each major workgroup tied to the Agency's Strategic Plan and desired Levels of Service for its customers 	<ul style="list-style-type: none"> Monitor and trend actual levels of performance against desired business targets Communicate performance to all employees and other stakeholders 	High
Hire 3 rd Party Consultant to develop IT/SCADA Master Plan	<ul style="list-style-type: none"> Implement use of industry IT best practices Refocus IT for increased enterprise systems support 	<ul style="list-style-type: none"> Implement staffing, process, and technology recommendations from comprehensive IT/SCADA master plan 	High
Develop Standard Workflows and Procedures	<ul style="list-style-type: none"> Develop Standard Operating Procedures (SOPs) and Effective Practice Guidelines (EPGs) for routine field activities and train staff in the use of the business process workflows and SOPs/EPGs to improve overall work efficiency and effectiveness 	<ul style="list-style-type: none"> Document as-is and to-be business process workflows using consistent Process Functional Chart standards 	Medium
Evaluate the time required to complete basic workload for each job category	<ul style="list-style-type: none"> Determine the actual workload Adjust staffing to align with required work Forecast future alignment and staffing count 	<ul style="list-style-type: none"> Measure work using CMMS, Excel, and/or comparable data management tools 	Medium
Efficiency and Risk			
Evaluate the Laboratory's current documentation and procedures against to the 2023 TNI standards	<ul style="list-style-type: none"> On May 5, 2020, the California State Water Resources Control Board adopted new regulations to update the ELAP. These newly adopted regulations include the implementation of the 2016 TNI Standard. Beginning October 1, 2020 laboratories will have a transition period of 3 years to ensure they meet requirements for the TNI Standard for both management and technical requirements. 	<ul style="list-style-type: none"> Dedicate one or more FTEs to completing or strengthening the current documentation Hire a TNI Standards-knowledgeable 3rd party to augment staff's work and support the Operations Manager 	Immediate

Suggested Improvements	Why	How	Urgency
Integrate Lucity CMMS into daily use	<ul style="list-style-type: none"> Track I&E and Mechanical workload Understanding workloads may result in additions or reductions with current staffing alignments to meet actual needs Track and forecast budgets Track and forecast parts and supplies Provide reporting metrics for continual optimization Track outside contractor hours and costs Consider adding Operations, Engineering or Environmental Compliance tasks and track the time and costs of initiated tasks 	<ul style="list-style-type: none"> Establish Planner/Scheduler position Dedicate a portion the I&C and Mechanical Supervisors time to build out the system Use a I&C Technician and/or Mechanic as needed for subject matter expertise 	Immediate
Improve SCADA and Instrumentation comprehensiveness	<ul style="list-style-type: none"> Modernize IT workload and focus Plan automation upgrades Standardize VFD and equipment drives Establish fiber backbone Improve engineering specs before CIP projects ramp up 	<ul style="list-style-type: none"> Hire a knowledgeable 3rd party Program Manager to evaluate the current approach and set the path forward including resources, schedule and budget and to oversee the successful completion 	High
Conduct cyber security evaluation	<ul style="list-style-type: none"> High risk exposure of cyber terrorism directly affecting operations Previous cyber security assessments are outdated Supports grant/loan funding applications 	<ul style="list-style-type: none"> Include cyber security as part of the IT master plan 	High
Evaluate site security	<ul style="list-style-type: none"> Intruder access could affect employee safety and permit compliance Support possible unmanned operations 	<ul style="list-style-type: none"> Initiate study 	Medium
Create an online GIS system	<ul style="list-style-type: none"> Modernize access to electronically stored drawings, vendor manuals, and training Provide location for CIP-project documentation as it arrives Provide location for typical procedures 	<ul style="list-style-type: none"> Add to first Capital Improvement Project 	Low

7.0 Contracted Services Options

Table 9 briefly discusses services that could be, or may already be, handled by non-Agency staff. Contracted services still require T-TSA staff to manage the contract and monitor the work.

Table 9 Specialized Services Options

Suggested Service	Why
Process and compliance laboratory analyses ⁽¹⁾	<ul style="list-style-type: none"> Contracted laboratory can provide comparable service
Systems administration and integration	<ul style="list-style-type: none"> Third party support for the IT staff could help complete the Lucity and FIS upgrades comprehensively while also completing their daily work, Note: this is near-term and not tied to the IT Master Plan initiative.
Engineering support	<ul style="list-style-type: none"> When capital projects ramp up, the Engineering staff is not large enough to complete daily and project work in a timely manner

Notes:

(1) See Appendix A

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Appendix A

LABORATORY ANALYSIS

The Laboratory staff performs a large variety of analyses. The results are used to demonstrate unit process performance, compliance with waste discharge requirements, river monitoring of the Truckee River, and periodic analyses for connectors, among other varied activities.

A 2019 in-house analysis showed that there was an overlap of WDR analyses between Lab Services and Operations. This resulted in an overall reduction of testing by Lab Services that reduced the volume of analyses, the volume of work required and the corresponding costs for reagents. At that time, the staffing level of four was retained, although the volume of work diminished.

The Agency could contract out Lab-related activities and many analyses (Table A1). However, it is likely in the Agency's best interests to align the volume of work to an appropriate number of Lab staff and use contracted services judiciously. If analyses are contracted to an outside laboratory, there is still the need to properly prepare the samples, evaluate the results for quality and applicability, input the data into the PIS, and add or subtract analyses based on unit process changes. If a contracted service is used, completing the data sets required for compliance reporting shifts from T-TSA to the contractor.

Discrete or special studies may arise as the treatment footprint is altered over time. Studies may be needed to determine the best technology changes, addition of online analyzers, or other work that dovetails with capital improvements.

T-TSA is currently ELAP certified, and desires to retain that status. Criteria to retain this accreditation must be adhered to and proactively tracked to retain this status.

Carollo conducted a comprehensive review of the Laboratory's current workload as part of this assessment. We were provided a spreadsheet of the current scheduled work. Compliance related analyses, daily tasks, and non-daily tasks are blocked out over a seven-day period between the hours of 8:00 am and 4:30 pm. The spreadsheet shows the complexity and variety of work the staff completes. Our evaluation noted measures that could be taken to streamline the work and/or the analyses to provide monetary savings or staffing reductions to the Agency.

Actions to consider to right-size the Lab staff include:

- Continue using alternative staff for weekend sampling and observing/adjusting analytical processes. This eliminates the need for scheduling Lab staff over two weekend days and periodic holidays.
- Require the Lab Director to take an active role in daily analyst activities depending on the ultimate staffing alignment recommendations implemented.
- Consider changing coliform testing from 15-tube MPN to IDEXX or Quanti-Tray analysis technology, which would provide a major time savings. IDEXX's Colilert test simultaneously detects or quantifies both total coliforms and E. coli, with results in 24 hours. It is U.S. EPA approved and included in Standard Methods for Examination of Water and Wastewater, and aligns with TNI and ELAP considerations. This change will reduce the time required to set up and analyze WDR-required coliform results and reduce costs for reagents and other supplies. An initial capital cost is required to obtain the equipment and ongoing materials and supplies will be required.
- Determine which types of samples can be analyzed as bundles instead of discrete samples shown in the current schedule. Bundling means using approved sample hold

times, preservatives and storage to analyze several to many samples at once. This approach reduces the aggregate time for sample set-up, analysis, and cleanup.:

- Depending on operational needs, TKN, TP, COD, TOC, CL, phenols (all 28-day hold times), ALK (14-day hold time), TSS (7-day hold time) are analyses that can be batched/bundled.
- ALK, TOC and COD and possibly BOD are analyses that can be automated depending on sample load and volume of samples.
- Batching or bundling would compress the scattered analysis efforts for prep, sampling, analysis, readout, reporting and cleanup into larger focused time blocks.
- Consider pre-made reagent purchases, as the current schedule earmarks large amounts of time for reagent make up. If the loaded hourly wage rate is factored in, the cost is competitive for most reagents.
- Evaluate alternative staff instead of Lab staff to complete tasks such as:
 - Transporting samples to the contract lab in Reno.
 - Sampling Wells MG-5-TO, MG-1-TO, MG-2 TO, MG-4-TO, MG-6-TO and MG-7-TO. If alternative staff is used, this procedure must be included in the quality assurance manual with proficiency demonstrations by staff that complete the work.
 - Obtaining instantaneous analyses (pH, DO, temp).
 - Boiler chemistry collection and analyses.
 - Administrative tasks such producing monthly lab data sheets, folders and quality control charts.
- Review the Chain-of-Custody processes and documentation that alternative staff would have to adhere to.
- Structuring larger uninterrupted time blocks for SOP development or TNI standard compliance is more conducive than smaller, scattered blocks as shown in the current schedule.
- Consider 4/10-hour or 5/9-hour shifts. This expands the window for expertise and proficiency testing further into plant operations shifts.

Adopting these measures would reduce the various tasks, volume of work and amount of time. After the changes are understood the impacts will likely indicate that the total staffing number could be reduced from four to three or even two.

Before downsizing the staff, it is recommended that the Agency's current status with impending TNI standards be determined.

- Determine what gaps exist between the current status and the 2023 quality assurance standards
- Dedicate a portion of each FTE's work to completing or solidifying the current documentation to fill the gaps, if any

Additional work could be delegated for Lab Services staff. This work would build on the staff's skills and knowledge but may require additional training.

- Process instrumentation evaluations with a goal of reducing process sampling
- Process optimization support
- Pretreatment inspections
- Commercial inspections
- Community outreach
- Environmental compliance concerns that arise with future permits and programs

Table A1 Potential Contracted Analyses

Types of Analysis
Chemical Oxygen Demand (COD)
Total Suspended Solids (TSS)
Biochemical Oxygen Demand (BOD)
Total Organic Carbon (TOC)
Total Phosphorus (TP)
Orthophosphate (OP)
Total Kjeldhal Nitrogen (TKN)
Total Nitrogen (TN)
Un-ionized Ammonia (NH ³)
Nitrate and Nitrite (NO ⁵)
Alkalinity (ALK)
Total Dissolved Solids (TDS)
Chloride (Cl ³)
Trihalomethane (THM)
Phenols
Metals

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TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: IV-3
Subject: Approval of the classification descriptions

Background

New classification descriptions were created with the Compensation and Classification Study and became effective January 1, 2020. As a continuous effort to maintain the accuracy of the classification descriptions, and with the recent recommendations from the Organizational Assessment, there are proposed additions of new classification descriptions and amendments to existing classification descriptions.

The new additions and amended classifications are listed below and include an amendment description and salary for consideration. The salaries are for reference only and are proposed for approval in the next agenda item, pending approval of classification descriptions.

New Classification Descriptions

- *CMMS/GIS Technician*
 - Salary Range: \$32.0614/hour - \$40.9194/hour (Group B)
- *Executive Assistant/Board Clerk*
 - Salary Range: \$37.2362/hour - \$45.2608/hour (Group B)

Amended Classification Descriptions

- *Administrative Department Manager*
 - Education and experience requirements were increased, some job duties were removed as they relate to the creation of the Executive Assistant/Board Clerk classification, industry-standard language and duties added/amended.
 - Salary range (Group B) amended from \$56.8976/hour - \$72.6150/hour to \$62.8639/hour - \$80.2320/hour.
- *Customer Service Specialist I/II*
 - Due to the elimination of the Customer Service Supervisor (CSS), several job duties were taken from CSS classification description and added to this classification description. No supervisory duties carried over.
 - Salary range (Group B) amended:
 - Specialist I: \$21.2972/hour - \$27.1861/hour to \$23.5315/hour - \$30.0384/hour.
 - Specialist II: \$23.5315/hour - \$30.0384/hour to \$26.0035/hour - \$33.1878/hour.
- *Electrical and Instrumentation Supervisor*
 - References to “Instrumentation and Electrical” was changed to “Electrical and Instrumentation.”
 - No change in salary.

- Electrical and Instrumentation Technician I/II/III
 - References to “Instrumentation and Electrical” was changed to “Electrical and Instrumentation.”
 - No change in salary.

- Human Resources Administrator
 - Department was changed.
 - No change in salary.

- Inventory Control Specialist
 - References to “Instrumentation and Electrical” was changed to “Electrical and Instrumentation.”
 - No change in salary.

- Purchasing Agent I/II
 - References to contracts were removed. Duties were amended to reflect duties that have historically been performed by this position. Educational/experience requirements were amended.
 - Salary range (Group B) amended:
 - Agent I: \$24.3694/hour - \$31.1020/hour to \$23.5315/hour - \$30.0384/hour
 - Agent II: \$26.9246/hour - \$34.3644/hour to \$26.0035/hour - \$33.1878/hour

- Senior Engineer
 - Language was added per the recommendation of the Organizational Assessment. Language to reflect supervisory requirements has been added to be consistent with all other TTSA supervisory positions.
 - No change in salary.

Fiscal Impact

New and amended classifications will create a fiscal impact per the proposed salary.

Attachments


Classification descriptions for: CMMS/GIS Technician, Executive Assistant/Board Clerk, Administrative Department Manager, Customer Service Specialist I/II, Electrical and Instrumentation Supervisor, Electrical and Instrumentation Technician I/II/III, Human Resources Administrator, Inventory Control Specialist, Purchasing Agent I/II, Senior Engineer.

Recommendation

Management and staff recommend approval of the classification descriptions with an effective date of January 1, 2021.

Review Tracking

Submitted By: 
 Vicky Lufrano
 Human Resources Administrator

Approved By: 
 LaRue Griffin
 General Manager

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: CMMS-GIS Technician

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2020

DEFINITION

Performs a variety of technical duties in the development, implementation and maintenance of the Agency's Computerized Maintenance Management System (CMMS) and Geographic Information System (GIS) for the management of assets and work operations.

DISTINGUISHING CHARACTERISTICS

Employees within this journey-level class perform the full range of duties as assigned including maintaining, implementing and utilizing CMMS and GIS. 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 Maintenance Department Manager.

EXAMPLES OF ESSENTIAL 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 duties involving the maintenance and implementation of the Agency's CMMS; coordinates updates and revisions to the CMMS.
- Coordinates with vendors, consultants, and internal departments to gather asset information and develops a comprehensive database as the foundation for the CMMS.
- Ensures the proper creation of new asset entries and modifies asset characteristics.
- Participates in the development of procedures to collect and maintain data records, including assignment of asset codes, asset data catalogs, and population of life cycle costs, timing and criticalities.
- Reviews Work Orders and Service Requests to ensure quality of work flow and provides necessary reviews, comments, training and/or corrections to situations as needed; creates and maintains employee accounts in CMMS.
- Works with internal departments to incorporate preventative and recurring maintenance activities into the CMMS.
- Guides the development of tailored and standardized reporting structures within the CMMS program as needed to provide quantifiable performance metrics and other related statistics.
- Provides daily internal customer service and long-term guidance to CMMS users in the operation and capabilities of the program.
- Participates in the development of maintenance management and control policies and procedures.

CLASS TITLE: CMMS-GIS Technician

- Assists in the development of protocols for the standardization of data entry.
- Supports the GIS program by incorporating new data into existing map layers, making data corrections, performing quality control and developing and maintaining associated base map control.
- Prepares updates to facility maps and associated asset data using ESRI software as necessary to include as-built information.
- Assists staff in various departments by running data queries, performing data analysis, updating data and maps, and providing general mapping expertise.
- Assists with the development of CMMS and GIS procedures and distributes CMMS and GIS data to end users.
- Ensures the integrity of data structures and hard files.
- Generates reports, analyzes equipment records and asset records, and similar information for accuracy and completeness.
- Develops quality control procedures to ensure consistency.
- 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 asset processes and data flow.
- CMMS software and hardware systems including implementation and maintenance.
- Basic geographic information system (GIS) concepts, principles, and analytical techniques, including computerized mapping and attribute-data conversion, manipulation and analysis.
- Principles and practices of relational database design and development.
- Demonstrated understanding of CMMS and GIS system information and data security.
- SQL query fundamentals and report building.
- KPI and dashboarding principles.
- Reliability Centered Maintenance and/or Predictive Maintenance concepts.
- 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: CMMS-GIS Technician

Ability to:

- Coordinate the collection of capital asset information; develop and employ methods that ensure accurate data collection.
- Assist users in understanding the development, implementation, and maintenance of the CMMS for managing T-TSA assets.
- Utilize the CMMS to capture asset data to help streamline capital planning, track condition data, preventative maintenance schedules, and maintenance costs.
- Train various user groups in the proper use of the CMMS.
- Develop recommendations for key problem areas and implement and/or monitor changes.
- Prepare clear and concise reports, tables, schedules, summaries, and other materials in statistical and narrative form.
- Understand the operations of T-TSA and collect, interpret and integrate relevant data from multiple sources.
- 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 maintenance and implementation of an asset management system. Administrator-level within the asset management system is highly desirable. Crystal Reports experience is highly desirable.

Education:

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

CLASS TITLE: CMMS-GIS Technician

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: Executive Assistant/Board Clerk

Department: General Manager's Office

FLSA Status: NON EXEMPT

Revised as of: 12/2020

DEFINITION

Performs a variety of highly responsible, confidential and complex administrative support duties for the General Manager; provides administrative support to the Board of Directors and supports Board of Directors meeting agenda and meeting minute preparation; and provides general information and assistance to the public.

DISTINGUISHING CHARACTERISTICS

Employees within this journey-level class perform the full range of duties as assigned including providing administrative and technical support to the General Manager and Board of Directors. 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 General Manager.

EXAMPLES OF ESSENTIAL 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 a wide variety of complex, responsible and confidential administrative support duties for the General Manager, Board of Directors, and Agency department managers.
- Prepares, organizes, prints, distributes, follows up and documents Board and committee agendas and packets for which the Board of Directors serves as governing board.
- Attends Board of Directors and other public meetings and records all official proceedings; prepares meeting minutes and other documents.
- Researches, compiles and analyzes data for special projects and various reports; prepares and assembles Board of Directors meeting agenda items as needed.
- Performs complex and detailed travel itineraries/conference registrations; maintains appointment schedules and calendars for the General Manager, Board of Directors and other department managers.
- Participates in and assists in the administration of the General Manager's Office; prepares comprehensive reports and compiles information to be used in special projects and reports.
- Screens calls, visitors and mail; responds to sensitive requests for information and assistance; resolves citizen concerns and complaints.

JOB TITLE: Executive Assistant/Board Clerk

- Performs administrative functions including maintaining the Agency's Records Management Policy in accordance with the California Public Records Act, serves as official custodian for Agency's administrative archive library, responds to Public Records Requests.
- Posts and maintains requested documentation and information to Agency website.
- Interprets Agency policies and administrative regulations, procedures, laws and regulations in response to inquiries and complaints; refers inquiries as appropriate.
- Independently responds to letters and general correspondence of a routine nature.
- Recommends procedural changes affecting administrative support activities.
- Evaluates operations and activities of assigned responsibilities; recommends improvements and modifications; prepares various reports on operations and activities.
- Provides secretarial support on a regular basis for the General Manager, Engineering Department Manager, and Engineering staff. Produces accurate word processing letters, memorandums, reports, legal documents, and other correspondence, using word processing and spreadsheet software programs when applicable.
- Performs the posting, advertisement, and bid process of CIP projects; performs the Request for Proposal and Request for Qualifications process; posts and distributes bid documents; receives, opens, records and summarizes bids; reviews bids for compliance with specifications and identifies any irregularities; distributes contract addendums to plan holders; maintains insurance for compliance with Agency standards.
- Prepares, monitors and tracks a variety of contracts, purchase agreements, Notices of Award, Notices to Proceed, Notices of Completion, and other contractual forms for Contractors and/or Consultants. Records and files Notice of Completions with County Recorder and maintains files of California Preliminary Notices/Stop Notices and mails Notices of Completion to all preliminary notice holders.
- Maintains project files, and provides follow-up on all projects for execution of documents in a timely manner; provides follow-up for all insurance coverage for contractors, engineers, and consultants. Scans project files. Maintains computerized log of all documentation related to contracts and projects.
- Receives, researches, responds to or refers questions from vendors and contractors pertaining to Agency contracts and CIP projects.
- Monitors the Agency surplus property program.
- Performs Filing Officer duties on behalf of the Fair Political Practices Commission including the oversight of Statements of Economic Interest Form 700 for all designated employees. Develops, implements, and manages the Agency's Conflict of Interest Code. Oversees the Biennial Review process for multi-county 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: Executive Assistant/Board Clerk

QUALIFICATIONS

Knowledge of:

- Alphabetic and numeric filing system management.
- Business correspondence writing and report preparation.
- Pertinent Federal, State, and local laws, codes and regulations.
- Functions and organization of municipal government.
- Principles and procedures of record keeping.
- Brown Act, Fair Political Practices and Conflict of Interest.
- 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 responsible and difficult administrative support work involving the use of independent judgment and personal initiative.
- 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.
- Interpret and apply administrative and Agency policies, procedures, laws and regulations.
- Understand the organization and operation of the Agency and of outside agencies as necessary to assume assigned responsibilities.
- Analyze situations carefully and adopt effective courses of action.
- Compile, maintain and prepare reports.
- Maintain confidential data and information for executive staff.
- Independently prepare correspondence and memorandums.
- Work independently in the absence of supervision.
- Type and transcribe at a speed necessary for successful job performance.
- Communicate clearly and concisely, both orally and in writing.
- 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.

JOB TITLE: Executive Assistant/Board Clerk

- 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:

Four years of increasingly responsible administrative support experience that included providing direct support to management level staff, preferably within a public agency.

Education:

Equivalent to an Associate's degree from an accredited college or university with major course work in business administration, public administration 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 desirable.

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.

TAHOE-TRUCKEE SANITATION AGENCY
Class Specification

Job Title: Administrative Department Manager

Department: Administrative Services

FLSA Status: EXEMPT

Revised as of: 12/2020

DEFINITION

Plans, organizes, directs and reviews the activities and operations of the Administrative 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 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~~ **management** authority over a large and diverse group of supervisory, professional, technical, and support positions in the Administrative 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.
- Coordinates, supervises and prepares the Agency's annual financial budget; directs the forecast of additional funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments as needed.
- Assists with other departments to forecast and prepare annual financial budgets.
- 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 workflow; 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.

JOB TITLE: Administrative Department Manager

- 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.
- 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 Administrative 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.

JOB TITLE: Administrative Department Manager

- 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.
- 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:

Eight years of supervisory or higher-level experience that involved professional public accounting and financial analysis; including two years of administrative and management responsibility. ~~Six years of experience that involved administrative and finance office services.~~

Education:

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

JOB TITLE: Administrative Department Manager

~~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.

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: Customer Service Specialist I/II

Department: Administrative Services

FLSA Status: NON EXEMPT

Revised as of: 12/2020

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, and receives immediate supervision from the **Administrative Department Manager**.

Customer Service Specialist II

Reports directly to, and receives general supervision from the **Administrative Department Manager**.

CLASS TITLE: Customer Service Specialist 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.*

- Maintains customer account information using the Agency's utility billing system. Sets up and maintains a variety of customer, account and category files; ensures accurate input of data into utility billing system.
- Performs daily operations and activities of Customer Service; recommends improvements and modifications; prepares various reports on operations and activities.
- Processes annual County tax collection, lien and bankruptcy claim processes between the three Counties within the five member districts.
- 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.
- Receives and responds to customer inquiries and questions regarding bills; processes payments; researches and resolves payment discrepancies and customer complaints.
- Reviews and audits customer accounts; analyzes and researches discrepancies in financial documents and transactions.
- Performs plan checks for residential and commercial structures and calculates appropriate fees; issues permits in Agency permit portal.
- Prepares a variety of letters, correspondence and transmittals.
- Oversees, monitors and assists with geographical information system (GIS) parcel information updates.
- 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.
- 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 and practices of customer service including the processing of utility billing.
- Procedures, policies, and rules affecting the development, maintenance and control of utility billing and record keeping.
- Principles of accounting as it relates to accounts receivable.

CLASS TITLE: Customer Service Specialist I/II

- Practices of financial and statistical recordkeeping including automated accounting and bookkeeping systems.
- Pertinent local, State and Federal laws, ordinances and rules.
- 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.

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; 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.
- 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.

CLASS TITLE: Customer Service Specialist I/II

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

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.

CLASS TITLE: Customer Service Specialist I/II

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

SPECIAL QUALIFICATIONS

License and Certificate:

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

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: Electrical and Instrumentation Supervisor

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2020

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 **Electrical and Instrumentation** 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 **electrical and instrumentation** 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: Electrical and Instrumentation 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: Electrical and Instrumentation 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: Electrical and Instrumentation 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: Electrical and Instrumentation 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: Electrical and Instrumentation Technician I/II/III

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2020

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

Electrical and Instrumentation Technician I - This is the entry level class in the **Electrical and Instrumentation** Technician series. Positions in this class typically have little directly related work experience. The **Electrical and Instrumentation** 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.

Electrical and Instrumentation Technician II - This is the second level class in the **Electrical and Instrumentation** 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.

Electrical and Instrumentation Technician III - This is the full journey level in the **Electrical and Instrumentation** Technician series. It is distinguished from the **Electrical and Instrumentation** 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: Electrical and Instrumentation Technician I/II/III

SUPERVISION RECEIVED AND EXERCISED

Electrical and Instrumentation Technician I

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

Electrical and Instrumentation Technician II

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

Electrical and Instrumentation Technician III

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

EXAMPLES OF DUTIES (for E&I 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: Electrical and Instrumentation 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

Electrical and Instrumentation 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: Electrical and Instrumentation 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: Electrical and Instrumentation 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.

Electrical and Instrumentation Technician II

In addition to the qualifications for the **Electrical and Instrumentation 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: Electrical and Instrumentation 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 **Electrical and Instrumentation 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: Electrical and Instrumentation 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.

Electrical and Instrumentation Technician III

In addition to the qualifications for the **Electrical and Instrumentation 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 **Electrical and Instrumentation 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: Electrical and Instrumentation 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 E&I 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 E&I 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: Human Resources Administrator

Department: **General Manager's Office**

FLSA Status: **EXEMPT**

Revised as of: **12/2020**

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.
- Principles and practices of budget preparation and administration.

JOB TITLE: Human Resources Administrator

- 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.
- Utilize appropriate safety procedures and practices for assigned duties.

JOB TITLE: Human Resources Administrator

- 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: Inventory Control Specialist

Department: Maintenance

FLSA Status: NON EXEMPT

Revised as of: 12/2020

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 **Electrical and Instrumentation** 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: Purchasing Agent I/II

Department: Administrative Services

FLSA Status: NON EXEMPT

Revised as of: **12/2020**

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.*

- 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.
- 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.
- ~~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.
- ~~Receives, researches, responds to or refers questions from vendors and contractors pertaining to contracts.~~
- Coordinates with maintenance to tag Agency assets and maintain inventory.
- ~~Receives and responds to customer inquiries and questions regarding bills; process payments; researches and resolves payment discrepancies and customer complaints.~~
- 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.~~
- 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.
- 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. May also establish a wide variety of filing and reporting systems as necessary; develops record keeping procedures.
- ~~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 in the conduct of studies, special projects, administrative and technical functions; performs data collection, research and analysis; prepares draft reports and technical documents.

JOB TITLE: Purchasing Agent I/II

- ~~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.

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.

JOB TITLE: Purchasing Agent I/II

- 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.

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~~Two years of responsible administrative support or technical experience including customer service.

Education:

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

~~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~~purchase agreement 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.

JOB TITLE: Purchasing Agent I/II

- Methods and procedures of ~~contract-purchase agreement~~ 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 completion of twelfth grade required with additional college courses in accounting, business, finance or a related field desirable.~~

~~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.

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: Senior Engineer

Department: Engineering

FLSA Status: EXEMPT

Revised as of: 12/2020

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; **prepares contract documents**; 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.
- Prepares contract documents for construction projects including development of complex, detailed drawings and specifications tailored to the specific needs of various projects.
- Identifies deficiencies of, and makes improvements and additions to, existing Agency drawing and specification libraries for use on future projects.
- Oversees development of record drawings for ongoing construction projects. Assists in the development of record drawings for past 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.
- Researches and recommends use of consultants and contractors for various projects, programs, and other work activities; 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.
- Oversees development, implementation, administration, and enforcement activities of the Agency pretreatment program. Delegates pretreatment work activities to subordinates or consultants as appropriate.

JOB TITLE: Senior Engineer

- Uses and maintains Agency electronic data/documents management systems and Agency electronic tracking/storage systems in support of engineering projects and related work.
- 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.

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, **electronic data/documents management systems, electronic tracking/storage 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, **writing**, planning, bidding, inspections and implementation of construction projects and technical work for the plant/pipeline operations and maintenance programs.

JOB TITLE: Senior Engineer

- 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 **and specifications**; 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.
- 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, **including two years providing technical and functional supervision over assigned personnel.**

JOB TITLE: Senior Engineer

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.

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 16, 2020
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: IV-4
Subject: Approval of the Salary Schedule

Background

The recommendations from the Organizational Assessment presented at the November 18, 2020 Board of Directors meeting included the addition of new classification descriptions and amendments to existing classification descriptions.

The Salary Schedule has been amended to reflect the following classification changes as proposed in the Organizational Assessment:

Add New Classifications

- *CMMS/GIS Technician*
- *Executive Assistant/Board Clerk*

Amended Salaries

- *Administrative Department Manager*
- *Customer Service Specialist I/II*
- *Purchasing Agent I/II*

The CMMS/GIS Technician and Executive Assistant/Board Clerk salaries reflect current market data based on the new classification descriptions.

The Administrative Department Manager job description was amended to reflect higher education and experience requirements and the salary reflects current market data based on the amended classification description.

The salaries for Customer Service Specialist I/II and Purchasing Agent I/II have been internally aligned with the Accounting Technician I/II partly due to all positions now reflecting similar education and experience requirements.

It should be noted the classification salaries, for new and amended classifications reflect current market data based on data received and proposed by Bryce Consulting, Inc., who performed the Classification and Compensation Study in 2019.

Fiscal Impact

Salary increases as identified per classification.


Attachments

- FY 2020-2021 Hourly Salary Schedule
- Salary data sheets for CMMS/GIS Technician and Executive Assistant/Board Clerk

Recommendation

Management and staff recommend approval of the Salary Schedule with an effective date of January 1, 2021.

Review Tracking

Submitted By: 

Vicky Lufrano
Human Resources Administrator

Approved By: 

LaRue Griffin
General Manager

Tahoe-Truckee Sanitation Agency
Salary Schedule
FY 2020-2021 Hourly Salary Schedule
Approved and Adopted by Board of Directors: December 16, 2020

	Job Classification	Group	1	2	3	4	5	6	7
Administration	Accounting Supervisor	A	48.6000	49.8404	51.0981	52.3788	53.6885	55.0327	56.4058
	Accounting Supervisor	B	31.7438	33.3304	34.9943	36.7472	38.5834	40.5147	-
	Accounting Technician I	B	23.5315	24.7081	25.9441	27.2455	28.6063	30.0384	-
	Accounting Technician II	A	42.0462	44.1519	46.3731	48.6981	51.1327	-	-
	Accounting Technician II	B	26.0035	27.3049	28.6657	30.0978	31.6071	33.1878	-
	Administrative Department Manager *	B	62.8639	66.0071	69.3075	72.7728	76.4115	80.2320	-
	Customer Service Specialist I	B	23.5315	24.7081	25.9441	27.2455	28.6063	30.0384	-
	Customer Service Specialist II	A	38.1288	40.0385	42.0462	44.1519	46.3731	-	-
	Customer Service Specialist II	B	26.0035	27.3049	28.6657	30.0978	31.6071	33.1878	-
	Purchasing Agent I	B	23.5315	24.7081	25.9441	27.2455	28.6063	30.0384	-
Purchasing Agent II	B	26.0035	27.3049	28.6657	30.0978	31.6071	33.1878	-	
Engineering	Assistant Engineer	B	43.8958	46.0945	48.4001	50.8186	53.3560	56.0241	-
	Associate Engineer	B	48.5011	50.9256	53.4748	56.1489	58.9536	61.9010	-
	Engineering Department Manager *	B	67.7483	71.1354	74.6889	78.4266	82.3485	86.4665	-
	Safety Officer	B	45.0070	47.2592	49.6183	52.1022	54.7049	57.4383	-
	Senior Engineer *	B	56.3331	59.1497	62.1031	65.2109	68.4732	71.8960	-
IT	Information Technology Department Manager *	B	61.3127	64.3790	67.5997	70.9809	74.5284	78.2543	-
	Information Technology Specialist	B	42.8143	44.9595	47.2057	49.5648	52.0427	54.6455	-
Maintenance	CMMS/GIS Technician	B	32.0614	33.6645	35.3477	37.1151	38.9709	40.9194	-
	Electrical and Instrumentation Supervisor	B	50.9850	53.5343	56.2083	59.0190	61.9723	65.0683	-
	Electrical and Instrumentation Technician I	B	34.2099	35.9213	37.7158	39.5995	41.5843	43.6581	-
	Electrical and Instrumentation Technician II	A	42.8827	43.9615	45.0635	46.2058	47.3654	48.5538	49.7712
	Electrical and Instrumentation Technician II	B	37.7990	39.6887	41.6734	43.7532	45.9459	48.2397	-
	Electrical and Instrumentation Technician III	B	41.7625	43.8483	46.0410	48.3466	50.7651	53.3025	-
	Maintenance Department Manager *	B	61.3127	64.3790	67.5997	70.9809	74.5284	78.2543	-
	Maintenance Mechanic I	B	27.3346	28.7013	30.1334	31.6428	33.2234	34.8813	-
	Maintenance Mechanic II	B	30.1988	31.7082	33.2948	34.9586	36.7056	38.5418	-
	Maintenance Mechanic III	A	39.8827	40.8750	41.9077	42.9519	44.0365	45.1385	46.2692
	Maintenance Mechanic III	B	33.3661	35.0358	36.7888	38.6250	40.5563	42.5826	-
	Maintenance Supervisor	B	50.9850	53.5343	56.2083	59.0190	61.9723	65.0683	-
Inventory Control Specialist	B	28.5884	30.0146	31.5180	33.0927	34.7447	36.4858	-	
Operations	Chemist I	B	28.0239	29.4204	30.8941	32.4391	34.0613	35.7668	-
	Chemist II	A	42.4212	43.4827	44.5788	45.6923	46.8519	48.0173	49.2231
	Chemist II	B	30.9594	32.5104	34.1326	35.8440	37.6326	39.5163	-
	Chemist III	A	46.8462	48.0173	49.2231	50.4635	51.7269	53.0192	54.3519
	Chemist III	B	34.2099	35.9213	37.7158	39.5995	41.5843	43.6581	-
	Chief Plant Operator *	B	50.9850	53.5343	56.2083	59.0190	61.9723	65.0683	-
	Laboratory Director *	B	50.9850	53.5343	56.2083	59.0190	61.9723	65.0683	-
	Operations Shift Supervisor	A	44.0365	45.1385	46.2692	47.4346	48.6173	49.8519	51.1096
	Operations Shift Supervisor	B	38.7498	40.6870	42.7252	44.8585	47.1047	49.4578	-
	Operations Supervisor	B	45.0070	47.2592	49.6183	52.1022	54.7049	57.4383	-
	Operations Department Manager *	B	61.3127	64.3790	67.5997	70.9809	74.5284	78.2543	-
	Operator in Training	B	24.7378	25.9738	27.2752	28.6360	30.0681	31.5715	-
	Operator I	A	32.0250	32.8500	33.6808	34.5346	35.4000	36.2885	37.2000
	Operator I	B	27.3346	28.7013	30.1334	31.6428	33.2234	34.8813	-
Operator II	B	30.1988	31.7082	33.2948	34.9586	36.7056	38.5418	-	
Operator III	A	39.8827	40.8750	41.9077	42.9519	44.0365	45.1385	46.2692	
Operator III	B	33.3661	35.0358	36.7888	38.6250	40.5563	42.5826	-	
GM	Executive Assistant/Board Clerk	B	37.2362	39.0980	41.0529	43.1055	45.2608	47.5238	-
	General Manager *	B	86.5022	90.8282	95.3681	100.1398	105.1432	110.4021	-
	Human Resources Administrator *	B	52.0130	54.6098	57.3433	60.2075	63.2202	66.3815	-

* = FLSA Exempt

Effective Date: January 1, 2021

Approval Signature: _____

Revision Date (if any): _____

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Ranking (Base Salary)	Employee's Portion of Retirement Paid by the Employer (%) (Classic)	Employee's Portion of Retirement Paid by the Employer (\$) (Classic)	Deferred Compensation	Longevity pay at 10 Years	Certification/ Education Pay	Certification/ Education Pay Notes	Total Cash	Ranking (Total Cash)	Cafeteria Plan	Health (Most Expensive Plan)	Dental	Vision	Life Insurance	LTD Insurance	Short Term Disability/S DI	Social Security	Retire Health Savings Account	Total Comp	Employer's Portion of Retirement Paid by the Employer (%) (Classic)	Employer's Portion of Retirement Paid by the Employer (\$) (Classic)	Total Compensation minus ER portion of retirement paid by EE	Ranking (Total Compensation minus ER portion of retirement paid by EE)	Comments
Tahoe Truckee Sanitation Agency	CMMS/GIS Technician	Market Check	\$7,097	4	8%	\$568	\$0	\$0	\$0	1x payment (not included)	\$7,665	3	\$83	\$2,942	\$211	\$100	\$37	\$0	\$71	\$103	\$0	\$11,212	0%	\$0	\$11,212	2	
City of Roseville	Preventative Maintenance Coordinator	\$5,528	\$7,778	2	6.197%	\$482	\$333	\$0	\$0		\$8,593	2	\$1,665	inc	inc	inc	\$23	\$19	\$0	\$113	\$100	\$10,514	6.197%	\$482	\$10,032	3	
City of Sparks (Truckee Meadows Wastewater Reclamation Facility)	No Comparable Class																										
Delta Diablo Sanitation District	No Comparable Class																										
El Dorado Irrigation District	No Comparable Class																										
Incline Village General Improvement District	Utilities Asset Management Technician	\$5,151	\$7,211	3	0%	\$0	\$288	\$0	\$0		\$7,500	4	\$1,517	inc	inc	inc	\$4	\$20	\$37	\$552	\$0	\$9,629	0%	\$0	\$9,629	4	
Mammoth Community Water District	No Comparable Class																										
Napa Sanitation District	No Comparable Class																										Asset Management Analyst requires a BA
North Tahoe Public Utility District	No Comparable Class																										Utilities Operations Coordinator is clerical and data entry
Olympic Valley Public Service District (formerly named Squaw Valley PSD)	No Comparable Class																										
South Tahoe Public Utility District	Asset Management Analyst II	\$6,969	\$8,894	1	0%	\$0	\$0	\$0	\$0		\$8,894	1	\$0	\$2,500	\$147	\$24	\$16	\$11	\$0	\$680	\$119	\$12,392	0%	\$0	\$12,392	1	
Tahoe City Public Utility District	No Comparable Class																										GIS Specialist requires a BA- assists with asset management program
Truckee Donner Public Utility District	No Comparable Class																										
Truckee Sanitary District	No Comparable Class																										

Labor Market Median	\$7,778	\$8,593	\$10,032
% TTSA is Above or Below Median	Market Check	Market Check	Market Check
Labor Market Mean	\$7,961	\$8,329	\$10,684
% TTSA is Above or Below Mean	Market Check	Market Check	Market Check
Labor Market 75th Percentile	\$8,336	\$8,744	\$11,212
% TTSA is Above or Below 75th Percentile	Market Check	Market Check	Market Check
# Of Comparable Matches	3		

Data effective as of 12.20.20
 Roseville- Employer contribution towards deferred compensation, LTD Insurance and RHSA requires 5 years of service
 Incline Village General Improvement District- Not a PERS agency; longevity pay is a 1x payment (not included)

Agency	Classification	Minimum Base Salary	Maximum Base Salary	Ranking (Base Salary)	Employee's Portion of Retirement Paid by the Employer (%) (Classic)	Employee's Portion of Retirement Paid by the Employer (\$) (Classic)	Deferred Compensation	Longevity pay at 10 Years	Certification/Ed ucation Pay	Certification/Ed ucation Pay Notes	Total Cash	Ranking (Total Cash)	Cafeteria Plan	Health (Most Expansive Plan)	Dental	Vision	Life Insurance	LTD Insurance	Short Term Disability/S DI	Social Security	Retiree Health Savings Account	Total Comp	Employer's Portion of Retirement Paid by the Employer (%) (Classic)	Employer's Portion of Retirement Paid by the Employer (\$) (Classic)	Total Compensation minus ER portion of retirement paid by EE	Ranking (Total Compensation minus ER portion of retirement paid by EE)	Comments
Tahoe Truckee Sanitation Agency	Executive Assistant-Board Clerk		\$8,249	6	8%	\$660	\$0	\$0	\$0	1x payment (not included)	\$8,909	4	\$83	\$2,942	\$211	\$100	\$44	\$0	\$82	\$120	\$0	\$12,491	0%	\$0	\$12,491	3	AA; does not supervise
City of Roseville	Executive Assistant	\$5,110	\$6,848	9	6.197%	\$424	\$205	\$171	\$0		\$7,649	8	\$1,635	inc	inc	inc	\$21	\$11	\$0	\$99	\$100	\$9,515	6.197%	\$424	\$9,090	9	AA (Substitution available); does not supervise; Supports City Manager; no Board duties
City of Sparks (Truckee Meadows Wastewater Reclamation Facility)	No Comparable Class																										
Delta Diablo Sanitation District	No Comparable Class																										Office Manager-Secretary to the Board supervises a department of 6
El Dorado Irrigation District	Executive Assistant/Clerk to the Board	\$6,239	\$7,583	8	0%	\$0	\$0	\$0	\$0		\$7,583	9	\$0	\$1,814	\$136	\$18	\$14	\$0	\$0	\$580	\$0	\$10,145	0%	\$0	\$10,145	8	AA; can exercise direct supervision over technical and administrative support staff
Incline Village General Improvement District	Executive Assistant/District Clerk	\$6,953	\$9,735	1	0%	\$0	\$389	\$0	\$0		\$10,124	1	\$1,517	inc	inc	inc	\$4	\$27	\$37	\$745	\$0	\$12,453	0%	\$0	\$12,453	4	Undergraduate degree in Public or Business (Education can be substituted with 10 plus years of fulfilling a similar job description with a public or private agency); does not supervise
Mammoth Community Water District	Executive Assistant	\$5,373	\$8,297	5	0%	\$0	\$166	\$0	\$0		\$8,463	6	\$0	\$2,512	\$164	\$24	\$53	\$30	\$30	\$120	\$0	\$11,397	0%	\$0	\$11,397	7	No BA; 30 units; Notary desired; spec revised 1/2020 to allow for supervisory duties
Napa Sanitation District	No Comparable Class																										Human Resources Officer/Clerk of the Board also performs human resources duties
North Tahoe Public Utility District	Administrative Liaison/Board Secretary	\$6,871	\$8,352	4	0%	\$0	\$0	\$0	\$0		\$8,352	7	\$292	\$2,108	\$130	\$54	\$33	\$99	\$0	\$639	\$0	\$11,707	1%	\$84	\$11,624	6	AA; Provides general supervision over the Customer Service Team Leader; Provides general and immediate supervision over the Customer Service Representative III. May provide technical and functional supervision over professional and technical personnel.
Olympic Valley Public Service District (formerly named Squaw Valley PSD)	Board Secretary/Executive Assistant	\$7,228	\$8,785	3	0%	\$0	\$0	\$0	\$879	10% max	\$9,664	2	\$0	\$2,239	\$131	\$23	\$8	\$15	\$14	\$672	\$0	\$12,766	0%	\$0	\$12,766	1	AA desired; does not supervise; Notary within 1 year
South Tahoe Public Utility District	No Comparable Class																										Executive Services Manager is at a higher level
Tahoe City Public Utility District	Executive Assistant	\$7,180	\$9,355	2	0%	\$0	\$187	\$0	\$0		\$9,542	3	\$120	\$2,239	\$122	\$27	\$8	\$20	\$0	\$716	\$0	\$12,794	2%	\$187	\$12,607	2	No AA (college coursework); Provides direct supervision to administrative support and/or clerical District Clerk/Executive Assistant requires a BA and has budgetary responsibilities
Truckee Donner Public Utility District	No Comparable Class																										
Truckee Sanitary District	Executive Assistant/Board Clerk	\$6,848	\$8,155	7	8%	\$652	\$0	\$0	\$0	1x award (not included)	\$8,807	5	\$0	\$2,239	\$165	\$50	\$43	\$0	\$0	\$624	\$0	\$11,928	0%	\$0	\$11,928	5	No AA; does not supervise

Labor Market Median	\$8,325	\$8,635	\$11,776
Market Check			
% TTSA is Above or Below Median	Market Check		
Labor Market Mean	\$8,389	\$8,773	\$11,501
Market Check			
% TTSA is Above or Below Mean	Market Check		
Labor Market 75th Percentile	\$8,928	\$9,572	\$12,491
Market Check			
% TTSA is Above or Below 75th Percentile	Market Check		
# Of Comparable Matches	8		

Data effective as of 10.2020
Roseville- Employer contribution towards deferred compensation. LTD insurance and RHSA requires 5 years of service
Incline Village General Improvement District- Not a PERS agency; longevity pay is a 1x payment (not included)
Mammoth Community Water District- Not a PERS agency; Longevity pay is a 1x payment (Not included); employer cost for life insurance and short term disability is average cost.
Olympic Valley Public Service District- Employer cost for Short Term Disability insurance is an average



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: IV-5
Subject: Approval of the Organizational Chart

Background

The last update to the Organizational Chart was performed in June 2020. In order to accurately reflect and account for full-time equivalent (FTE) staffing as proposed in the Organizational Assessment and recommended by Agency staff, the organizational chart has been updated.

Updates include:

- Addition of the CMMS/GIS Technician.
- Addition of Executive Assistant/Board Clerk.
- Removal of Customer Service Supervisor.
- Removal of Administrative Assistant.
- Update of Full-Time Equivalent (FTE) count for Accounting Technician.
- Update of Full-Time Equivalent (FTE) count for Associate/Assistant Engineer.
- Update of Full-Time Equivalent (FTE) count for Chemist I/II/III.
- Title changes to reflect E&I, rather than I&E.

Fiscal Impact

None.


Attachments

- Proposed Organizational Chart reflecting proposed changes to include the assigned FTE per classification.
- Current Organizational Chart tracking changes listed above.

Recommendation

Management and staff recommend approval of the Organizational Chart with an effective date of January 1, 2021.

Review Tracking

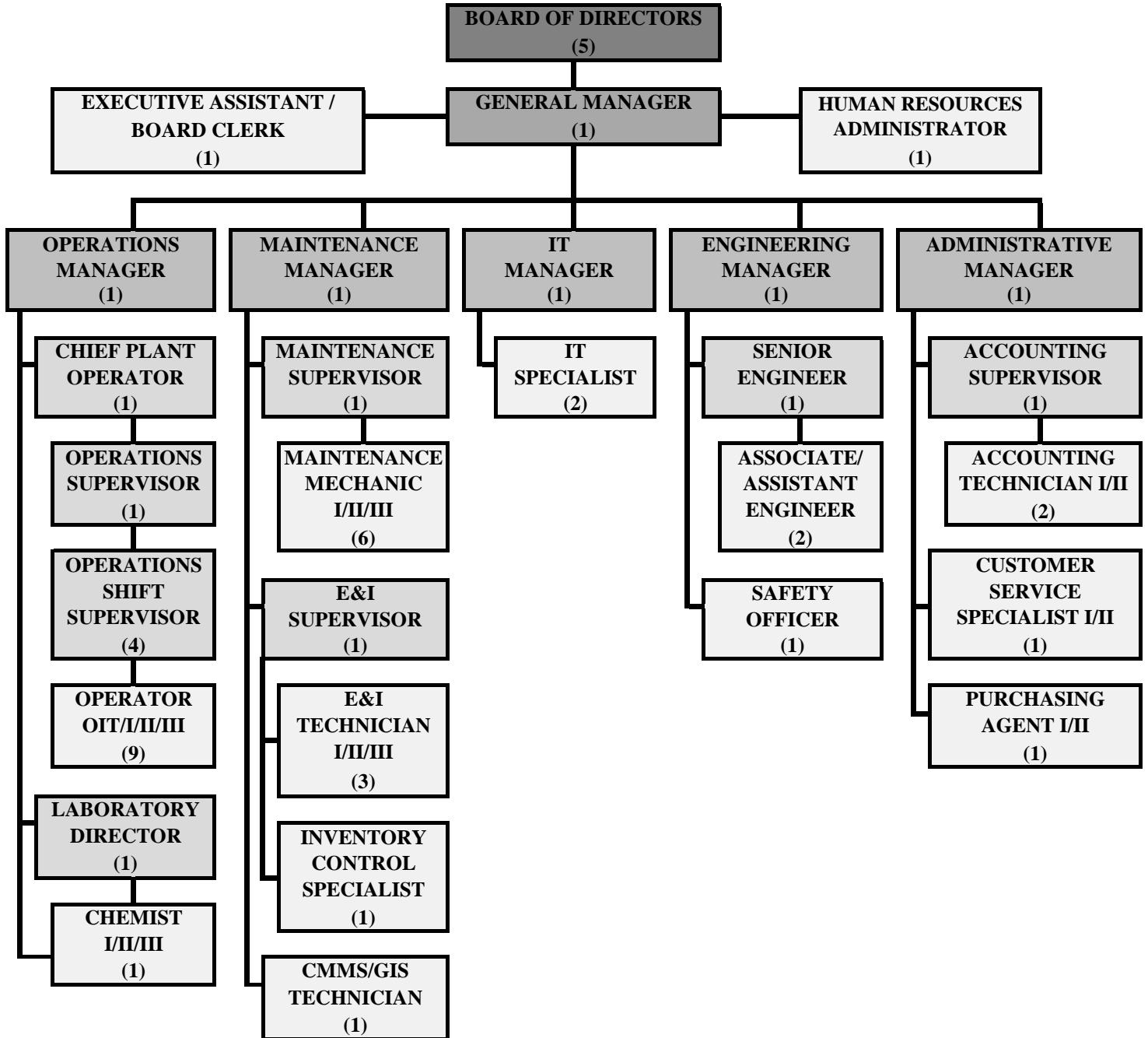
Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY ORGANIZATIONAL CHART

Approved and Adopted by Board of Directors: December 16, 2020



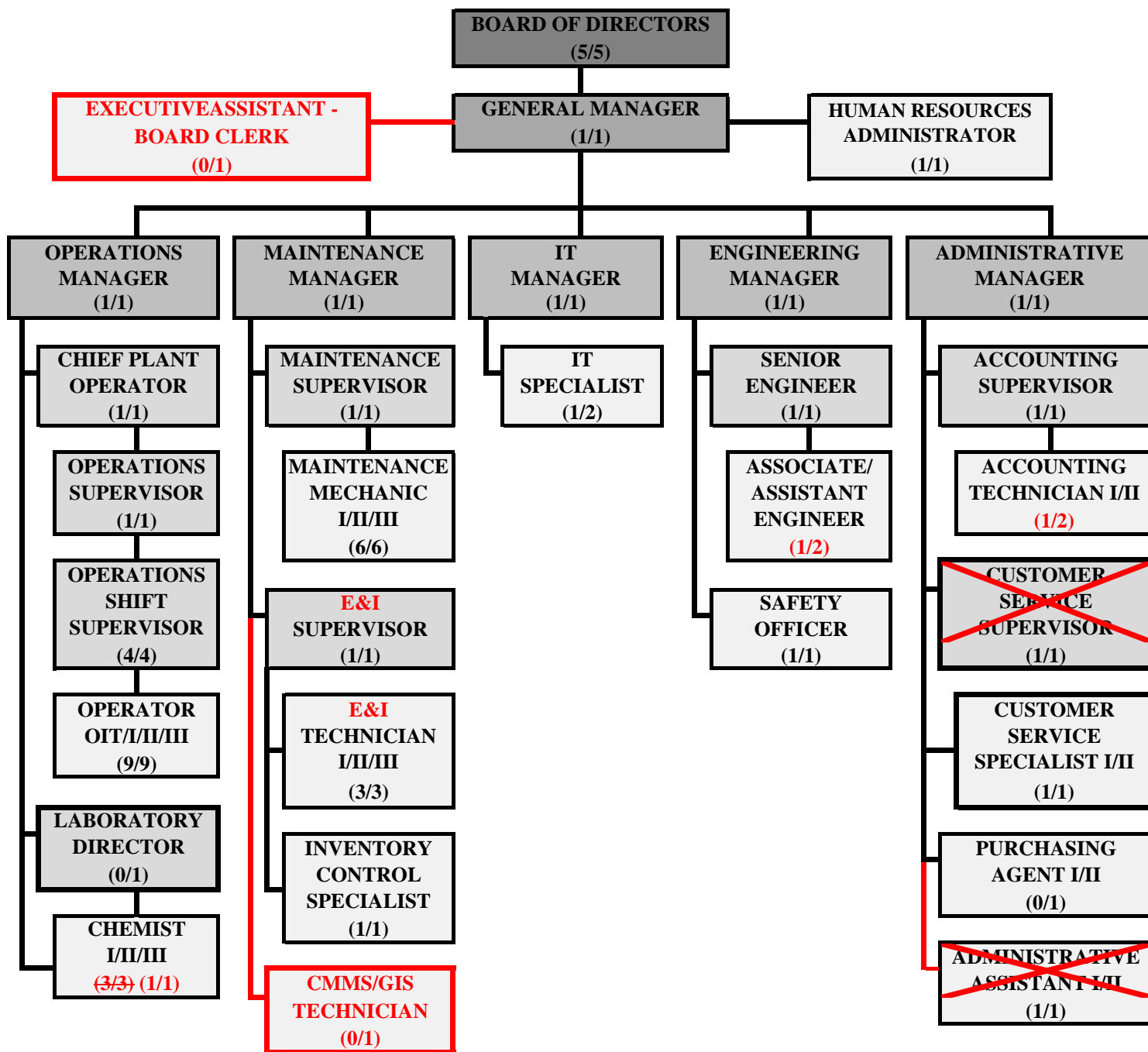
Note: (#) identifies quantity of Full-Time Equivalent (FTE) positions approved per classification

Effective Date: January 1, 2021



TAHOE-TRUCKEE SANITATION AGENCY ORGANIZATIONAL CHART

Approved and Adopted by Board of Directors: **XXXX XX, XXXX**



Note: (##) identifies quantity of Full-Time Equivalent's (FTEs) - (FTEs Filled/FTEs Total)



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: IV-6
Subject: Approval of updated FMLA/CFRA, PDL, PFL, California Parental Leave and Medical Leave of Absence policies

Background

The Tahoe-Truckee Sanitation Agency Employee Handbook became effective in April 2020.

The policy for Family and Medical Leave Act and California Family Rights Act (FMLA and CFRA) must be amended for required changes to CFRA that become effective January 1, 2021. With the changes, the New Parent Leave Act (known as California Parental Leave in TTSA Employee Handbook) becomes unnecessary and will be removed.

The attached document shows a redlined version of the existing policies described above, as well as other related policies that require language amendments.

For clarity, these policy amendments affect the Employee Handbook, which will receive minor amendments early in calendar year 2021. However, time constraints did not allow for the incorporation of the minor handbook amendments to occur concurrently with this proposed amendment.

Fiscal Impact

None.

Attachments


Family and Medical Leave Act and California Family Rights Act (FMLA and CFRA), Pregnancy Disability Leave (PDL), Paid Family Leave (PFL), California Parental Leave, Medical Leave of Absence policies.

Recommendation

Management and staff recommend approval of updated FMLA/CFRA, PDL, PFL, California Parental Leave and Medical Leave of Absence policies with an effective date of January 1, 2021.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager

Family and Medical Leave Act and California Family Rights Act (FMLA and CFRA)

The federal Family and Medical Leave Act and the California Family Rights Act (FMLA/CFRA) provide eligible employees the opportunity to take unpaid, job-protected leave for certain specified reasons. The maximum amount of leave employees may use under this policy is twelve (12) weeks within a twelve (12) month period, except as otherwise required by law.

To be eligible for FMLA/CFRA leave under this policy, employees must:

1. Have worked at least twelve (12) months for TTSA in the preceding year; and
2. Have worked at least one thousand two hundred fifty (1,250) hours for TTSA over the twelve (12) months preceding the date the leave would commence; ~~and~~
3. ~~Currently work at a location where there are at least fifty (50) employees within seventy-five (75) miles.~~

In addition, to be eligible to take an FMLA leave, an employee must work at a location where there are at least 50 employees within a seventy-five (75) mile radius.

FMLA and/or CFRA leave may be taken for any of the following reasons:

1. To care for or bond with a newborn child.
2. To care for or bond with a ~~Placement of a~~ child placed with the employee ~~and/or the employee's registered domestic partner~~ for adoption or foster care ~~to care or bond with the child.~~
3. To care for an immediate family member (employee's spouse, registered domestic partner, child, ~~registered domestic partner's child or~~ parent, grandparent, grandchild, or sibling) with a serious health condition.
4. Because of the employee's serious health condition that makes the employee unable to perform ~~their~~his or her job.
5. A "qualifying exigency" arising out of the fact that the employee's spouse, domestic partner, child, or parent~~immediate family member~~ is on, or has been notified of an impending call to, "covered active duty."

Once TTSA determines an absence is for an FMLA/CFRA-qualifying reason, it will designate the absence as FMLA/CFRA.

Generally, a "serious health condition" is an illness, injury, impairment or physical or mental condition that involves either an inpatient care~~overnight stay~~ in a medical care facility or continuing treatment by a health care provider, and either prevents the employee from performing the functions of ~~their~~his or her job or prevents the qualified family member from participating in school or other daily activities.

The Agency measures the period of twelve (12) months in which leave is taken by a rolling calendar period. This means that when an employee requests leave for a qualifying reason, the Agency will look back ~~in over~~ the past twelve (12) months to determine whether the employee has any remaining FMLA/CFRA time.

FMLA/CFRA leave for the birth of a child, or placement of a child for adoption or foster care, must be concluded within twelve (12) months of the child's birth or placement.

Eligible employees may take FMLA/CFRA leave in a single block of time, intermittently (in separate blocks of time) or by reducing the normal work schedule when medically necessary for the serious health condition of the employee or immediate family member. Intermittent leave for the birth of a child, to care for a newborn child or for the placement of a child for adoption or foster care generally must be taken in at least two-week increments, with shorter increments allowed on two occasions. Employees who require intermittent or reduced-schedule leave must try to schedule their leave so that it will not unduly disrupt the Agency's operations.

Employees are required to use applicable accrued paid ~~leave~~ time off (such as paid sick time, ~~leave~~, vacation, administrative or compensatory time, etc.) concurrently with the FMLA/CFRA leave, to the extent permitted by law.

The only exception to the above is during any period in which the employee is receiving temporary disability benefits (e.g., for workers' compensation or short-term disability, including pregnancy-related disability), or the employee is taking FMLA leave for pregnancy-related disability, the employer cannot require the employee to substitute ~~their~~ his or her accrued paid ~~time off~~ leave in coordination with those disability benefits. However, the employer and employee may agree to do so.

Once the employee's accrued paid ~~leave~~ time off is exhausted, the remainder of the FMLA/CFRA leave is unpaid time off.

The Agency maintains health care coverage for employees on approved ~~during~~ FMLA/CFRA leave on the same terms as if employees had continued to work. Employees must make arrangements to pay their share of health plan premiums while on unpaid leave. Use of FMLA/CFRA leave does not result in the loss of any employment benefit that accrued prior to the start of leave under this policy.

When seeking leave under this policy, employees must provide to HR the following:

1. Thirty (30) days' advance notice of the need to take FMLA/CFRA leave if the need for leave is foreseeable, or notice as soon as practicable in the case of unforeseeable leave and in compliance with T TSA's normal call-in procedures, absent unusual circumstances.
2. Medical certification supporting the need for leave due to a serious health condition affecting the requesting employee or an immediate family member.
3. Periodic reports as deemed appropriate during the leave regarding the employee's status and intent to return to work, to the extent permitted by law.
4. Medical certification of release to return to work, including with or without medical any restrictions on the ability to work and the duration of such restrictions, if the leave was due to the employee's serious health condition.

To the extent required by law, ~~t~~he Agency will inform employees whether they are eligible for leave under the FMLA/CFRA. Should employees be eligible for FMLA/CFRA leave, the Agency will provide them with a notice that designates the leave as FMLA/CFRA, and that specifies any additional information required, as well their rights and responsibilities, and a guarantee of reinstatement to the same position or a comparable position. If employee is not eligible for FMLA/CFRA leave, the Agency will provide a reason for the ineligibility.

Upon returning from FMLA/CFRA leave, employees will be restored to their original position or to an equivalent position with equivalent pay, benefits and other employment terms and conditions, to the extent required by law.

For more information regarding leave under this policy, employees should contact HR.

Pregnancy Disability Leave (PDL)

The Agency provides ~~and grants~~ to all ~~pregnant~~ employees, regardless of length of service, the right to take a Pregnancy Disability Leave (PDL) during the period of time that a medical care provider determines the employee is actually disabled by pregnancy or a related medical condition. PDL can be provided for up to a maximum of four (4) months. ~~For planning purposes, it may be helpful for you to know that the typical period of disability for pregnancy and related medical conditions is often six (6) to eight (8) weeks — please discuss with your healthcare provider the anticipated period of disability for your pregnancy. Such leave requests will be made and evaluated in accordance with all applicable federal and state laws. If you are also eligible for a FMLA/CFRA Leave, the leaves will be integrated and run concurrently.~~

Employees requesting foreseeable PDL ~~leave~~, should ordinarily provide thirty (30) days' notice in advance of the date the leave is to begin as well as the estimated date upon which the employee will return to work.

Employees taking pregnancy disability leave may elect whether or not to use any accrued paid time off in conjunction with the leave.

Health insurance ~~coverage premiums~~ will continue to be provided to the employee on PDL paid by the Agency to the same degree such insurance coverage it was provided before the leave began ~~in accordance with the FMLA/CFRA policy.~~

Upon completion of the leave, the employee is required to provide a written release to work, including any restrictions on the ability to work and the duration of such restrictions, from ~~notice by~~ the health care provider ~~is required to authorize a return to work. Should the health care provider indicate physical limitations upon return to work, such limitations must be discussed with and approved by management.~~

Upon returning from PDL, employees will be restored to their original position or to an equivalent position with equivalent pay, benefits and other employment terms and conditions, to the extent required by law.

~~Apart from medical disabilities associated with pregnancy and/or childbirth, requests for additional time off will be considered in the same manner as any other request for an unpaid personal leave with the exception of requests that meet the requirements for FMLA/CFRA, as described within this handbook.~~

~~The Agency will provide reasonable lactation accommodation for employees who wish to express breast milk for their infant when they return to work. See Lactation Accommodation within this handbook.~~

Paid Family Leave

Employees may be eligible to apply to the state of California to receive partial wage replacement benefits known as Paid Family Leave (PFL). ~~partial wage replacement benefits, State PDL benefits which~~

are funded through payroll deductions and coordinated through the state Employment Development Department (EDD). ~~An employee who applies for PFL may receive~~^{provides} limited compensation ~~from the state, per EDD requirements,~~ when ~~they~~^{an employee needs to} take unpaid leave from work to care for certain seriously ill family members, or to bond with ~~their~~^{his or her} newborn, foster child or newly adopted child.

The PFL program does not provide employees with either a right to a leave of absence or job protection; PFL simply provides some state-provided monetary benefits to eligible employees.

California Parental Leave

~~The following is applicable to employers with at least 20 employees, but fewer than 50 employees. Please note that the California New Parent Leave Act does not apply to employees who are eligible for leave under the federal Family and Medical Leave Act (FMLA) or the California Family Rights Act (CFRA). (See FMLA/CFRA leave policy, above.)~~

~~Employees eligible for this leave may take up to 12 weeks of unpaid leave in a 12-month period to bond with a new child within one year of the child's birth, adoption or foster care placement.~~

Eligibility

~~To be eligible for parental leave under this policy, an employee must:~~

- ~~• Have worked at least 12 months for TTSA;~~
- ~~• Have worked at least 1,250 hours for the Agency over the preceding 12 months; and~~
- ~~• Currently work at a location where there are at least 20 employees within 75 miles.~~

~~Parental leave may be taken for any the following reasons:~~

- ~~• To bond with a newly born child.~~
- ~~• To bond with a child placed with the employee for adoption or foster care.~~

~~In the case where both parents are employed by TTSA and are otherwise eligible for leave, the combined total leave amount for both employees may not exceed 12 weeks.~~

~~Parental leave must be concluded within 12 months of the child's birth, adoption or foster care placement.~~

Intermittent Leave

~~Eligible employees may take parental leave in at least two-week increments, with shorter increments allowed on two occasions. Employees who wish to take intermittent or reduced-schedule leave must try to schedule their leave so that it will not unduly disrupt Agency operations.~~

Use of Accrued Paid Leave

~~Employees may choose to use accrued paid leave (such as sick leave, vacation, compensatory time, etc.) concurrently with some or all of their parental leave. To use paid leave concurrently with parental leave, eligible employees must comply with the Agency's normal procedures for the applicable paid leave policy (e.g., call-in procedures, advance notice).~~

~~Employees may also apply for California's Paid Family Leave insurance benefits through the California Employment Development Department (EDD).~~

Maintenance of Health Benefits

~~If employees and/or their families participate in the Agency's group health plan, TTSA will maintain coverage during parental leave on the same terms as if an employee had continued to work. If applicable, an employee must make arrangements to pay their share of health plan premiums while on leave.~~

Procedures

~~When seeking leave under this policy, employees must provide to HR the following:~~

~~Reasonable advance notice of the need to take parental leave, if the need for leave is foreseeable. In the case of unforeseeable leave, the employee must provide notice as soon as practicable, and in compliance with the Agency's normal call-in procedures, if at all possible.~~

Job Restoration

~~Upon returning from parental leave, an employee will be restored to their original position or to a comparable position, to the extent required by law.~~

Failure to Return After Parental Leave

~~If an employee fails to return to work as scheduled after parental leave or if an employee exceeds the 12-week parental leave entitlement, the employee will be subject to the Agency's other applicable leave of absence, accommodation and attendance policies.~~

Medical Leave of Absence

Employees who are not eligible for FMLA/CFRA leave may nonetheless request an unpaid leave of absence due to the employee's own medical condition that temporarily prevents them from working. A physician's statement must be provided verifying the need for a medical leave of absence and stating the beginning and expected ending dates of the requested medical leave. As soon as you become aware of the need for a medical leave of absence ~~without pay~~, you should request a leave from Human Resources.

Non-FMLA medical leave may be generally granted for a period of up to 12 weeks in any 12-month period. Employees must take any available and appropriate accrued leave-paid time off in conjunction with as part of the approved period of leave.

Paid time off benefits will continue to accrue as long as the employee on medical leave is in Agency-paid status. The Agency maintains health care coverage for employees taking and during approved medical leaves of absence for as long as the employee is in paid status, or otherwise as required by law. Employees should work with Human Resources to make arrangements to pay their share of health plan premiums, if applicable while on unpaid leave.

When the leave ends, the Agency will ordinarily return you to the same position, if it is available, or to a similar available position for which you are qualified, ~~if available~~. However, the Agency cannot guarantee reinstatement.

At the conclusion of the leave, the employee must provide a written notice ~~from~~by the health care provider ~~is required to authorize~~ing the employee's a return to work. The written notice from the doctor should state work restrictions, if any, and the duration of any such work restrictions. ~~Should the health care provider indicate any restrictions on the employee's ability to work, the Agency will engage in the interactive process with the employee to discuss whether and how such limitations may be accommodated.~~



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: IV-7
Subject: Approval of the General Engineering Services Agreement with Carollo Engineers, Inc

Background

From time to time, the Agency has a need for on-call services from professional engineering consultants. Existing agreements are in place for CH2M HILL (now Jacobs) and HDR. For increased flexibility, the Agency would like to execute a parallel agreement with Carollo Engineers, Inc.

Fiscal Impact

The agreement authorizes up to \$50,000 of total fees for the fiscal year.


Attachments

Services Agreement with Carollo Engineers, Inc.

Recommendation

Management and staff recommend approval of the General Engineering Services Agreement with Carollo Engineers, Inc.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager

**TAHOE-TRUCKEE SANITATION AGENCY
SERVICES AGREEMENT**

THIS AGREEMENT is entered into as of the date last signed and dated below by and between Tahoe-Truckee Sanitation Agency, a local government agency (“Agency”), and Carollo Engineers, Inc. (“Contractor”), who agree as follows:

1. Scope of Work. Contractor shall perform the work and render the services described in the attached Exhibit A (the “Work”). Contractor shall provide all labor, services, equipment, tools, material and supplies required or necessary to properly, competently and completely perform the Work. Contractor shall determine the method, details and means of doing the Work.

2. Payment

a. Agency shall pay to Contractor a fee based on Contractor’s time and expenses necessarily and actually expended or incurred on the Work in accordance with Contractor’s fee schedule on the attached Exhibit B.

b. The total fee for the Work shall not exceed **\$50,000**. There shall be no compensation for extra or additional work or services by Contractor unless approved in advance in writing by Agency. Contractor’s fee includes all of Contractor’s costs and expenses related to the Work.

c. At the end of each month, Contractor shall submit to Agency an invoice for the Work performed during the preceding month. The invoice shall include a brief description of the Work performed, the dates of Work, number of hours worked and by whom (if payment is based on time), payment due, and an itemization of any reimbursable expenditures. If the Work is satisfactorily completed and the invoice is accurately computed, Agency shall pay the invoice within 30 days of its receipt.

3. Term

a. This Agreement shall take effect on the date below and continue in effect June 30, 2021, unless sooner terminated as provided below. Time is of the essence in this Agreement. If Exhibit A includes a Work schedule or deadline, then Contractor must complete the Work in accordance with the specified schedule or deadline, which may be extended by Agency for good cause shown by Contractor. If Exhibit A does not include a Work schedule or deadline, then Contractor must perform the Work diligently and as expeditiously as possible, consistent with the professional skill and care appropriate for the orderly progress of the Work.

b. This Agreement may be terminated at any time by Agency upon 10 days advance written notice to Contractor. In the event of such termination, Contractor shall be fairly compensated for all work performed to the date of termination as calculated by Agency based on the above fee and payment provisions. Compensation under this section shall not include any termination-related expenses, cancellation or demobilization charges, or lost profit associated with the expected completion of the Work or other such similar payments relating to Contractor’s claimed benefit of the bargain.

4. Professional Ability of Contractor. Contractor represents that it is specially trained and experienced, and possesses the skill, ability, knowledge and certification, to competently perform the Work provided by this Agreement. Agency has relied upon Contractor’s training, experience, skill, ability, knowledge and certification as a material inducement to enter into this Agreement. All Work performed by Contractor shall be in accordance with applicable legal requirements and meet the

standard of care and quality ordinarily to be expected of competent professionals in Contractor's field.

5. Conflict of Interest. Contractor (including principals, associates and professional employees) represents and acknowledges that (a) it does not now have and shall not acquire any direct or indirect investment, interest in real property or source of income that would be affected in any manner or degree by the performance of Contractor's services under this agreement, and (b) no person having any such interest shall perform any portion of the Work. The parties agree that Contractor is not a designated employee within the meaning of the Political Reform Act and Agency's conflict of interest code because Contractor will perform the Work independent of the control and direction of the Agency or of any Agency official, other than normal contract monitoring, and Contractor possesses no authority with respect to any Agency decision beyond the rendition of information, advice, recommendation or counsel.

6. Contractor Records

a. Contractor shall keep and maintain all ledgers, books of account, invoices, vouchers, canceled checks, and other records and documents evidencing or relating to the Work and invoice preparation and support for a minimum period of three years (or for any longer period required by law) from the date of final payment to Contractor under this Agreement. Agency may inspect and audit such books and records, including source documents, to verify all charges, payments and reimbursable costs under this Agreement.

b. In accordance with California Government Code section 8546.7, the parties acknowledge that this Agreement, and performance and payments under it, are subject to examination and audit by the California State Auditor for three years following final payment under the Agreement.

7. Ownership of Documents. All works of authorship and every report, study, spreadsheet, worksheet, plan, design, blueprint, specification, drawing, map, photograph, computer model, computer disk, computer drive, magnetic tape, CAD data file, computer software and any other document or thing prepared, developed or created by Contractor under this Agreement and provided to Agency ("Work Product") shall be the property of Agency, and Agency shall have the rights to use, modify, reuse, reproduce, publish, display, broadcast and distribute the Work Product and to prepare derivative and additional documents or works based on the Work Product without further compensation to Contractor or any other party. Contractor may retain a copy of any Work Product and use, reproduce, publish, display, broadcast and distribute any Work Product and prepare derivative and additional documents or works based on any Work Product; provided, however, that Contractor shall not provide any Work Product to any third party without Agency's prior written approval, unless compelled to do so by legal process. If any Work Product is copyrightable, Contractor may copyright the same, except that, as to any Work Product that is copyrighted by Contractor, Agency reserves a royalty-free, nonexclusive and irrevocable license to use, reuse, reproduce, publish, display, broadcast and distribute the Work Product and to prepare derivative and additional documents or works based on the Work Product. If Agency reuses or modifies any Work Product for a use or purpose other than that intended by the scope of work under this Agreement, then Agency shall hold Contractor harmless against all claims, damages, losses and expenses arising from such reuse or modification. For any Work Product provided to Agency in paper format, upon request by Agency at any time (including, but not limited to, at expiration or termination of this Agreement), Contractor agrees to provide the Work Product to Agency in a readable, transferable and usable electronic format generally acknowledged as being an industry-standard format for information exchange between computers (e.g., Word file, Excel spreadsheet file, AutoCAD file, Adobe Acrobat PDF file).

8. Compliance with Laws

a. General. Contractor shall perform the Work in compliance with all applicable federal, state and local laws and regulations. Contractor shall possess, maintain and comply with all federal, state and local permits, licenses and certificates that may be required for it to perform the Work. Contractor shall comply with all federal, state and local air pollution control laws and regulations applicable to the Contractor and its Work (as required by California Code of Regulations title 13, section 2022.1). Contractor shall be responsible for the safety of its workers and Contractor shall comply with applicable federal and state worker safety-related laws and regulations.

b. California Labor Code Compliance for Pre- and Post-Construction Related Work

(1) Applicability. This section 8.b.(1) applies if the Work includes labor performed during the design and pre-construction phases of construction, including, but not limited to, inspection and land surveying work, and labor performed during the post-construction phases of construction, including, but not limited to, cleanup and warranty work at the jobsite. (See California Labor Code section 1720(a).) If the Work includes some labor as described in the preceding sentence and other labor that is not, then this section (b) applies only to workers performing the pre-construction and post-construction work.

(2) Contractor shall comply with the California Labor Code provisions concerning payment of prevailing wage rates, penalties, employment of apprentices, hours of work and overtime, keeping and retention of payroll records, and other requirements applicable to public works as may be required by the Labor Code and applicable state regulations. (See California Labor Code division 2, part 7, chapter 1 (sections 1720-1861), which is incorporated in this Agreement by this reference.) The state-approved prevailing rates of per diem wages are available at <http://www.dir.ca.gov/oprl/DPreWageDetermination.htm>. Contractor also shall comply with Labor Code sections 1775 and 1813, including provisions that require Contractor to (a) forfeit as a penalty to Agency up to \$200 for each calendar day or portion thereof for each worker (whether employed by Contractor or any subcontractor) paid less than the applicable prevailing wage rates for any labor done under this Agreement in violation of the Labor Code, (b) pay to each worker the difference between the prevailing wage rate and the amount paid to each worker for each calendar day or portion thereof for which the worker was paid less than the prevailing wage, and (c) forfeit as a penalty to Agency the sum of \$25 for each worker (whether employed by Contractor or any subcontractor) for each calendar day during which the worker is required or permitted to work more than 8 hours in any one day and 40 hours in any one calendar week in violation of Labor Code sections 1810 through 1815.

9. Indemnification.

a. Contractor shall indemnify, defend, protect, and hold harmless Agency, and its officers, employees and agents (“Indemnitees”) from and against any claims, liability, losses, damages and expenses (including attorney, expert witness and Contractor fees, and litigation costs) (collectively a “Claim”) that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of Contractor or its employees, agents or subcontractors. The duty to indemnify, including the duty and the cost to defend, is limited as provided in this section. However, this indemnity provision will not apply to any Claim arising from the sole negligence or willful misconduct of Agency or its employees or agents. Contractor’s obligations under this indemnification provision shall survive the termination of, or completion of Work under, this Agreement.

b. This section 10.2 applies if the Contractor is a “design professional” as that term is defined in Civil Code section 2782.8. If a court or arbitrator determines that the incident or occurrence that gave rise to the Claim was partially caused by the fault of an Indemnitee, then in no event shall

Contractor's total costs incurred pursuant to its duty to defend Indemnitees exceed Contractor's proportionate percentage of fault as determined by a final judgment of a court or final decision of arbitrator.

c. Contractor shall not be responsible for warranties, guarantees, fitness for a particular purpose, breach of fiduciary duty, loss of anticipated profits or for economic, incidental, liquidated, or consequential damages to Agency or any third party arising out of breach of contract, delay, termination, or for professional negligence. Additionally, Contractor shall not be responsible for acts and decisions of third parties, including governmental agencies, other than Contractor's subconsultants, that impact project completion and/or success.

10. Insurance

a. Types & Limits. Contractor at its sole cost and expense shall procure and maintain for the duration of this Agreement the following types and limits of insurance:

<i>Type</i>	<i>Limits</i>	<i>Scope</i>
Commercial general liability	\$2,000,000 per occurrence & \$5,000,000 aggregate	at least as broad as Insurance Services Office (ISO) Commercial General Liability Coverage (Occurrence Form CG 00 01) including products and completed operations, property damage, bodily injury, personal and advertising injury
Automobile liability	\$2,000,000 per accident	at least as broad as ISO Business Auto Coverage (Form CA 00 01)
Workers' compensation	Statutory limits	
Employers' liability	\$1,000,000 per accident	
Professional liability*	\$1,000,000 per claim	

*Required only if Contractor is a licensed engineer, land surveyor, geologist, architect, doctor, attorney or accountant.

b. Other Requirements. The general and automobile liability policy(ies) shall be endorsed to name Agency, its officers, employees, volunteers and agents as additional insureds regarding liability arising out of the Work. Contractor's coverage shall be primary and apply separately to each insurer against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability. Agency's insurance or self-insurance, if any, shall be excess and shall not contribute with Contractor's insurance. Each insurance policy shall be endorsed to state that coverage shall not be canceled, except after 30 days (10 days for non-payment of premium) prior written notice to Agency. Insurance is to be placed with admitted insurers with a current A.M. Best's rating of A:-VII or better unless otherwise acceptable to Agency. Workers' compensation insurance issued by the State Compensation Insurance Fund is acceptable. Contractor agrees to waive subrogation that any insurer may acquire from Contractor by virtue of the payment of any loss relating to the Work. Contractor agrees to obtain any endorsement that may be necessary to

implement this subrogation waiver. The workers' compensation policy must be endorsed to contain a subrogation waiver in favor of Agency for the Work performed by Contractor.

c. Proof of Insurance. Upon request, Contractor shall provide to Agency the following proof of insurance: (a) certificate(s) of insurance evidencing this insurance; and (b) endorsement(s) on ISO Form CG 2010 (or insurer's equivalent), signed by a person authorized to bind coverage on behalf of the insurer(s), and certifying the additional insured coverage.

11. Entire Agreement; Amendment. The parties intend this writing to be the sole, final, complete, exclusive and integrated expression and statement of the terms of their contract concerning the Work. This Agreement supersedes all prior oral or written negotiations, representations, contracts or other documents that may be related to the Work, except those other documents (if any) that are expressly referenced in this Agreement. This Agreement may be amended only by a subsequent written contract approved and signed by both parties.

12. Independent Contractor. Contractor's relationship to Agency is that of an independent contractor. All persons hired by Contractor and performing the Work shall be Contractor's employees or agents. Contractor and its officers, employees and agents are not Agency employees, and they are not entitled to Agency employment salary, wages or benefits. Contractor shall pay, and Agency shall not be responsible in any way for, the salary, wages, workers' compensation, unemployment insurance, disability insurance, tax withholding, and benefits to and on behalf of Contractor's employees. Contractor shall, to the fullest extent permitted by law, indemnify Agency, and its officers, employees, volunteers and agents from and against any and all liability, penalties, expenses and costs resulting from any adverse determination by the federal Internal Revenue Service, California Franchise Tax Board, other federal or state agency, or court concerning Contractor's independent contractor status or employment-related liability.

13. Assignment. This Agreement and all rights and obligations under it are personal to the parties. The Agreement may not be transferred, assigned, delegated or subcontracted in whole or in part, whether by assignment, subcontract, merger, operation of law or otherwise, by either party without the prior written consent of the other party. Any transfer, assignment, delegation, or subcontract in violation of this provision is null and void and grounds for the other party to terminate the Agreement. Agency consents to Contractor's use of a subcontractor if that use is described in Exhibit A.

14. No Waiver of Rights. Any waiver at any time by either party of its rights as to a breach or default of this Agreement shall not be deemed to be a waiver as to any other breach or default. No payment by Agency to Contractor shall be considered or construed to be an approval or acceptance of any Work or a waiver of any breach or default.

15. Severability. If any part of this Agreement is held to be void, invalid, illegal or unenforceable, then the remaining parts will continue in full force and effect and be fully binding, provided that each party still receives the benefits of this Agreement.

16. Governing Law and Venue. This Agreement will be governed by and construed in accordance with the laws of the State of California. The county and federal district court where Agency's office is located shall be venue for any state and federal court litigation concerning the enforcement or construction of this Agreement.

17. Notice. Any notice, demand, invoice or other communication required or permitted to be given under this Agreement must be in writing and delivered either (a) in person, (b) by prepaid, first class U.S. mail, (c) by a nationally-recognized commercial overnight courier service that guarantees next

day delivery and provides a receipt, or (d) by email with confirmed receipt. Such notices, etc. shall be addressed as follows:

Agency: General Manager Tahoe-Truckee Sanitation Agency 13720 Butterfield Drive Truckee, CA 96161 lgriffin@ttsa.net	Contractor: Mr. Tim Loper Carollo Engineers, Inc. 100 West Liberty St., Suite 740 Reno, NV 89501 TLoper@carollo.com
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Notice given as above will be deemed given (a) when delivered in person, (b) three days after deposited in prepaid, first class U.S. mail, (c) on the date of delivery as shown on the overnight courier service receipt, or (d) upon the sender's receipt of an email from the other party confirming the delivery of the notice, etc. Any party may change its contact information by notifying the other party of the change in the manner provided above.

18. Agency-Provided Information and Services. Agency shall furnish Contractor available studies, reports and other data pertinent to Contractor's services; obtain or authorize Contractor to obtain or provide additional reports and data as required; furnish to Contractor services of others required for the performance of Contractor's services hereunder, and Contractor shall be entitled to use and reasonably rely upon all such information and services provided by Agency or others in performing Contractor's services under this Agreement.

19. Access. Agency shall arrange for access to and make all provisions for Contractor to enter upon public and private property as required for Contractor to perform services hereunder.

20. Estimates and Projections. In providing opinions of cost, financial analyses, economic feasibility projections, and schedules for potential projects, Contractor has no control over cost or price of labor and material; unknown or latent conditions of existing equipment or structures that may affect operation and maintenance costs; competitive bidding procedures and market conditions; time or quality of performance of third parties; quality, type, management, or direction of operating personnel; and other economic and operational factors that may materially affect the ultimate project cost or schedule. Therefore, Contractor makes no warranty that Agency's actual project costs, financial aspects, economic feasibility, or schedules will not vary from Contractor's opinions, analyses, projections, or estimates.

21. Delays. Contractor is not responsible for damage or delay in performance caused by events beyond the reasonable control of Contractor. In the event Contractor's services are suspended, delayed or interrupted for the convenience of Agency or delays occur beyond the reasonable control of Contractor, an equitable adjustment in Contractor's time of performance and cost of Contractor's personnel and subcontractors may be made.

22. Third Parties. The services to be performed by Contractor are intended solely for the benefit of Agency. No person or entity not a signatory to this Agreement shall be entitled to rely on Contractor's performance of its services hereunder, and no right to assert a claim against Contractor by assignment of indemnity rights or otherwise shall accrue to a third party as a result of this Agreement or the performance of Contractor's services hereunder.

23. Signature Authority. Each party warrants that the person signing this Agreement is authorized to act on behalf of the party for whom that person signs. The Parties may execute and deliver this Agreement and documents necessary to perform it, including task orders and amendments, in any number of original or facsimile counterparts. When each Party has signed and delivered at least one counterpart to the other Party, each counterpart shall be deemed an original

and, taken together, the counterparts shall constitute one and the same document, which shall be binding and effective.

TAHOE-TRUCKEE SANITATION AGENCY

CONTRACTOR

Dated: _____

Dated: 12/3/2020

By: _____
LaRue Griffin
General Manager


By: 
Tim Loper P.E. [name]
Vice President [title]

Exhibit A

Scope of Work

Scope of work shall be general engineering services. Work shall include engineering and related services for relatively minor work efforts, or when emergency or immediate assistance is needed by Agency, but only when specifically requested by Agency's General Manager or Engineering Department Manager.

Agency and Consultant will agree, by email exchange, on the general scope of the requested services, estimated level of effort, and schedule, prior to Consultant starting any work on a specific assignment.

Exhibit B

**CAROLLO ENGINEERS, INC.
FEE SCHEDULE**

**As of January 1, 2021
California**

	<u>Hourly Rate</u>
Engineers/Scientists	
Assistant Professional	\$193.00
Professional	236.00
Project Professional	280.00
Lead Project Professional	301.00
Senior Professional	322.00
Technicians	
Technicians	146.00
Senior Technicians	203.00
Support Staff	
Document Processing / Clerical	129.00
Project Equipment Communication Expense (PECE) Per DL Hour	13.00
Other Direct Expenses	
Travel and Subsistence	at cost
Mileage at IRS Reimbursement Rate Effective January 1, 2020	\$.575 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.

*Mileage rate noted is the 2020 IRS rate, this will be updated in December when the 2021 IRS rate is posted.



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: LaRue Griffin, General Manager
Item: V-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. Administrative Department Report.

Recommendation

No action required.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY OPERATIONS DEPARTMENT REPORT

Date: December 16, 2020
To: Board of Directors
From: Michael Peak, Operations Department Manager
Subject: Operations Department Report

Compliance Report:

- All plant waste discharge requirements were met for the month.

Operations Report:

- Overall, the plant performed well through the month.
- Well #31 has had a pH range of 6.5-6.6 over the past 5 weeks of caustic addition.
- Inspected and added media as needed to final effluent filters #1 and #2.
- Operators continue to train with the Chemists for weekend laboratory testing.

Laboratory Report:

- Staff performed necessary laboratory testing per WDR requirements and operational needs for the month.
- The Laboratory Director has determined that operators have had sufficient training and are ready to perform the initial demonstration of capability for the following tests:
 - Dissolved Oxygen (DO)
 - Turbidity
 - Temperature
- Staff continue to train operators for MPN testing.

Work Orders:

- Completed this month: 8
- Pending: 7


Plant Data:

Influent Flow Description	MG
Monthly average daily ⁽¹⁾	2.83
Monthly maximum instantaneous ⁽¹⁾	5.87
Maximum 7- day average	3.46

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)	1.0	10.0	1.6	20.0
Turbidity (NTU)	NA	NA	1.8	10.0
Total Phosphorus (mg/l)	0.32	0.80	0.41	1.50
Chemical Oxygen Demand (mg/l)	29	45	36	60

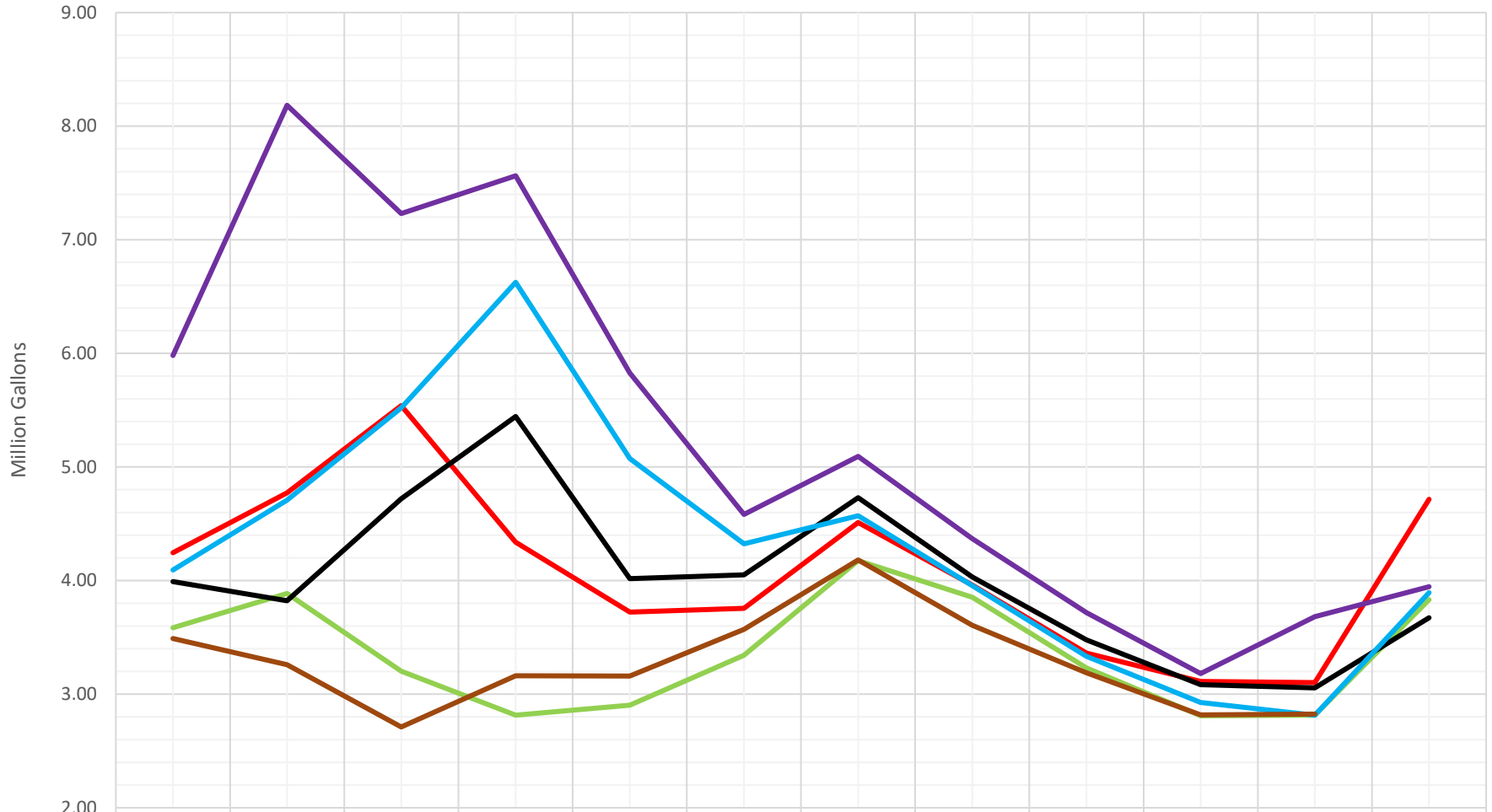
- Notes:
1. Flows are depicted in the attached graph.
 2. Effluent table data per WDR reportable frequency. Attached graphs depict all recorded data.

Review Tracking:

Submitted By: 
Michael Peak
Operations Manager

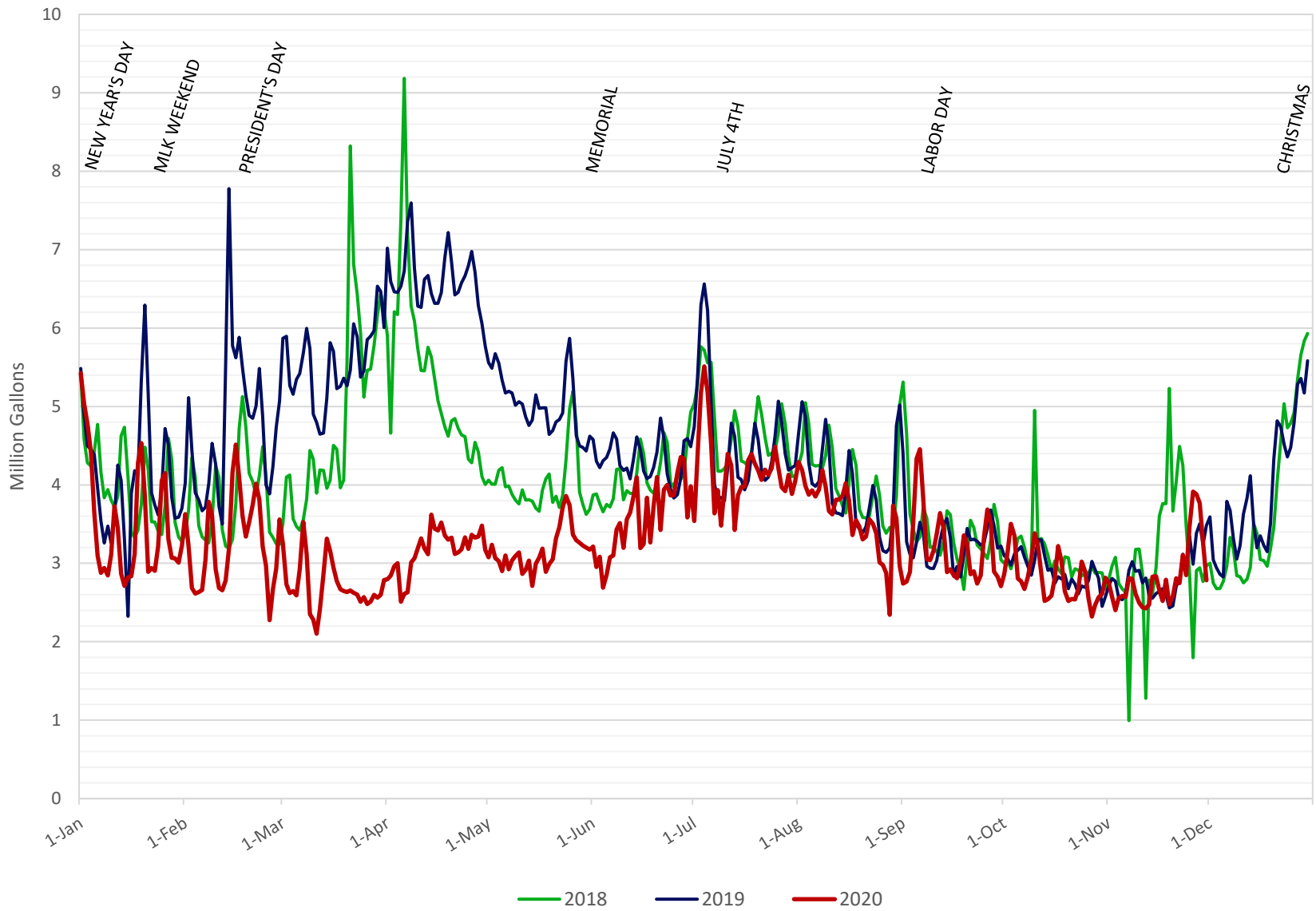
Approved By: 
LaRue Griffin
General Manage

Monthly Average Daily Flow (Influent)

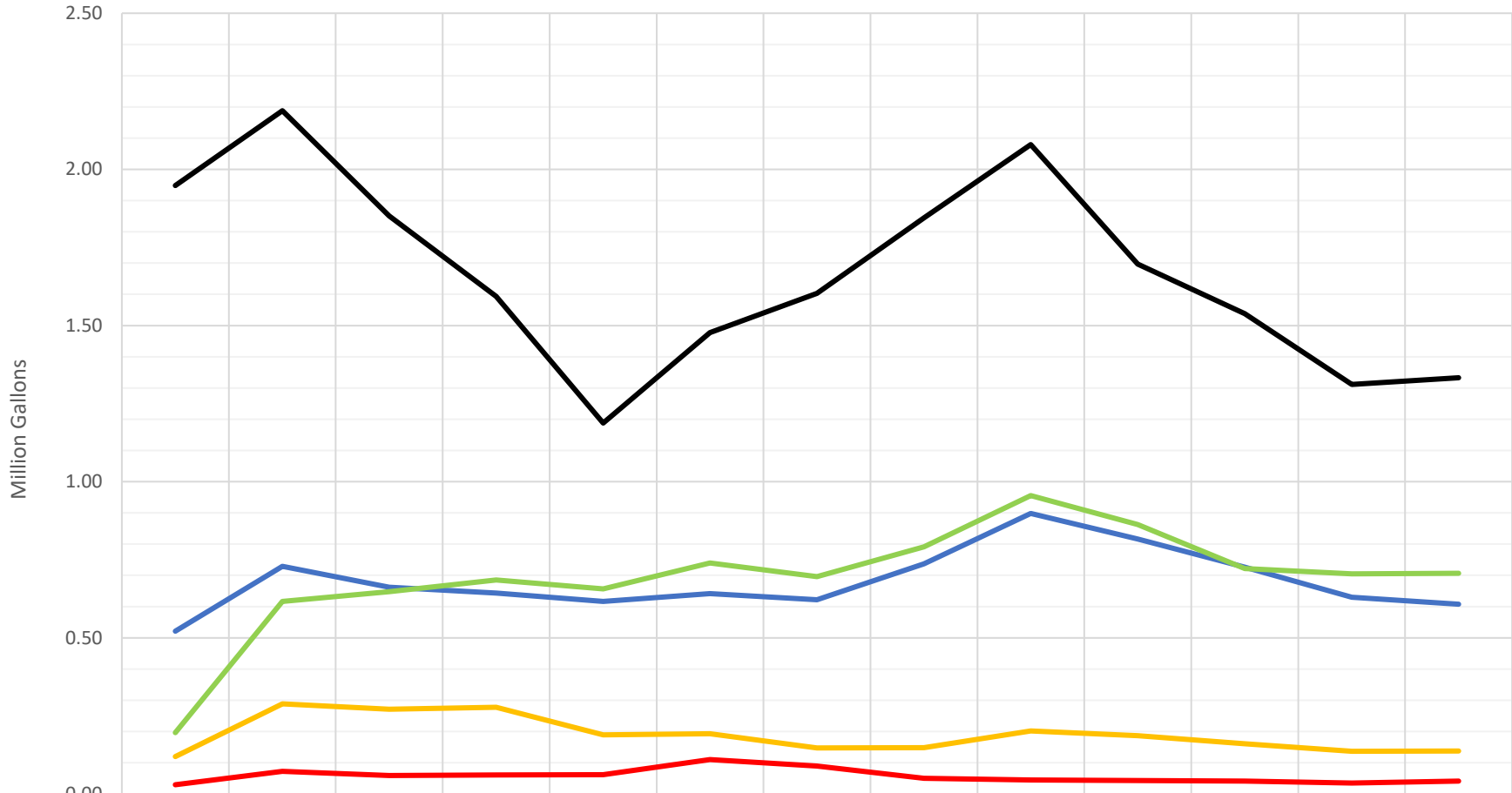


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	3.58	3.89	3.20	2.82	2.90	3.34	4.18	3.85	3.23	2.81	2.81	3.83
2016	4.24	4.77	5.54	4.34	3.72	3.76	4.51	3.96	3.36	3.11	3.10	4.72
2017	5.98	8.18	7.23	7.56	5.83	4.58	5.09	4.37	3.72	3.18	3.68	3.95
2018	3.99	3.82	4.72	5.44	4.02	4.05	4.73	4.03	3.48	3.08	3.06	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	3.89
2020	3.49	3.26	2.71	3.16	3.16	3.57	4.18	3.61	3.19	2.82	2.83	

T-TSA Daily Influent Flow

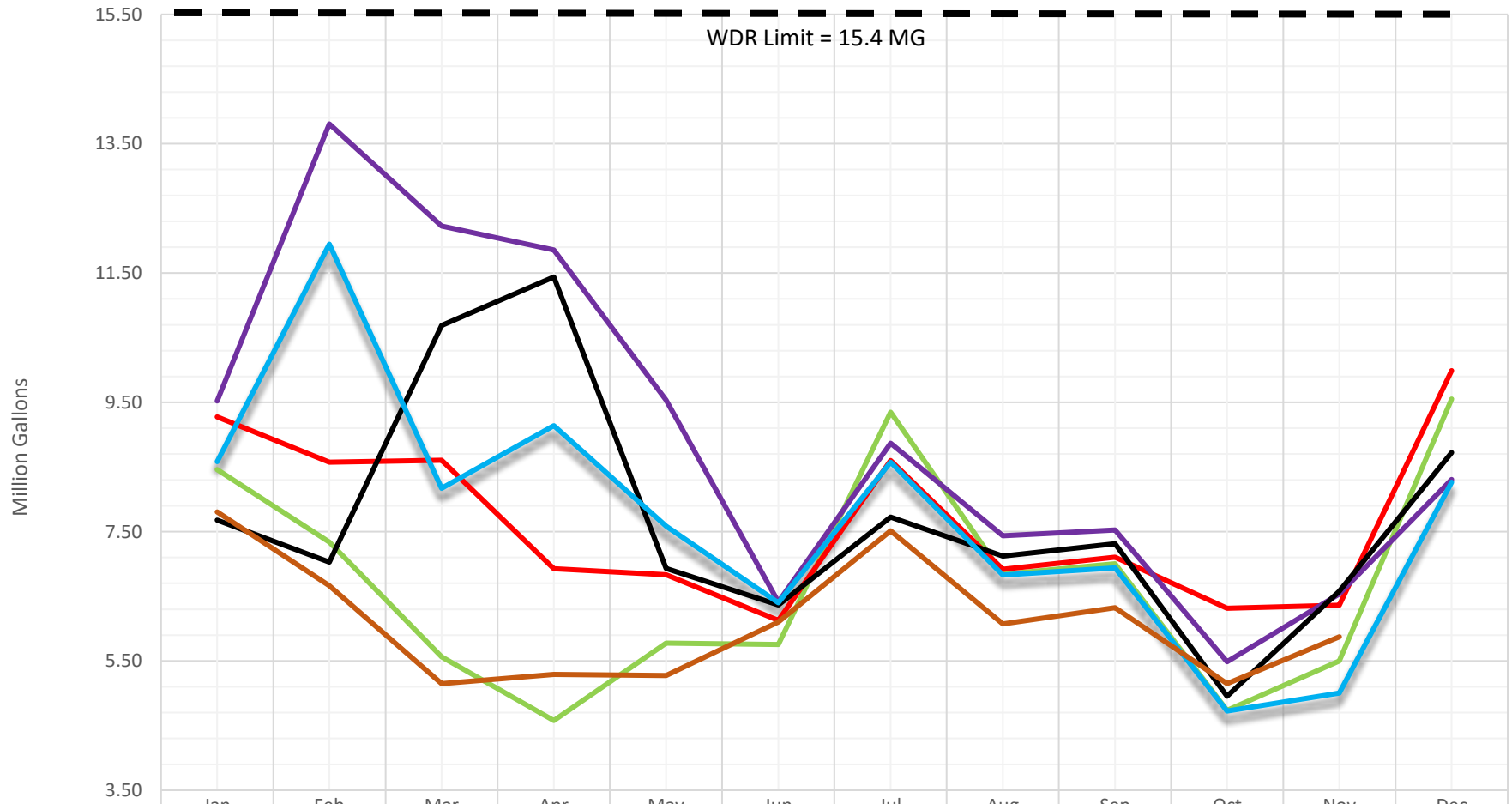


Monthly Average Daily Flow (Districts)



	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20
NTPUD	0.52	0.73	0.66	0.64	0.62	0.64	0.62	0.74	0.90	0.82	0.73	0.63	0.61
TCPUD	0.20	0.62	0.65	0.68	0.66	0.74	0.70	0.79	0.96	0.86	0.72	0.70	0.71
ASCWD	0.03	0.07	0.06	0.06	0.06	0.11	0.09	0.05	0.05	0.04	0.04	0.03	0.04
OVPSD	0.12	0.29	0.27	0.28	0.19	0.19	0.15	0.15	0.20	0.19	0.16	0.14	0.14
TSD	1.95	2.19	1.85	1.59	1.19	1.48	1.60	1.85	2.08	1.70	1.54	1.31	1.33

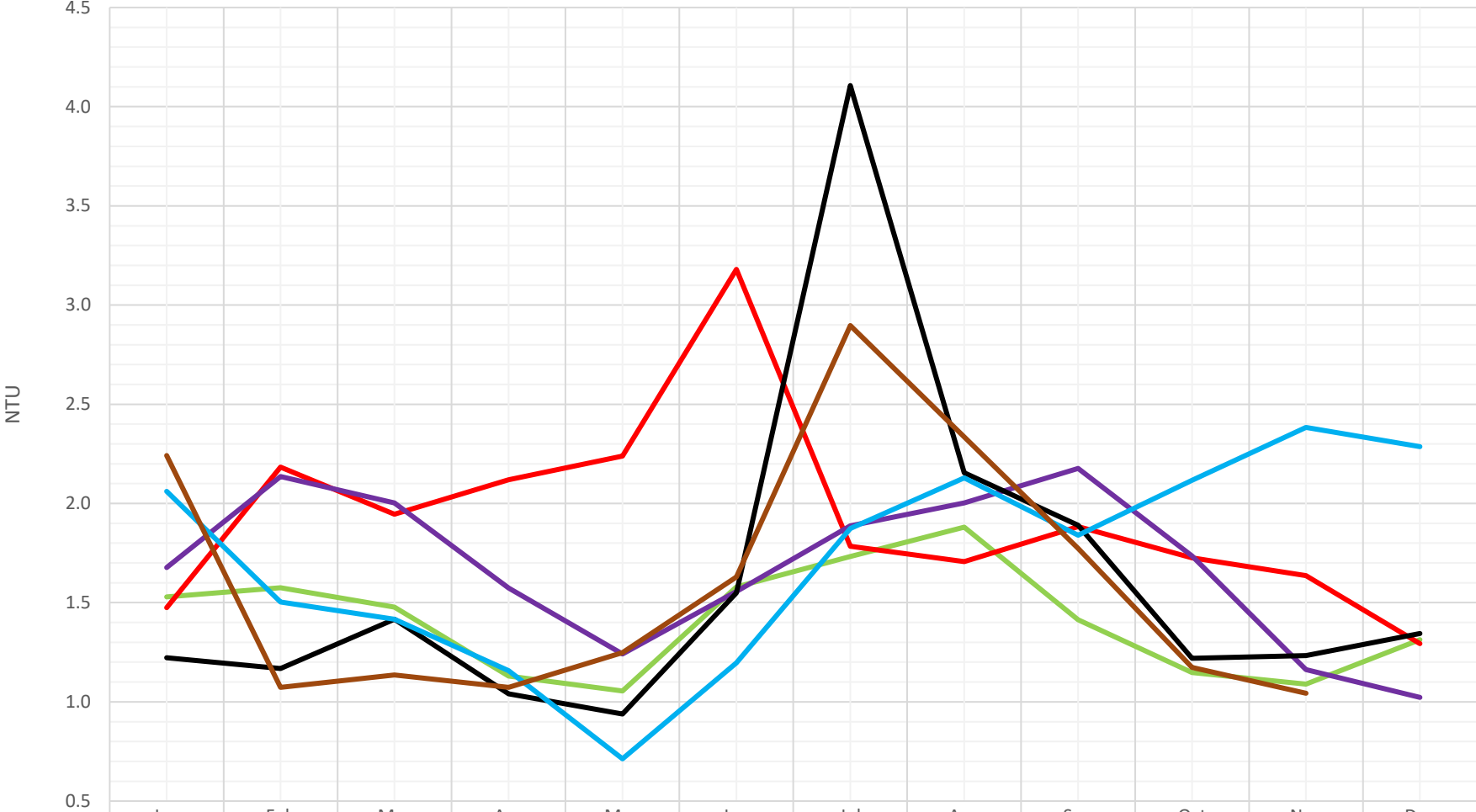
Monthly Maximum Instantaneous Flow (Influent)



WDR Limit = 15.4 MG

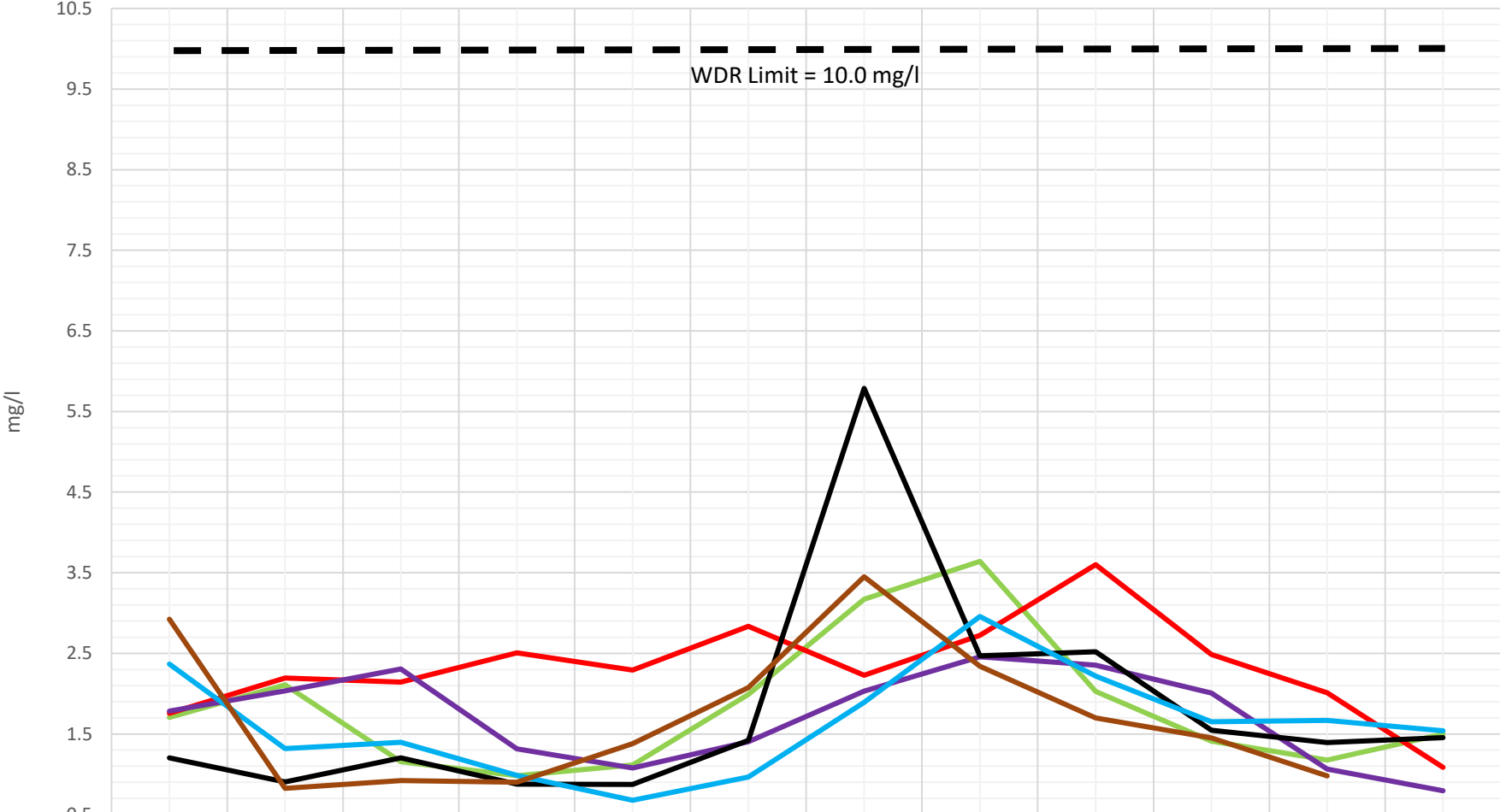
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	8.46	7.34	5.56	4.58	5.77	5.76	9.35	6.84	7.00	4.74	5.50	9.55
2016	9.28	8.58	8.60	6.93	6.84	6.13	8.60	6.92	7.11	6.32	6.36	9.99
2017	9.52	13.81	12.23	11.86	9.54	6.41	8.87	7.44	7.53	5.49	6.53	8.31
2018	7.68	7.03	10.69	11.44	6.93	6.37	7.73	7.12	7.31	4.95	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	8.26
2020	7.81	6.66	5.15	5.29	5.27	6.10	7.51	6.07	6.33	5.15	5.87	

Monthly Average Daily Turbidity (Effluent)



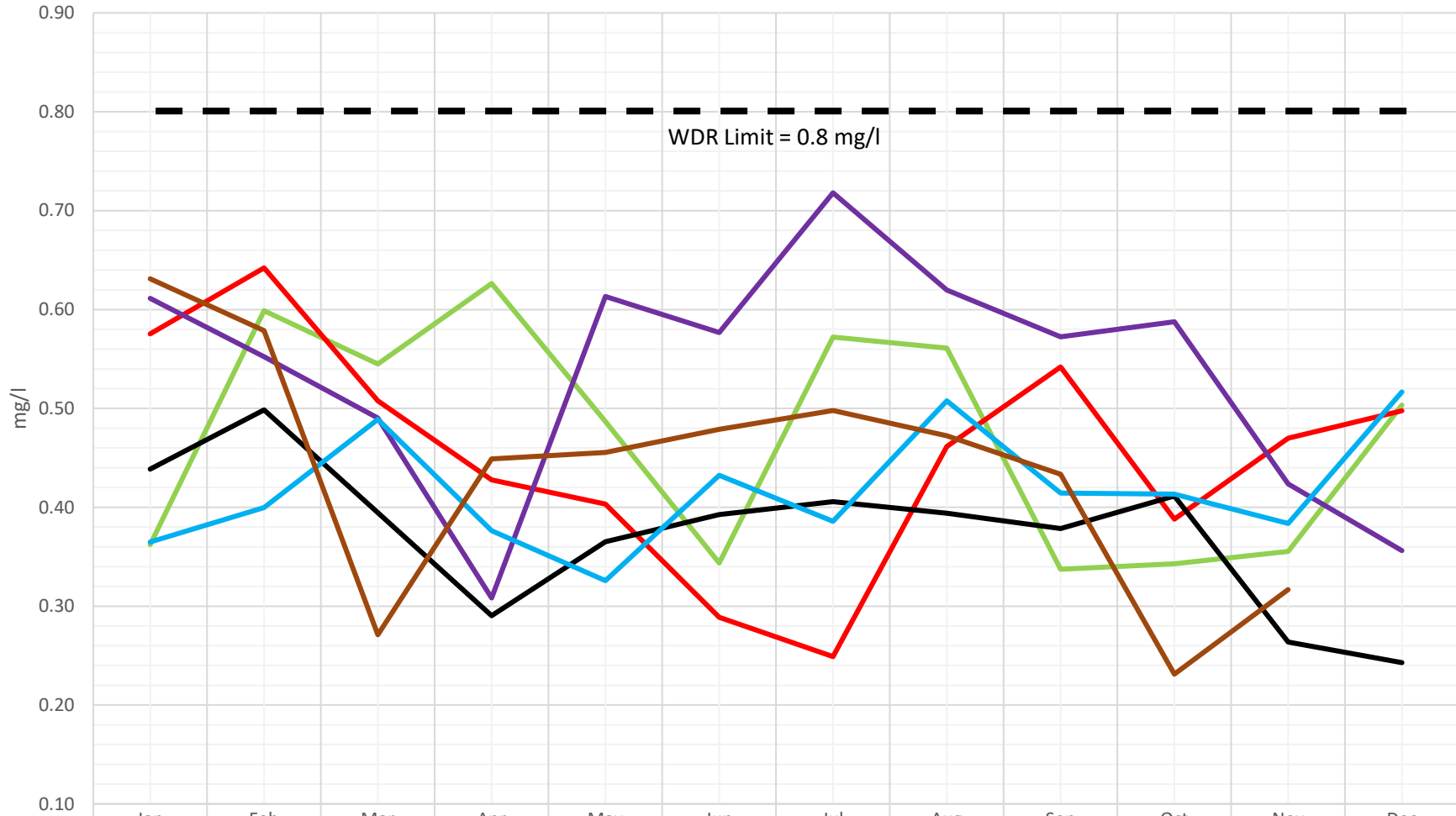
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	1.5	1.6	1.5	1.1	1.1	1.6	1.7	1.9	1.4	1.1	1.1	1.3
2016	1.5	2.2	1.9	2.1	2.2	3.2	1.8	1.7	1.9	1.7	1.6	1.3
2017	1.7	2.1	2.0	1.6	1.2	1.6	1.9	2.0	2.2	1.7	1.2	1.0
2018	1.2	1.2	1.4	1.0	0.9	1.6	4.1	2.2	1.9	1.2	1.2	1.3
2019	2.1	1.5	1.4	1.2	0.7	1.2	1.9	2.1	1.8	2.1	2.4	2.3
2020	2.2	1.1	1.1	1.1	1.2	1.6	2.9	2.3	1.8	1.2	1.0	

Monthly Average Daily Suspended Solids (Effluent)



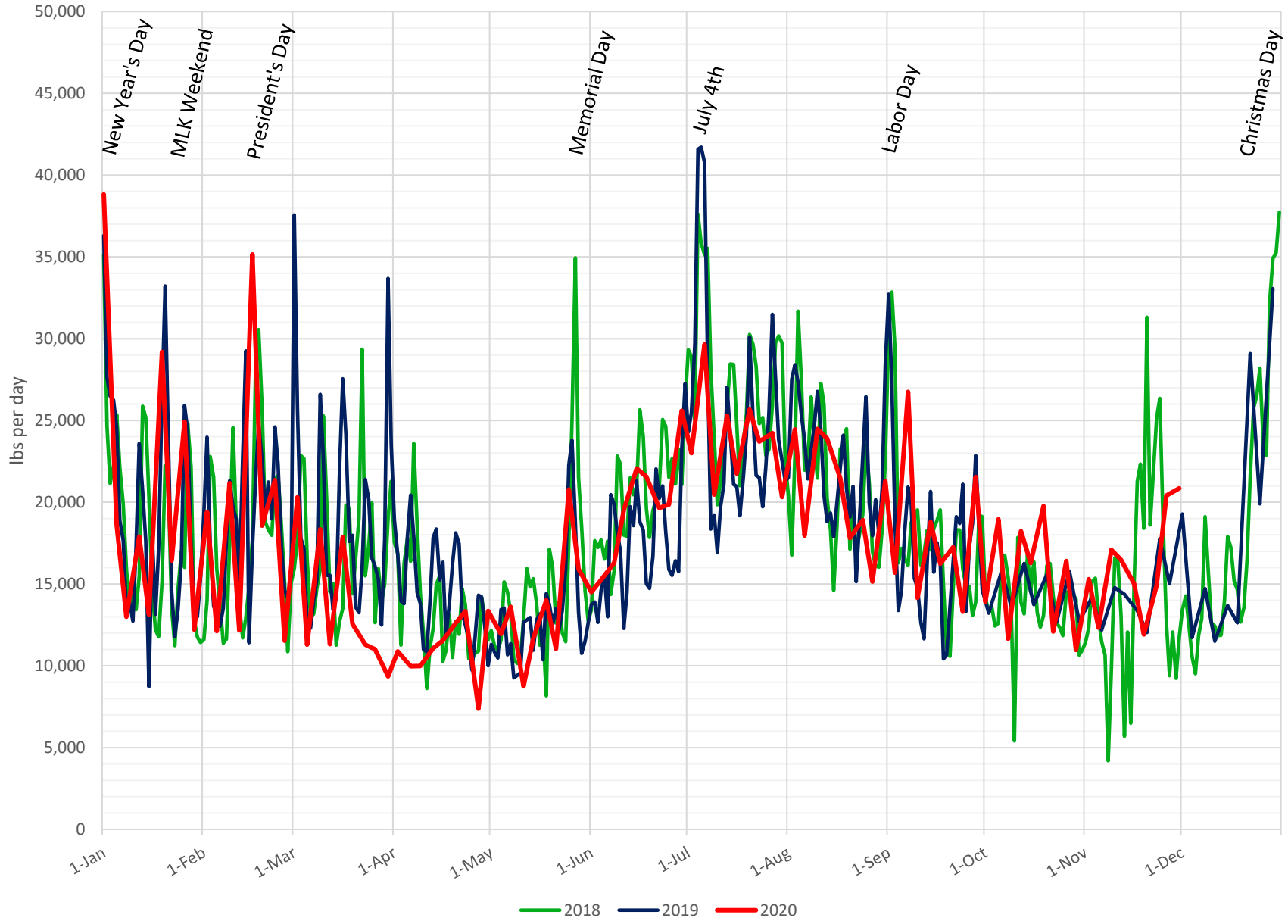
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	1.7	2.1	1.2	1.0	1.1	2.0	3.2	3.6	2.0	1.4	1.2	1.5
2016	1.8	2.2	2.1	2.5	2.3	2.8	2.2	2.7	3.6	2.5	2.0	1.1
2017	1.8	2.0	2.3	1.3	1.1	1.4	2.0	2.5	2.4	2.0	1.1	0.8
2018	1.2	0.9	1.2	0.9	0.9	1.4	5.8	2.5	2.5	1.5	1.4	1.5
2019	2.4	1.3	1.4	1.0	0.7	1.0	1.9	3.0	2.2	1.7	1.7	1.5
2020	2.9	0.8	0.9	0.9	1.4	2.1	3.5	2.3	1.7	1.5	1.0	

Monthly Average Daily Total Phosphorus (Effluent)

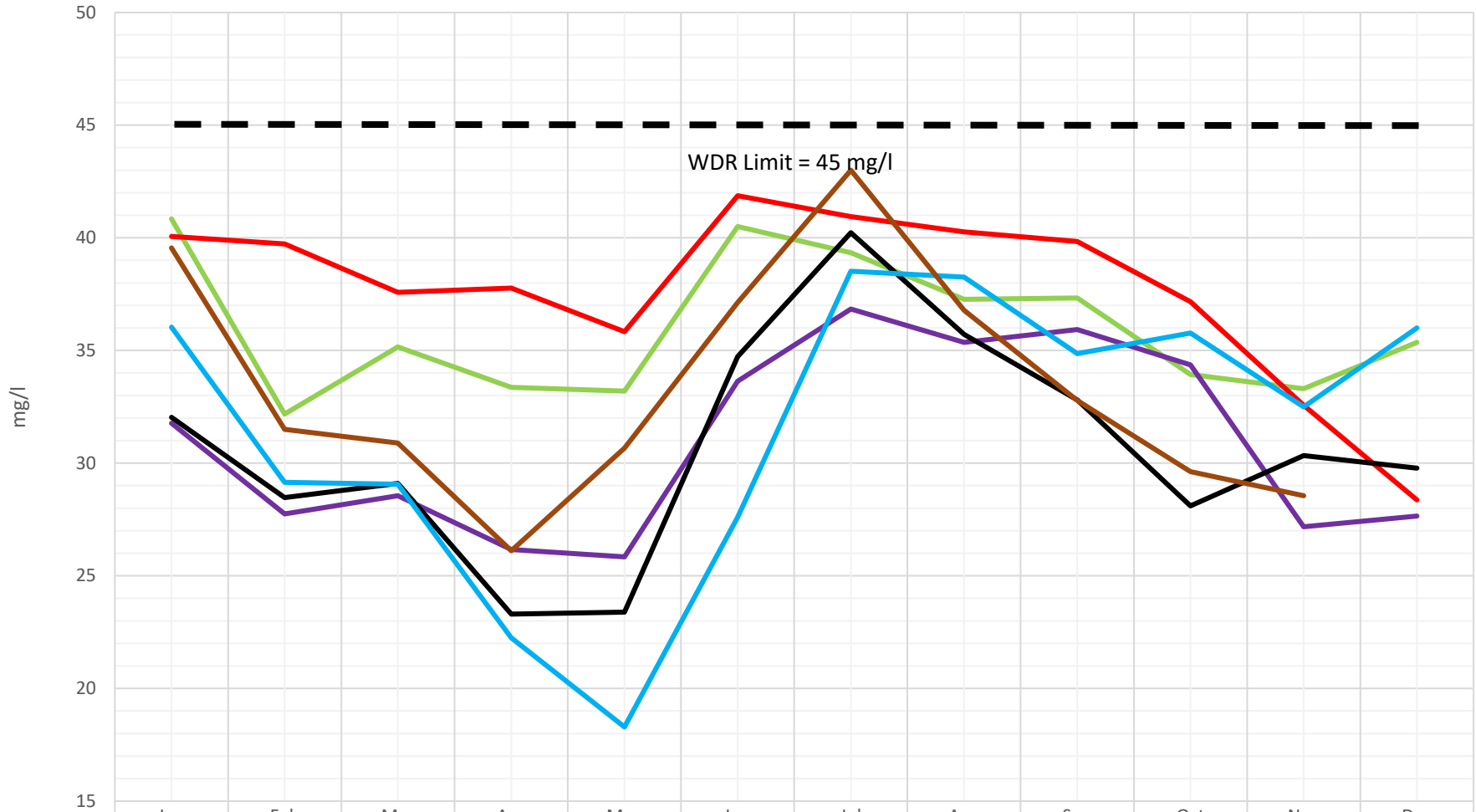


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	0.36	0.60	0.54	0.63	0.49	0.34	0.57	0.56	0.34	0.34	0.36	0.50
2016	0.58	0.64	0.51	0.43	0.40	0.29	0.25	0.46	0.54	0.39	0.47	0.50
2017	0.61	0.55	0.49	0.31	0.61	0.58	0.72	0.62	0.57	0.59	0.42	0.36
2018	0.44	0.50	0.39	0.29	0.37	0.39	0.41	0.39	0.38	0.41	0.26	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	0.52
2020	0.63	0.58	0.27	0.45	0.46	0.48	0.50	0.47	0.43	0.23	0.32	

COD Influent Loading



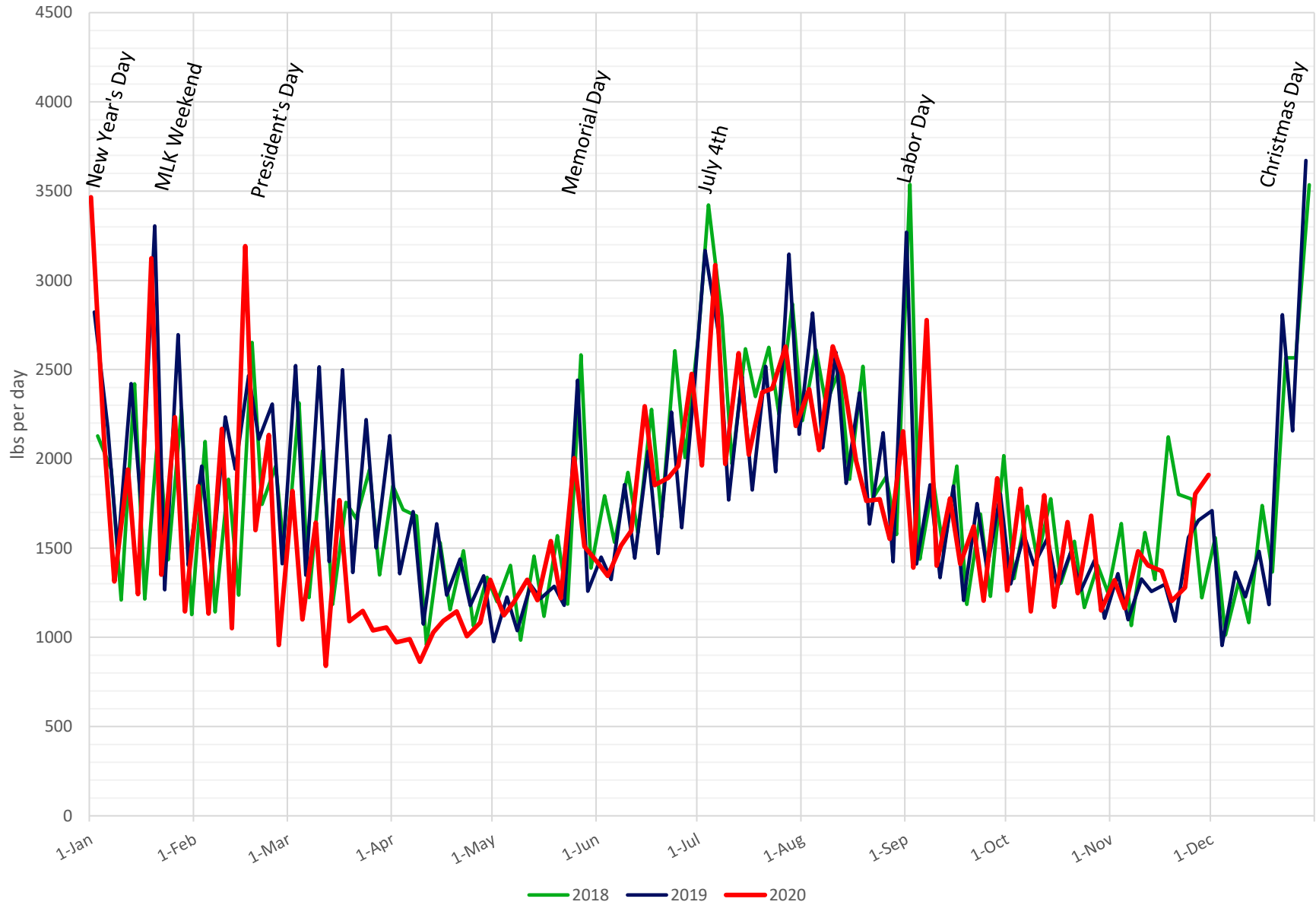
Monthly Average Daily Chemical Oxygen Demand (Effluent)



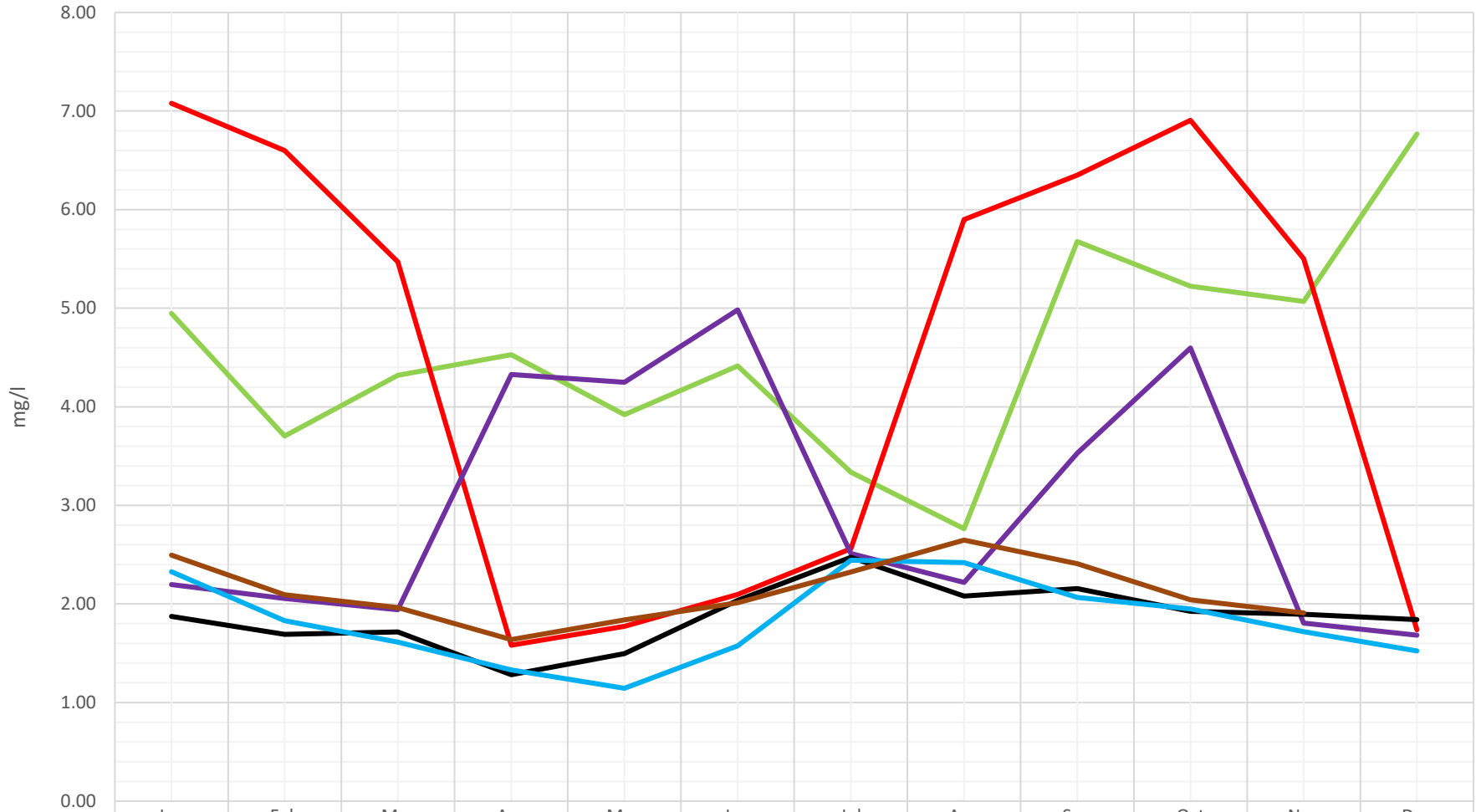
WDR Limit = 45 mg/l

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	41	32	35	33	33	41	39	37	37	34	33	35
2016	40	40	38	38	36	42	41	40	40	37	33	28
2017	32	28	29	26	26	34	37	35	36	34	27	28
2018	32	28	29	23	23	35	40	36	33	28	30	30
2019	36	29	29	22	18	28	39	38	35	36	33	36
2020	40	32	31	26	31	37	43	37	33	30	29	

TKN Influent Loading

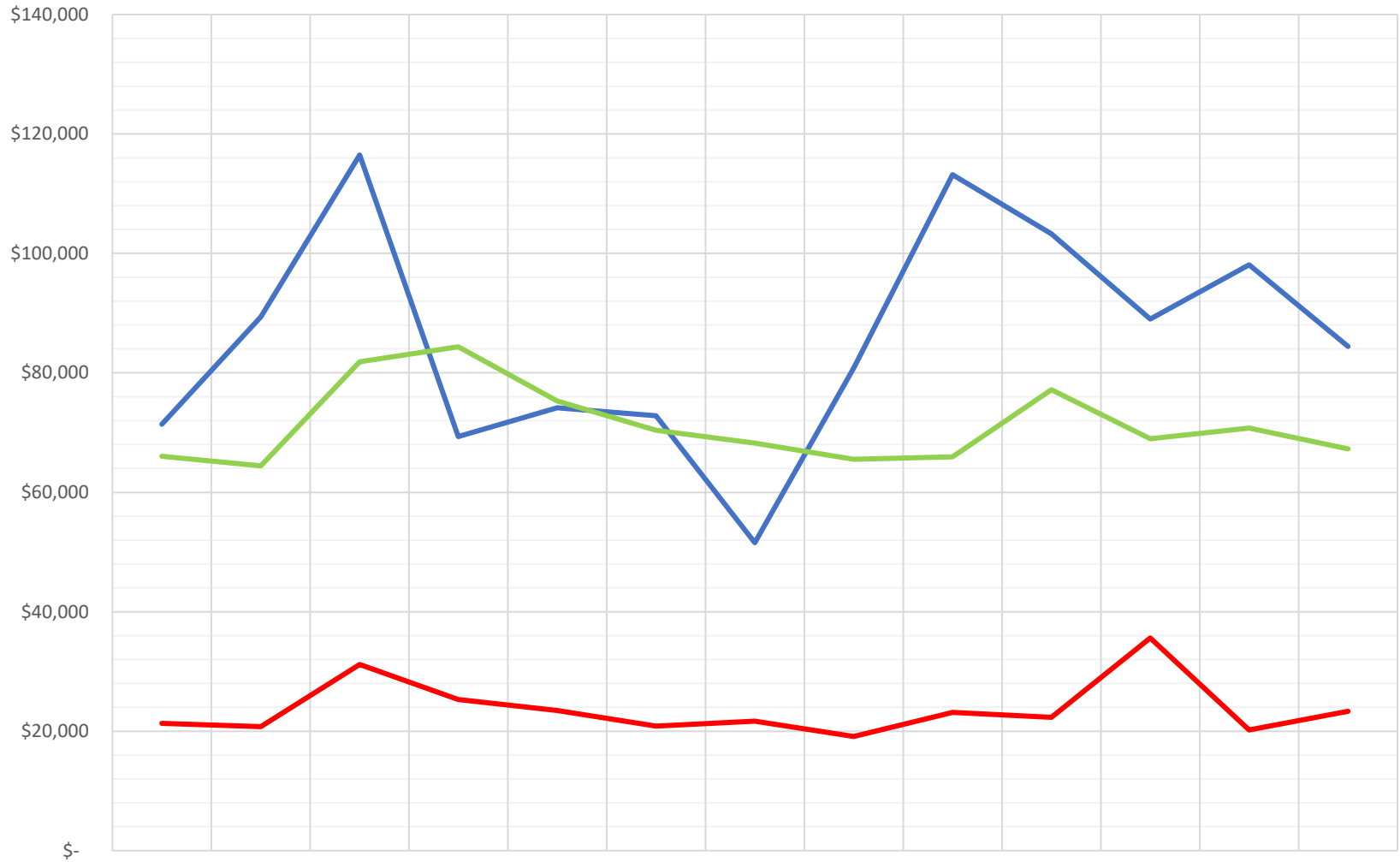


Monthly Average Daily Total Nitrogen (Effluent)



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
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	1.52
2020	2.50	2.09	1.96	1.64	1.84	2.01	2.32	2.65	2.41	2.04	1.91	

Chemical, Power and Sludge Disposal Costs



	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20
— Chemical	\$71,385	\$89,384	\$116,483	\$69,350	\$74,168	\$72,801	\$51,561	\$80,784	\$113,171	\$103,254	\$89,024	\$98,091	\$84,438
— Power	\$66,044	\$64,431	\$81,851	\$84,369	\$75,309	\$70,394	\$68,257	\$65,547	\$65,959	\$77,175	\$68,963	\$70,762	\$67,261
— Sludge Disposal	\$21,328	\$20,741	\$31,185	\$25,291	\$23,459	\$20,855	\$21,699	\$19,116	\$23,148	\$22,342	\$35,610	\$20,211	\$23,339



TAHOE-TRUCKEE SANITATION AGENCY MAINTENANCE DEPARTMENT REPORT


Date: December 16, 2020
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:
 - 2020 Administration Building Remodel.

- ◆ **Plant Maintenance projects:** Maintenance staff performed tasks on the following ongoing projects:
 - Winter preparedness.
 - BNR influent pump VFD #2 complete, starting the third and final one.
 - Replaced sludge cake transfer pump VFD.
 - Side one O2 basin repairs including gate steam and purge valve.
 - Initiated installation of speed bumps throughout corridors.
 - Plant waste pump rebuild and wetwell cleaning.
 - Various safety audit work orders.

- ◆ **Work Orders**
 - Completed this month: Mechanical-66, Fleet-15, Electrical & Instrumentation-24.
 - Pending: Mechanical-122, Fleet-23, Electrical & Instrumentation-51.

Review Tracking:

Submitted By: 
Richard Pallante
Maintenance Manager

Approved By: 
LaRue Griffin
General Manager



Plant Waste Pump/Wetwell



BNR Influent Pump VFD #2



Cake Transfer VFD



TAHOE-TRUCKEE SANITATION AGENCY ENGINEERING DEPARTMENT REPORT

Date: December 16, 2020
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:

- Master Sewer Plan
- Process Hazard Analysis Revalidation Project
- 2020 Administration Building Remodel Project
- 2020 Digestion Improvements Study
- 2020 Digital Scanning of Sewer Lines Project
- 2020 Air Purifying Respirator and Self Contained Breathing Apparatus Equipment Project
- 2020 Headworks Improvements Project
- 2020 Chiller Replacement Project
- 2021 2-Water System Improvements Project
- 2021 Asphalt Sealing Project
- 2021 Chlorine Scrubber Improvements Project
- 2021 Digital Scanning of Sewer Lines Project
- 2021 Furnishing Submersible Pump and Power Pack Project
- 2021 Lime System Improvements Project
- 2021 Plant Painting Project
- 2021 Wasting Pumps Upgrade Project

◆ **Work Orders**

- Engineering:
 - Completed this month: 0
 - Pending: 0
- Safety:
 - Completed this month: 0
 - Pending: 0

Review Tracking:

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



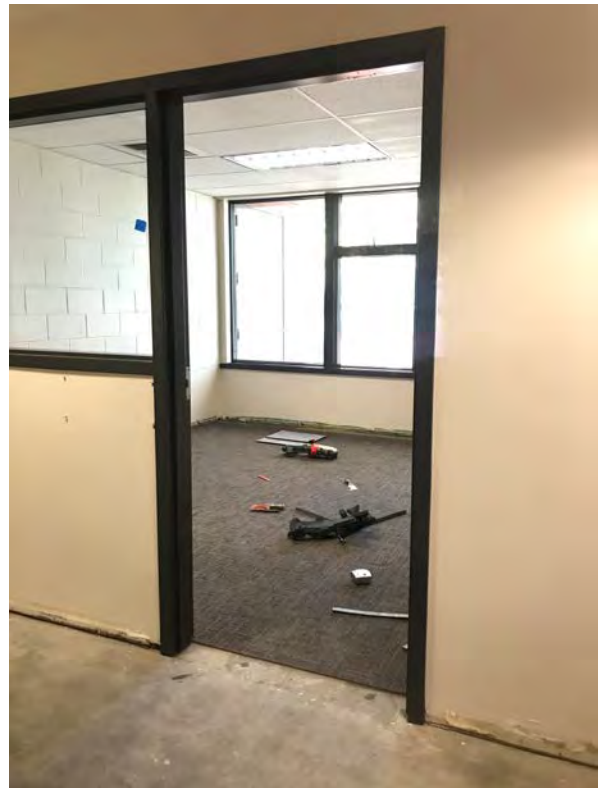
2020 Administration Building Remodel Project



2020 Administration Building Remodel Project



2020 Administration Building Remodel Project




2020 Administration Building Remodel Project



TAHOE-TRUCKEE SANITATION AGENCY IT DEPARTMENT REPORT

Date: Dec. 16, 2020
To: Board of Directors
From: Bob Gray, IT Department Manager
Subject: Information Technology (IT) Report

- T-TSA Plant Information System (PIS)
 - Migration of Operation Logbook Entries to PIS
 - Complete and in operation for the past month
- SCADA HMI Virtual Machine Development and Software Upgrade
 - Virtual Machine (SCADAMAIN10)
 - Current tagname server application loaded and running-active implementation
 - Virtual Machine (SCADAMAIN11B)
 - Wonderware software ready for Application Server development
- SCADA Developments
 - Upgrade on telemetry site computer systems
 - New computers being programmed
 - Building test bench
- Installation 2 of 3 BNR influent pump VFDs
 - Integrated VFD80002 into our SCADA system and has been in operation for 2 weeks
 - Waiting on Brett from Rockwell to do final installation of 3rd pump
- Hiring New IT Specialist
 - Offer accepted by candidate and will be starting at the end of January
- Admin Remodel
 - Assist in moving back in employees in the Admin building.
 - Board room equipment installed and ready for use
- Final Effluent Sampler Flow Pacing
 - Configured and programmed Final Effluent Sampler and corresponding PLC to allow flow pacing from effluent flow for required representation of composite samples
- Work Orders
 - Completed in Oct.-Nov.: 26
 - Outstanding: 98

Submitted By: 
Robert Gray
IT Department Manger

Approved By: 
LaRue Griffin
General Manager





TAHOE-TRUCKEE SANITATION AGENCY ADMINISTRATIVE DEPARTMENT REPORT

Date: December 16, 2020
To: Board of Directors
From: Roshelle Chavez, Administrative Manager
Subject: Administrative Report

- Accounting
 - Completed monthly A/P, A/R, payroll, general ledger processes, and bank reconciliations.
 - Continued Audit of fiscal year 2019-2020 with Auditors of Damore, Hamric & Schneider.
 - Continued coordination with Caselle software for ongoing training and troubleshooting.
- Billing/Customer Service
 - General assistance with customer accounts, utility demands, adjustments, and plan review.
 - Activated 24 new account permits and prepared associated letters, reports and invoices.
 - Continued coordination with Caselle software for ongoing training and troubleshooting, including an additional module for utility billing payment importing.
- Purchasing
 - Coordinated purchase of plant O&M supplies and performed various administrative tasks.
 - Coordinated with all departments regarding Agency contracts and bids.
- General Administration
 - Continued coordination with Engineering regarding Administrative Building Remodel project.
 - Continued executive coaching with Creating Effective Organizations.
 - Performed various administrative duties to assist GM and Board of Directors.
 - Performed several miscellaneous public records requests.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

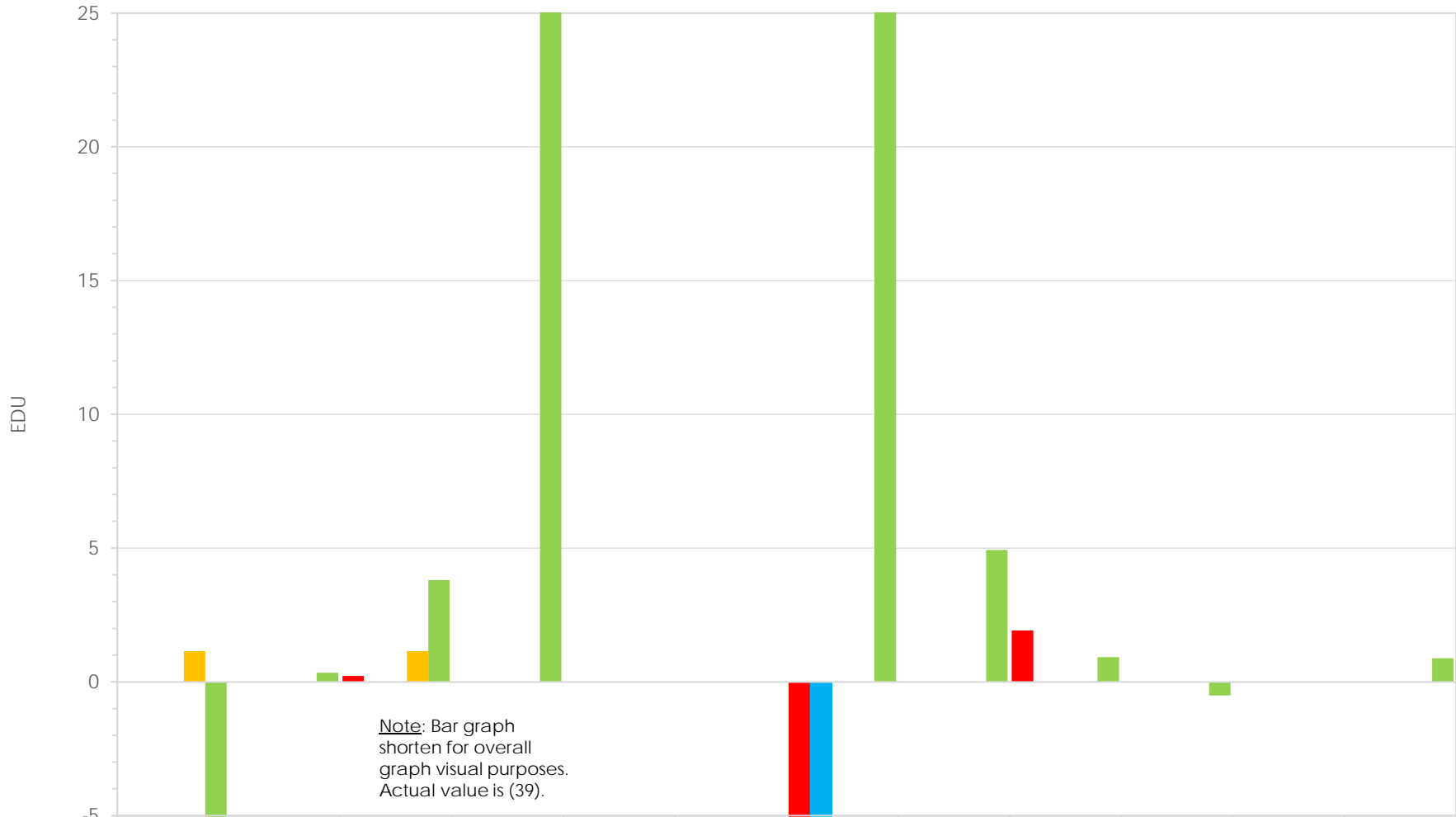
CONNECTION FEES -NOVEMBER 2020

Connection Fee Type	MTD Count (#)	MTD Total Ft ²	MTD Total \$	YTD Count (#)	YTD Total Ft ²	YTD Total \$
Residential	23	66,488	\$ 140,784.00	202	498,157	\$ 1,159,704.75
Residential Ft ² Additions	1	839	\$ 1,468.25	11	9,577	\$ 16,759.75
Residential Ft ² Additions - Exempt	0	0	N/A	0	0	N/A
Accessory Dwelling Unit (ADU)	0	0	\$ -	5	3,934	\$ 14,384.50
Accessory Dwelling Unit (ADU) - Exempt	0	0	N/A	4	2,090	N/A
Commercial	0	N/A	\$ -	6	N/A	\$ 100,000.00
Industrial	0	N/A	\$ -	0	N/A	\$ -
Grand Total	24	67,327	\$ 142,252.25	228	513,758	\$ 1,290,849.00

INSPECTIONS -NOVEMBER 2020

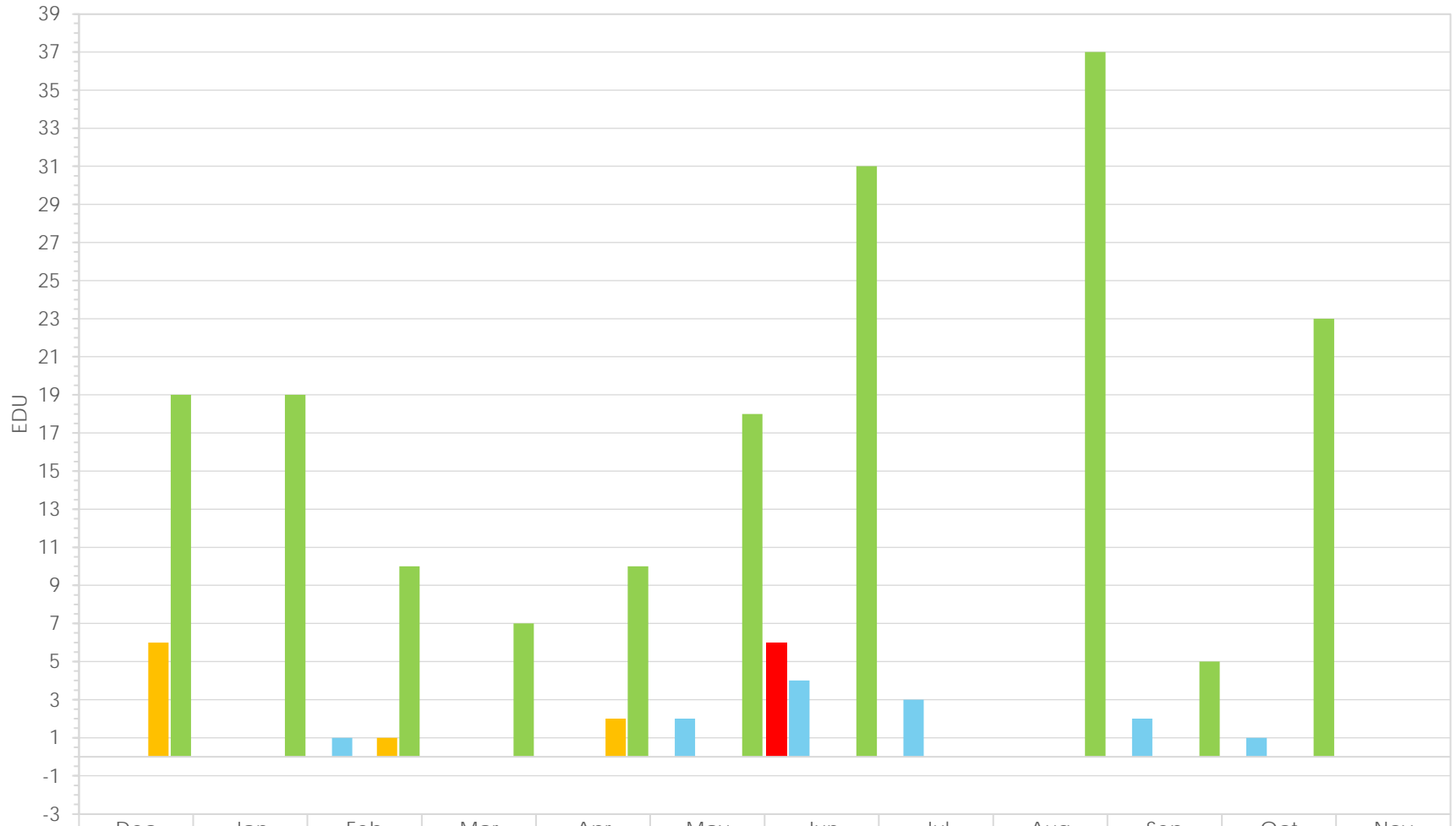
Inspection Type	MTD Count #	MTD Total	YTD Count #	YTD Total
Commercial	1	1	13	13
Residential (Drive-by of Suspended Accounts)	0		0	

Other EDU Summary



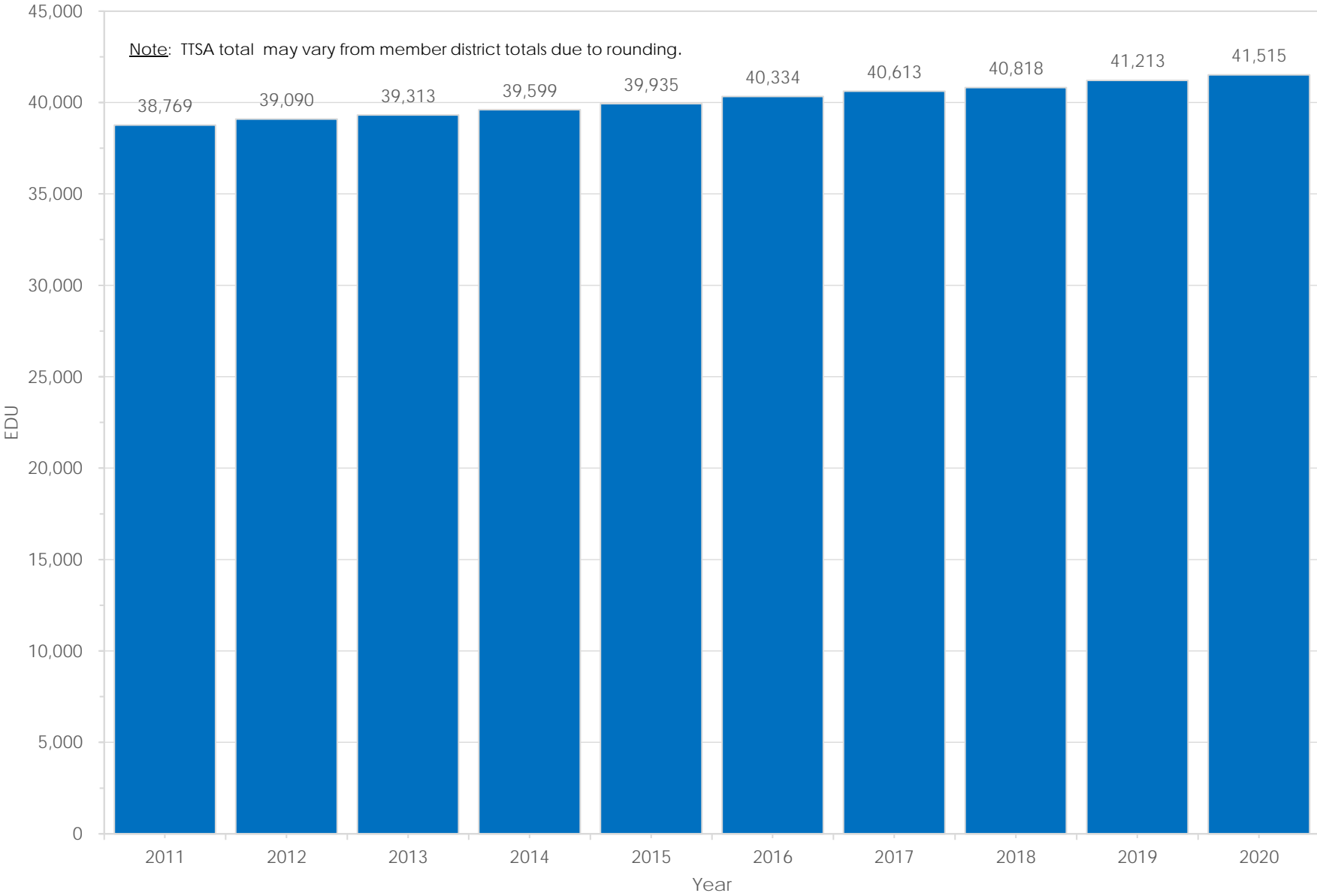
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
■ NTPUD	0.0	0.0	0.2	0.0	0.0	0.0	(8.2)	0.0	1.9	0.0	0.0	0.0
■ TCPUD	0.0	0.0	0.0	0.0	0.0	0.0	(6.0)	0.0	0.0	0.0	0.0	0.0
■ ASCWD	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
■ OVSPD	1.2	0.0	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
■ TSD	(6.9)	0.3	3.8	73.1	0.0	0.0	46.9	4.9	0.9	(0.5)	0.0	0.9

Residential EDU Summary

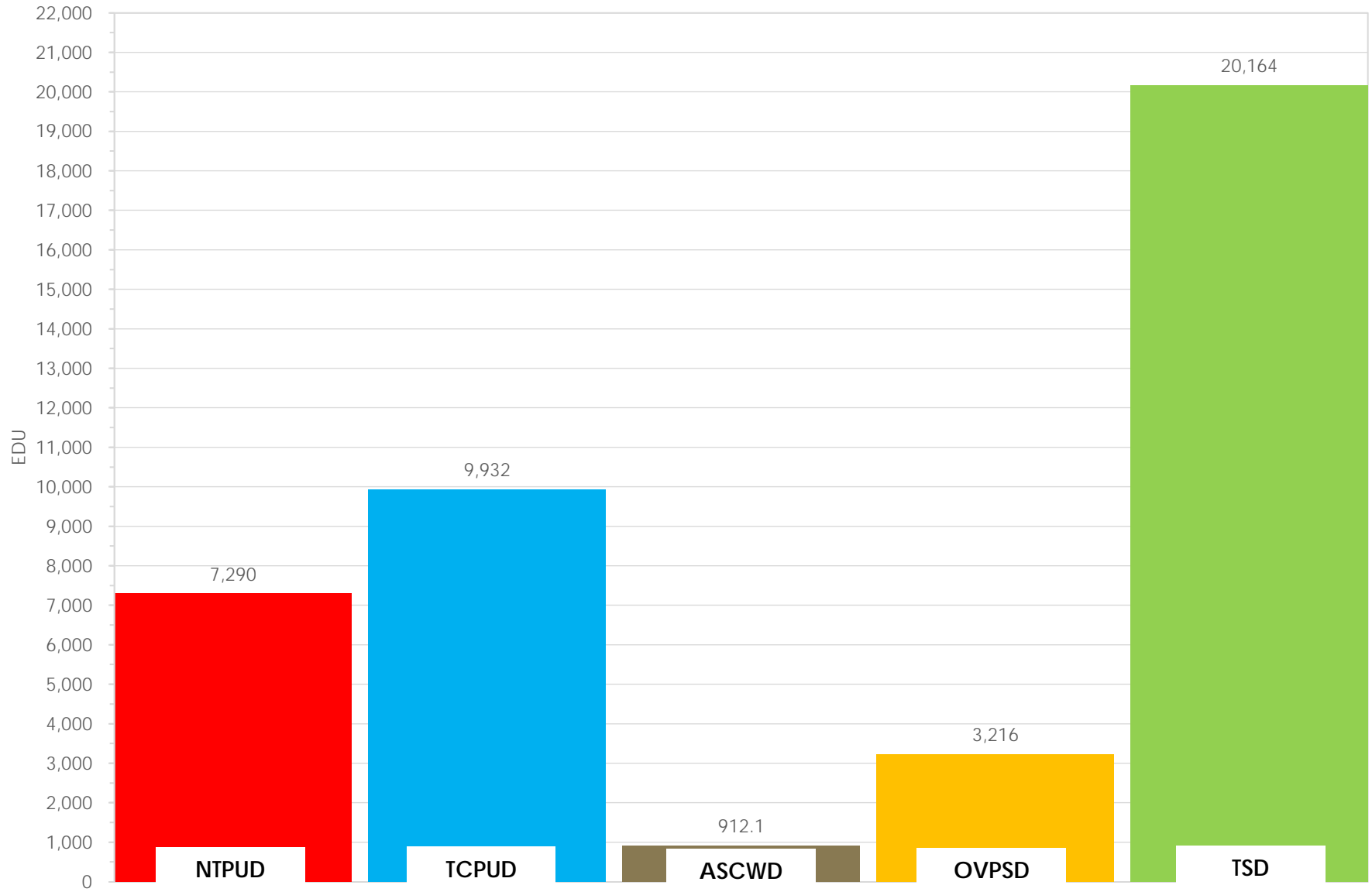


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
■ NTPUD	0	0	0	0	0	0	6	0	0	0	0	0
■ TCPUD	0	0	1	0	0	2	4	3	0	2	1	0
■ ASCWWD	0	0	0	0	0	0	0	0	0	0	0	0
■ OVSPD	6	0	1	0	2	0	0	0	0	0	0	0
■ TSD	19	19	10	7	10	18	31	0	37	5	23	0

Historical TTSA EDU Summary



Current EDU Summary By Member District





TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: LaRue Griffin, General Manager
Item: V-2
Subject: General Manager Report

Continuing Projects/Work

- 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 continued implementation of the COVID-19 plan:
 - Agency remains closed to the public.
 - All staff are either telecommuting or working onsite with staggered shifts with increased staff isolation/separation.
- Staff have moved back or in the process of moving back into the administrative building.
- Agency provided “Preventing Workplace Harassment, Bullying, Violence” training for all staff and supervisors.
- Staff has updated TrakStar for employee evaluations.
- Management has scheduled “Core Value” training for all staff.
- Management and staff evaluated the Organizational Assessment recommendations.
- Management approved Change Order No. 3 for the 2020 Administration Building Remodel project (attached).
- Agency will provide an employee luncheon via food truck in lieu of holding the annual employee appreciation dinner.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



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
David Smelser
Blake Tresan
S. Lane Lewis
General Manager
LaRue Griffin

CONTRACT MODIFICATION NO. 3
(Change Order)

The following additions, deletions or revisions to the Contract Documents for the 2020 Administration Building Remodel Project by and between the Tahoe-Truckee Sanitation Agency and Diamond G Construction, Inc. dated September 14th, 2020 have been ordered and authorized:

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
1	Article 1.3, Bid Schedule: Revise Item No. 3, Demolition and disposal of existing carpeting and related materials quantity decreased from 6,000 square feet (SF) to 5,995 SF (a reduction of 5 SF).	5	SF	\$2.32	(\$11.60)
2	Article 1.3, Bid Schedule: Revise Item No. 4, Demolition and disposal of existing ceramic tile and related materials quantity decreased from 500 SF to 385 SF (a reduction of 115 SF).	115	SF	\$11.50	(\$1,322.50)
3	Article 1.3, Bid Schedule: Revise Item No. 6, Asbestos Abatement quantity decreased from 4,000 SF to 3,657 SF (a reduction of 343 SF).	343	SF	\$8.44	(\$2,894.92)
4	Article 1.3, Bid Schedule: Revise Item No. 12, Installation of tile carpeting quantity increased from 4,200 SF to 4,603 SF (an increase of 403 SF).	403	SF	\$10.73	\$4,324.19
5	Article 1.3, Bid Schedule: Revise Item No. 13, Installation of resilient flooring quantity increased from 2,300 SF to 2,493 SF (an increase of 193 SF).	193	SF	\$14.50	\$2,798.50
6	Cost for all labor, tools, and materials necessary for installation of an additional eleven (11) corner guards on drywall corners in the Administration Building.	11	EA	\$70.71	\$777.81

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
7	Add an additional 56 calendar days to the work period and change the Contract; Part 2 Contract Forms, Paragraph 2.1.5; CHANGE "December 4 th , 2020." to "February 19th, 2021." Part 6 Specifications, Section 01 00 00, General Requirements, Paragraph 1.7.C.1; CHANGE "December 4 th , 2020." to "February 19th, 2021."	N/A	N/A	\$0	\$0
Total Cost for Items 1 through 7					\$3,671.48

ORIGINAL CONTRACT AMOUNT:	\$245,216.95
CONTRACT MODIFICATION NO. 1 AMOUNT:	\$9,478.53
CONTRACT MODIFICATION NO. 2 AMOUNT:	\$13,019.41
CONTRACT MODIFICATION NO. 3 AMOUNT:	<u>\$3,671.48</u>
REVISED CONTRACT AMOUNT:	271,386.37

CONTRACT TIME ADJUSTMENT: None.

All terms and conditions stipulated in the Contract Documents for the 2020 Administration Building Remodel Project by and between the Tahoe-Truckee Sanitation Agency and Diamond G Construction, Inc. dated September 14th, 2020 are incorporated herein, except as provided in approved Contract Modifications.

ACCEPTED BY: <u>Michael Grashuis</u>	<u>12/03/2020</u>
Diamond G Construction, Inc.	Date
APPROVED BY: <u>[Signature]</u>	<u>12/8/20</u>
Tahoe-Truckee Sanitation Agency	Date



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: December 16, 2020
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VI
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 16, 2020
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VII
Subject: Closed Session

1. Closed session for public employee performance evaluation of the General Manager position.