



Tahoe-Truckee Sanitation Agency
Regular Board Meeting
November 18, 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: November 18, 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/810926557> and audio teleconferencing call-in information: phone no. (866) 899-4679, access code: 810-926-557. 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 November 18 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 October 21, 2020.
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.

IV. Regular Agenda

1. Report from October 21, 2020 closed session meeting.
2. Presentation of the Organizational Assessment.
3. Approval to accept the Organizational Assessment report.
4. Approval to award the purchase of the Submersible Pump and Power Pack project.

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, 11/13/20



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 November 18 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/810926557>.

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/810926557>. 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: (866) 899-4679
 - You will then be asked for the Access Code: 810-926-557
 - 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: November 18, 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: November 18, 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: November 18, 2020
To: Board of Directors
From: Roshelle Chavez, Administrative Manager
Item: III-1
Subject: Approval of the minutes of the regular Board meeting on October 21, 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 October 21, 2020.

Recommendation

Management recommends approval of the minutes of the regular Board meeting on October 21, 2020.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Manager

Approved By: 
LaRue Griffin
General Manager

**BOARD OF DIRECTORS
REGULAR MEETING MINUTES**

October 21, 2020

I. Call to Order:

This meeting was conducted via GoToMeeting teleconferencing as described in the October 21, 2020 meeting agenda and the accompanying Guidelines for Using GoToMeeting for T-TSA October 21, 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)
Mike Smith, Engineering Department (via teleconference)
Michelle Mackey, 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)
Ryan Schultz, Maintenance Department (via teleconference)

Public Present: Jon Northrop, Public
Sarah Coolidge, Public
Pippin Mader, Public
Jane Davis, Public

Carl Davis, Public
Suzie Tarnay, Public
Jaqueline, Public

II. Public Comment.

Ms. Tiffany Hambrick provided public comment regarding operations, statements of a coworker, third party investigations, unionization, and management.

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. Carl Davis provided public comment regarding the Classification and Compensation Study, General Manager, staff, operations, management and the Board of Directors.

Ms. Jaqueline (no last name submitted) provided public comment regarding the General Manager, staff, operations, management and the Board of Directors.

President Cox provided information from a meeting held by the Board Presidents of the Agency member districts. Mrs. Sarah Coolidge provided further clarification on President Cox's information.

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. Professional Achievements, Awards and Anniversaries.

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

IV. Consent Agenda

1. Approval of the minutes of the regular Board meeting on September 16, 2020.
2. Approval of general fund warrants.
3. Approval of financial statements.
4. Approval of Progress Pay Estimate No. 1 for the 2020 Digital Scanning of Sewer Lines project.

5. Approval of Progress Pay Estimate No. 1 for the 2020 Administration Building Remodel project.
6. Approval of Progress Pay Estimate No. 6 for the 2020 Plant Painting project.

MOTION by Director Tresan **SECOND** by Director Lewis to approve the Consent Agenda items with amendments to the public comment part of the minutes to remove characterization of public comments as positive or negative; 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.

V. Regular Agenda

1. Report from September 16, 2020 closed session meeting.

Mr. Griffin stated there was no action to report from the September 16, 2020 closed session meeting.

No action was taken by the Board.

2. Approval of Annual Performance Evaluation template and criteria for Step Increases and Pay Performance Appraisals (Non-Base Pay Compensation).

MOTION by Director Tresan **SECOND** by Director Smelser to approve the Annual Performance Evaluation template and criteria for Step Increases and Pay Performance Appraisals (Non-Base Pay Compensation) with an implementation date of January 1, 2021; 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.

3. Presentation of Truckee River and Martis Creek pH Sampling.

Mr. Michael Peak presented a PowerPoint presentation on the Truckee River and Martis Creek pH Sampling. The presentation was followed by questions from the Board of Directors. Public comment was also received.

No action was taken by the Board.

4. Approval to award the Furnishing Air Purifying Respirator and Self-Contained Breathing Apparatus Equipment project.

MOTION by Director Lewis **SECOND** by Director Tresan to award the Furnishing Air Purifying Respirator and Self-Contained Breathing Apparatus Equipment purchase bid to Cascade Fire Equipment Company in the amount of \$51,990.31; 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.

5. Approval to award the 2020 Headworks Improvements project.

MOTION by Director Tresan **SECOND** by Director Lewis to approve to award the 2020 Headworks Improvements project construction contract to K.G. Walters Construction Co., Inc. in the amount of \$2,469,000.00; unanimously approved.

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

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

Motion passed.

6. Approval of Task Order No. 35 with CH2M Hill, Inc. for the 2020 Digestion Improvements Study.

MOTION by Director Wilkins **SECOND** by Director Lewis for approval of Task Order No. 35 with CH2M Hill, Inc. for the 2020 Digestion Improvements Study in the amount of \$217,095.00; 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.

7. Approval of Task Order No. 36 with CH2M Hill, Inc. for the 2021 Chlorine Scrubber Improvements project.

MOTION by Director Wilkins **SECOND** by Director Lewis for approval of Task Order No. 36 with CH2M Hill, Inc. for the 2021 Chlorine Scrubber Improvements project in the amount of \$217,083.00; 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.

8. Approval of License Agreement with the Truckee Tahoe Airport District.

MOTION by Director Lewis **SECOND** by Director Wilkins to approve the License Agreement for tree removal with the Truckee Tahoe Airport District; 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.

9. Approval of Resolution No. 14-2020 commending Director Northrop for his dedicated service to the Board.

President Cox acknowledged Mr. Jon Northrop and thanked him for his many years of service as the Alpine Springs County Water District representative to the TTSA Board of Directors and wished him well on his retirement in Southern California. Mr. Northrop stated he was thankful to have worked with everyone.

MOTION by Director Lewis **SECOND** by Director Wilkins to approve Resolution No. 14-2020 commending Director Northrop for his dedicated service to the Board; 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.

VI. Management Team Reports

1. Department Reports.

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

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

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

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

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

Public comment was received by Mr. Pippin Mader, Mr. Carl Davis and Ms. Janet Davis regarding department reports.

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, Mr. Carl Davis and Ms. Janet Davis regarding department reports.

No action was taken by the Board.

VII. Board of Director Comment

Director Wilkins requested Mr. Griffin and Mr. Peak to follow up with a letter or memo addressing the current fulfillment of Laboratory Director duties by a Chemist III. A copy of the letter was to also be proved to Mr. Carl Davis.

Director Lewis stated his appreciation to staff for their efforts on the annual performance evaluation template. He also inquired on the status of the Organizational Assessment and Mr. Griffin stated that there should be an update provided at the next Board meeting.

Director Tresan inquired if the Agency could determine if the Agency was implementing a safe practice for forest management. Mr. Griffin stated he would follow up with the inquiry.

There being no further business, the open session meeting was adjourned at 12:04 PM.

MOTION by Director Lewis **SECOND** by Director Wilkins 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: November 18, 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				
	86108	10/21/2020	SOCK-L13051U T8 SOCKET	172.02
	86108	10/21/2020	4 FT LED TUBE (25/ CASE) GRNCRTV-28405CS	192.52
Total 1000 BULBS:				364.54
AIRGAS USA LLC				
	86186	10/21/2020	SEPTEMBER CYLINDER RENTALS	113.79 M
	86186	10/21/2020	SEPTEMBER CYLINDER RENTALS	107.93 M
	86186	10/21/2020	SEPTEMBER CYLINDER RENTALS	44.93 M
	86186	10/21/2020	HE UHP250 HELIUM UHP GR 5.0 SIZE 250 CGA	1,381.98 M
	86186	10/21/2020	DELIVIVERY FEE	62.08 M
	86186	10/21/2020	FUEL SURCHARGE	7.90 M
	86186	10/21/2020	HAZMAT	26.62 M
	86186	10/21/2020	AI UZ200 AIR ULTRA ZERO SIZE 200	200.26 M
	86186	10/21/2020	HAZMAT	3.86 M
Total AIRGAS USA LLC:				1,949.35
ALLIANT INSURANCE SERVICES INC				
	86246	10/22/2020	ADDITIONAL PREM FOR WORKERS COMP	2,049.00 M
Total ALLIANT INSURANCE SERVICES INC:				2,049.00
ALLIED ELECTRONICS				
	86109	10/21/2020	PHOENIX FUSE PLUG 70169117	518.36
	86109	10/21/2020	PHOENIX CONTACT TRI LEVEL TERMINAL BLACK 70169422	907.14
	86109	10/21/2020	PHOENIX CONTACT BRIDGE CONNECTORS 70169386	63.92
	86109	10/21/2020	PHOENIX MARKING STRIP #1-10 70169062	51.74
	86109	10/21/2020	L-COM SUREGE PROTECTOR RJ45 CAT6 LIGHTNING SURGE HGLN-CAT6J	134.89
Total ALLIED ELECTRONICS:				1,676.05
ALPHA ANALYTICAL INC				
	86110	10/21/2020	EDF FILE	25.00
	86110	10/21/2020	EDF CHARGE ON INVOICE 50011	25.00
	86195	10/21/2020	VACTOR WASTE SAMPLE ANALYSIS	562.50 M
	86195	10/21/2020	3RD QTR WELL BARIUMS	210.00 M
	86195	10/21/2020	3Q20 SLUDGE TESTING	275.00 M
Total ALPHA ANALYTICAL INC:				1,097.50
AMAZON CAPITAL SERVICES				
	86111	10/21/2020	250FT CAT6 OUTDOOR WATERPROOF ETHERNET PATCH CABLE	175.34
	86206	10/21/2020	HITI HAMMER DRILL PACKAGE	1,745.38 M
	86206	10/21/2020	CREDIT FOR DUST EXTRACTION	35.31 M
Total AMAZON CAPITAL SERVICES:				1,885.41
ANTHONY SALINAS				
	86191	10/21/2020	OVER CERTIFICATION	250.00 M
	86191	10/21/2020	REIMB EXAM FOR MECH TECH GR 2	190.00 M
Total ANTHONY SALINAS:				440.00
ARAMARK WORK APPAREL				
	86112	10/21/2020	MATS	166.79

Payee	Check Number	Check Issue Date	Description	Amount
	86112	10/21/2020	TOWELS	19.71
	86112	10/21/2020	SVC CHARGE	10.50
	86189	10/21/2020	MATS	166.79 M
	86189	10/21/2020	TOWELS	19.71 M
	86189	10/21/2020	SERVICE CHARGES	10.50 M
Total ARAMARK WORK APPAREL:				394.00
AT&T 530 582-0827 966 5				
	86113	10/21/2020	TELEPHONE BILL 966	2.20
	86113	10/21/2020	TELEPHONE BILL 966	19.89
Total AT&T 530 582-0827 966 5:				22.09
AT&T 831-000-9983 804				
	86114	10/21/2020	TELEPHONE BILL 804	154.45
	86114	10/21/2020	TELEPHONE BILL 804	1,390.08
	86216	10/21/2020	OCTOBER INVOICE	309.67 M
	86216	10/21/2020	OCTOBER INVOICE	2,787.08 M
Total AT&T 831-000-9983 804:				4,641.28
AT&T ACCT #171-800-7674 001				
	86115	10/21/2020	TELEPHONE BILL 001	97.20
	86115	10/21/2020	TELEPHONE BILL 001	874.84
Total AT&T ACCT #171-800-7674 001:				972.04
AUTOMATION DIRECT				
	86116	10/21/2020	30MM EATON SELECTOR SWITCH 2 POS MAINTAINED 1 NOC HT&JAH3AAS	105.54
	86116	10/21/2020	HUBBELL- WIEGMANN PUSHBUTTON ENCLOSURE. 2 HOLES 30MM PBSS2A	555.32
Total AUTOMATION DIRECT:				660.86
BARTKIEWICZ, KRONICK & SHANAHAN				
	86187	10/21/2020	LEGAL SERVICES FOR SEPTEMBER	7,084.72 M
Total BARTKIEWICZ, KRONICK & SHANAHAN:				7,084.72
CA DEPT OF PUBLIC HEALTH				
	86201	10/21/2020	REGISTERED ENVIRONMENTAL HEALTH SPECIALIST 2020 BIENNIAL RENE	237.00 M
Total CA DEPT OF PUBLIC HEALTH:				237.00
CALIFORNIA STATE BOARD OF EQUALIZAT				
	10282001	10/28/2020	13RD QTR USE TAX 2020	72.00 M
	10282001	10/28/2020	3RD QTR USE TAX 2020	71.00 M
	10282001	10/28/2020	3RD QTR USE TAX 2020	1.00 M
	10282001	10/28/2020	3RD QTR USE TAX 2020	10.00 M
	10282001	10/28/2020	3RD QTR USE TAX 2020	21.00 M
	10282001	10/28/2020	3RD QTR USE TAX 2020	37.00 M
	10282001	10/28/2020	3RD QTR USE TAX 2020	148.00 M
Total CALIFORNIA STATE BOARD OF EQUALIZAT:				360.00
CASA				
	86229	10/21/2020	2020-2021 AGENCY ANNUAL DUES	17,100.00 M

Payee	Check Number	Check Issue Date	Description	Amount
Total CASA:				17,100.00
Cascade Fire Equipment Co.				
	86220	10/21/2020	SCOTT 742 STYLE TEST FIT ADAPTER WITH PROBE SC7422-FT1	79.16 M
Total Cascade Fire Equipment Co.:				79.16
CASELLE				
	86192	10/21/2020	2020-2021 MONTHLY SERVICE FEES/NOV SERVICE FEES	2,694.00 M
Total CASELLE:				2,694.00
CASHMAN EQUIPMENT CO.				
	86117	10/21/2020	BOOM LIFT FEES	327.40
	86222	10/21/2020	REPAIR BNR GENSET AGREEMENT EXPENSE	9,920.51 M
Total CASHMAN EQUIPMENT CO.:				10,247.91
CH2M HILL				
	86118	10/21/2020	TASK ORDER #32	8,247.62
Total CH2M HILL:				8,247.62
CLARK PEST CONTROL				
	86119	10/21/2020	CLARK PEST BILL	275.00
Total CLARK PEST CONTROL:				275.00
CONSOLIDATED ELECTRICAL DIST.				
	86120	10/21/2020	GALV 3/4 CONDUIT (100 FT)	250.41
Total CONSOLIDATED ELECTRICAL DIST.:				250.41
CORELOGIC INFORMATION SOLUTIONS, IN				
	86121	10/21/2020	MONTHLY BILL	477.41
Total CORELOGIC INFORMATION SOLUTIONS, IN:				477.41
CUSTOM GLASS DISTRIBUTORS, INC.				
	86122	10/21/2020	REPLACE BROKEN WINDSHIELDS ON CAT 950F AND VHEQ -10	302.28
	86122	10/21/2020	IABOR	600.00
Total CUSTOM GLASS DISTRIBUTORS, INC.:				902.28
CUTTING IMAGE LLC				
	86123	10/21/2020	100 SHEETS ON 2 PT NCR 1/0 BLACK INK WITH WHITE CARDSTOCK WRAP	62.00
Total CUTTING IMAGE LLC:				62.00
CWEA				
	86124	10/21/2020	PINDAR CWEA MEMBERSHIP RENEWAL	192.00
Total CWEA:				192.00
DAMORE, HAMRIC & SCHNEIDER				
	86125	10/21/2020	INVOICE 5934	900.00

Payee	Check Number	Check Issue Date	Description	Amount
	86125	10/21/2020	INVOICE 6247	12,883.00
	86125	10/21/2020	INVOICE 6248	600.00
Total DAMORE, HAMRIC & SCHNEIDER:				14,383.00
DANIEL ROBENKO				
	86209	10/14/2020	REPLACE PR CK #56349	161.43 M
Total DANIEL ROBENKO:				161.43
DATCO SERVICES CORP.				
	86184	10/07/2020	EMPLOYEE SCREENING	45.00 M
	86207	10/21/2020	4TH QTR INVOICE	331.50 M
Total DATCO SERVICES CORP.:				376.50
DAWN DAVIS				
	86126	10/21/2020	REIMB TRAINING EXP	173.28
Total DAWN DAVIS:				173.28
DELL COMPUTER CORP. C/O DELL USA L.				
	86199	10/21/2020	ADOBE ACROBAT 2017 STANDARD	262.99 M
Total DELL COMPUTER CORP. C/O DELL USA L.:				262.99
DIAMOND G CONSTRUCTION INC				
	86214	10/21/2020	2020 ADMIN BUILDING REMODEL PPE #1	11,538.00 M
	86214	10/21/2020	2020 ADMIN BUILDING REMODEL RETENTION #1	576.90- M
Total DIAMOND G CONSTRUCTION INC:				10,961.10
E&M ELECTRIC				
	86127	10/21/2020	315 2X/DP CPU	4,549.98
	86127	10/21/2020	512 MEMORY CARD	378.87
Total E&M ELECTRIC:				4,928.85
ELECTRICAL RELIABILITY SERVICES				
	86194	10/21/2020	INSPECTION, TESTING AND CLEANING OF 12KV EQUIPMENT PER AGREEM	4,500.00 M
	86219	10/21/2020	Maint. Agreement - Bldg 81 Transformer & Medium Voltage Switch	2,250.00 M
Total ELECTRICAL RELIABILITY SERVICES:				6,750.00
ERA; ENVIRONMENTAL RESOURCE ASSOCIA				
	86128	10/21/2020	#579 307 COMPLEX NUTRIENTS	78.77
	86128	10/21/2020	#525 COMPLEX NUTRIENTS	74.69
	86128	10/21/2020	#578 WP 307 DEMAND	98.51
	86128	10/21/2020	#516 DEMAND QC	97.43
	86128	10/21/2020	#580 WP HARDNESS	128.82
	86128	10/21/2020	#507 HARDNESS QC	123.41
	86128	10/21/2020	#581 WP 307 MINERALS	132.07
	86128	10/21/2020	#506 MINERALS QC	125.57
	86128	10/21/2020	#888 WP 307 NITRITE	92.01
	86128	10/21/2020	#770 NITRITE QC	87.68
	86128	10/21/2020	#577 WP 307 PH	85.52
	86128	10/21/2020	#977 PH QC	74.69

Payee	Check Number	Check Issue Date	Description	Amount
	86128	10/21/2020	#584 WP 307 SIMPLE NUTRIENTS	87.68
	86128	10/21/2020	#505 SIMPLE NUTRIENTS QC	85.52
	86128	10/21/2020	#586 WP 307 TRACE METALS	109.33
	86128	10/21/2020	#500 TRACE METALS QC	106.09
	86128	10/21/2020	#893 WP 307 TURBIDITY	101.76
	86128	10/21/2020	#777 TURBIDITY QC	96.34
	86128	10/21/2020	#576A WP 307 COLIFORM	150.47
	86128	10/21/2020	#083A COLIFORM QC	241.82
Total ERA; ENVIRONMENTAL RESOURCE ASSOCIA:				2,178.18
ERS INDUSTRIAL SERVICES INC				
	86234	10/21/2020	6 SUPER SACKS ANTHROCITE COAL SIZE (.9-1.0 MM) (6 SACKS) tax included	6,740.00 M
Total ERS INDUSTRIAL SERVICES INC:				6,740.00
EWS- ENVIRONMENTAL WATER SOLUTIONS				
	86129	10/21/2020	FULL SYNTHETIC OIL MD-ONE PN# 16444-MDI-G	213.96
Total EWS- ENVIRONMENTAL WATER SOLUTIONS:				213.96
FD THOMAS				
	86213	10/21/2020	2020 PLANT PAINTING PROJECT PPE #6	30,855.21 M
	86213	10/21/2020	2020 PLANT PAINTING PROJECT RETENTION #6	1,542.76- M
Total FD THOMAS:				29,312.45
FEDERAL EXPRESS CORP.				
	86130	10/21/2020	SHIPPING CHARGES FD THOMAS	16.69
	86130	10/21/2020	SHIPPING CHARGES CENTIMARK	16.69
	86130	10/21/2020	SHIPPING CHARGES	45.43
Total FEDERAL EXPRESS CORP.:				78.81
FISHER SCIENTIFIC COMPANY				
	86233	10/21/2020	6 X 50 MM DURHAM TUBES 50-199-5482	183.50 M
	86233	10/21/2020	LABORATORY THERMOMETER 13-201-564	403.63 M
	86233	10/21/2020	125 ML NITRITE-N STD 50-465-868	182.66 M
	86233	10/21/2020	PLATE COUNT AGAR R09642	668.69 M
	86233	10/21/2020	IC GUARD COLUMN 051791	573.12 M
	86233	10/21/2020	IC SEPERATOR COLUMN AS9-HC 051786	1,629.19 M
	86233	10/21/2020	5ML VIAL FILTER CAPS 038009	485.83 M
	86233	10/21/2020	5ML AUTOSAMPLER VIALS 038008	155.80 M
	86233	10/21/2020	ORION FILL SOLUTION 951202 FOR AMONIA ION ELECTRODE	154.25 M
	86233	10/21/2020	ORION MEMBERANES FOR AMMONIA ELECTRODE 951204	359.97 M
	86233	10/21/2020	100 PPM INORGANIC CARBON STD 500 ML R1845100500	72.33 M
	86233	10/21/2020	1000 PPM ORGANIC CARBON STD 500 ML 1847-16	150.43 M
	86233	10/21/2020	IN SODIUM HYDROXIDE SS266-1	66.03 M
Total FISHER SCIENTIFIC COMPANY:				5,085.43
GRAINGER INC., W.W.				
	86131	10/21/2020	CASCADE DISHWASHER DETERGENT	62.65
	86131	10/21/2020	STANLEY 25FT SEEL TAPE MEASURE BLACK/YELLOW	29.83
	86131	10/21/2020	CRC BRAKE CLEANER DEGREASER AEROSOL CAN 200Z	35.46
	86131	10/21/2020	PAPER MASKING TAPE 1-1/2" X 60YD YELLOW 3.60MIL THICK	128.28
	86131	10/21/2020	BISSELL COMMERCIAL STICK SWEEPER 9-1/2" W X 43-1/2 L DUAL BRUSH	113.77

Payee	Check Number	Check Issue Date	Description	Amount
	86131	10/21/2020	1/4 HP MOTOR 1725 RPM 115V 56CZ FRAME F392	145.83
	86131	10/21/2020	ORGANIC VAPOR CARTRIDGE FILTER 7581P100L	279.81
	86131	10/21/2020	CRC WASP AND HORNET KILLER AEROSOL 14 OZ 4JB47	43.13
	86131	10/21/2020	RESPIRATOR CARTRIDGE AIR PURIFYING N75002L	514.79
	86131	10/21/2020	CONDOR REUSABLE RATCHET FACESHIELD ASSEMBLY 4E2C2	22.51
	86131	10/21/2020	HUBBELL KILLANK PARALLEL CONDUIT CLAMP 2LKX1	375.42
	86131	10/21/2020	1/4 HP ELECTRIC MOTOR 1TULB 056C17E15503	324.89
Total GRAINGER INC., W.W.:				2,076.37
GRATEFUL GARDENS				
	86132	10/21/2020	AUGUST MAINTENANCE	450.00
Total GRATEFUL GARDENS:				450.00
HACH CHEMICAL COMPANY				
	86133	10/21/2020	ANNUAL SERVICE AGREEMENT 2020-2021 PER EXECUTED AGREEMENT	4,964.00
	86133	10/21/2020	Cleaning Solution Amtax 250ml 2894246	1,108.54
	86133	10/21/2020	1 MG/ LNH4- N STANDARD SOL 2000 ML 2894154	614.36
	86133	10/21/2020	10 MG/ LNH4- N STANDARD SOL 2000 ML 2894354	614.36
	86133	10/21/2020	BUFFERED DILUTION WATER 1430598	75.65
	86133	10/21/2020	SC200 UNIVERSAL CONTROLLER LXV404.99.01112	2,625.30
	86133	10/21/2020	SC200 UNIVERSAL CONTROLLER LXV404.99.01112	2,625.31
	86133	10/21/2020	SENSOR PH DIGITAL CONVERTIBLE W/ ADAPTER CABLE DPD1P1 8322301	3,941.42
	86133	10/21/2020	AMTAX SC ELECTRODE ACC SET LCW 868	385.63
	86133	10/21/2020	COD STANDARD 1000 MS/L 2253929	121.82
	86133	10/21/2020	SULFATE STANDARD 100MG/L 2175749	37.12
	86133	10/21/2020	BROMOTHYMOL BLUE 500ML 25549	41.34
	86133	10/21/2020	POTASSIUM ACID PHTHALATE 500G 31534	110.42
	86133	10/21/2020	SODIUM THIOSULFATE 454G 46001	40.05
	86133	10/21/2020	100ML GLASS BEAKERS 50072H	62.99
	86133	10/21/2020	TURBIDIMETER SAMPLE CELLS 2084900	352.62
	86133	10/21/2020	NITRIC ACID 500ML 15249	65.05
	86225	10/21/2020	TEST FILTER SET FOR PR2700 SPEC LZV770	1,087.91 M
	86225	10/21/2020	MAGNESIUM CHLORIDE/K PHOSPHATE BUFFER 1430598	77.46 M
	86225	10/21/2020	20 ML CLASS A PIPETS 2636150	259.80 M
	86225	10/21/2020	BOD NUTRIENT BUFFER 1486266	179.00 M
	86225	10/21/2020	BOD STANDARD SOLUTION 1486510	109.66 M
	86225	10/21/2020	1000 MG/L STD SOLUTION 500 ML	39.72 M
	86225	10/21/2020	FULL CONTAINER SHUTOFF FOR SAMPLES 8847	595.31 M
	86225	10/21/2020	P/N 8626200 FREE CHLORINE SENSOR	1,938.66 M
Total HACH CHEMICAL COMPANY:				22,073.50
HODGE				
	86134	10/21/2020	A1167 ALUMINUM SAFETY LOCKOUT PADLOCK KEYED DIFFERENT BLACK A	48.63
Total HODGE:				48.63
HOOSIER CRANE SERVICE COMPANY				
	86135	10/21/2020	PART # CM-PEND-2BTN-16FT PENDANT CONTROL	340.00
Total HOOSIER CRANE SERVICE COMPANY:				340.00
HUNT & SONS INC.				
	86136	10/21/2020	HEATING FUEL	6,441.50
	86136	10/21/2020	HEATING FUEL	715.72

Payee	Check Number	Check Issue Date	Description	Amount
	86136	10/21/2020	UNLEADED GASOLINE	1,097.48
Total HUNT & SONS INC.:				8,254.70
ILEANA VASSILIOU				
	86137	10/21/2020	TRAINING	1,600.00
	86137	10/21/2020	TRAINING	400.00
	86137	10/21/2020	TRAINING	400.00
Total ILEANA VASSILIOU:				2,400.00
J&L PRO KLEEN INC				
	86138	10/21/2020	JANITORIAL SVC SEPTEMBER	2,300.00
	86218	10/21/2020	OCTOBER SVC INVOICE	2,300.00 M
Total J&L PRO KLEEN INC:				4,600.00
JAMES REDMOND				
	86139	10/21/2020	REIMBURSEMENT	400.00
Total JAMES REDMOND:				400.00
JAY PARKER				
	86140	10/21/2020	REIMBURSEMENT	230.78
Total JAY PARKER:				230.78
JESUS ZARATE				
	86228	10/21/2020	REIMBURSEMENT	100.00 M
	86228	10/21/2020	REIMBURSEMENT	100.00 M
	86228	10/21/2020	REIMBURSEMENT	100.00 M
	86228	10/21/2020	REIMBURSEMENT	145.00 M
	86228	10/21/2020	REIMBURSEMENT	193.86 M
Total JESUS ZARATE:				638.86
JUSTIN PARRISH				
	86141	10/21/2020	REIMB CDL LEARNER PERMIT	58.25
Total JUSTIN PARRISH:				58.25
KEN GRADY CO. INC				
	86142	10/21/2020	GAS CHLORINE 2PPM IN NITROGEN BALANCE 58L-252-2	395.40
	86142	10/21/2020	GAS CHLORINE 50PPM IN NITROGEN BALANCE 58L-252-50	346.40
Total KEN GRADY CO. INC:				741.80
KONICA MINOLTA BUSINESS SOLUTIONS U				
	86196	10/21/2020	OCTOBER INVOICE	142.95 M
Total KONICA MINOLTA BUSINESS SOLUTIONS U:				142.95
LARUE GRIFFIN				
	86193	10/21/2020	REIMBURSEMENT	11.88 M
	86235	10/21/2020	REIMBURSEMENT ASE MEMBERSHIP FEE	270.00 M

Payee	Check Number	Check Issue Date	Description	Amount
Total LARUE GRIFFIN:				281.88
LHOIST NORTH AMERICA				
	86143	10/21/2020	HYDRATED LIME	9,084.51
	86238	10/21/2020	HYDRATED LIME	8,739.85 M
Total LHOIST NORTH AMERICA:				17,824.36
LIBERTY UTILITIES				
	86202	10/21/2020	SEPTEMBER INVOICE	21.04 M
	86202	10/21/2020	SEPTEMBER INVOICE	30.34 M
	86202	10/21/2020	SEPTEMBER INVOICE	24.81 M
	86202	10/21/2020	SEPTEMBER INVOICE	25.51 M
	86202	10/21/2020	SEPTEMBER INVOICE	23.29 M
Total LIBERTY UTILITIES:				124.99
MARK MESSERSCHMIDT				
	86144	10/21/2020	REIMB CDL PERMIT	58.25
Total MARK MESSERSCHMIDT:				58.25
MAX-AIR				
	86145	10/21/2020	FILTER BREATHING AIR CARTRIDGE	220.68
Total MAX-AIR:				220.68
MCMASTER-CARR				
	86146	10/21/2020	48" x 96" x 1/4" CLEAR PLEXIGLASS 8574K971	542.67
	86146	10/21/2020	48" x 48" X 1/4" CLEAR PLEXIGLASS 8707K63	300.08
	86146	10/21/2020	12" NON SPARKING ADJUSTABLE PLIERS 6513A6	167.57
	86146	10/21/2020	1/2" DRIVE NON SPARKING RATCHET 6503A3	208.08
	86146	10/21/2020	OIL RESISTANT BUNA GASKET 2" PIPE SIZE, 1/8" THICKNESS 8516T236	34.20
	86146	10/21/2020	OIL RESISTANT BUNA GASKET 1" PIPE SIZE, 1/8" THICKNESS 8516T233	14.72
	86146	10/21/2020	SLOAN TOUCH-FREE FLUSH VALVE 1 GAL 1-1/4" URINAL INLET 1" NPT 2838	1,124.98
	86224	10/21/2020	FLAT SPRAY NOZZLES 1/4" NO. 32535K24	146.02 M
Total MCMASTER-CARR:				2,538.32
MOTION INDUSTRIES				
	86147	10/21/2020	DODGE BUSHING 2012 SERIES 117167	38.10
Total MOTION INDUSTRIES:				38.10
MOUNTAIN HARDWARE				
	86148	10/21/2020	HARDWARE FOR SHORING	188.25
	86148	10/21/2020	KEYKRAFTER	38.46
	86148	10/21/2020	ACID MURIATIC GAL	126.51
Total MOUNTAIN HARDWARE:				353.22
MOUSER ELECTRONICS				
	86149	10/21/2020	PHOENIX CONTACT 5A POWER SUPPLIES	2,051.03
	86149	10/21/2020	PHOENIX CONTACT 5A POWER SUPPLIES	18.89

Payee	Check Number	Check Issue Date	Description	Amount
Total MOUSER ELECTRONICS:				2,069.92
MUNICIPAL RESOURCE GROUP LLC				
	86211	10/14/2020	JULY LEGAL FEES	13,056.25 M
Total MUNICIPAL RESOURCE GROUP LLC:				13,056.25
NANCY BARKER				
	86150	10/21/2020	REIMBURSEMENT	390.00
	86210	10/14/2020	REPLACE PR CK#56409	.45 M
Total NANCY BARKER:				390.45
NAPA- SIERRA				
	86151	10/21/2020	WIPER BLADES	11.23
	86226	10/21/2020	AIR FILTER FOR LIME SYSTEMS	92.01 M
Total NAPA- SIERRA:				103.24
NAVIA BENEFIT SOLUTIONS				
	10262001	10/26/2020	HRA DISBURSEMENTS	10.00 M
	10262001	10/26/2020	HRA DISBURSEMENTS	20.00 M
	10262001	10/26/2020	HRA DISBURSEMENTS	145.00 M
	10262001	10/26/2020	HRA DISBURSEMENTS	90.67 M
	10262001	10/26/2020	HRA DISBURSEMENTS	500.00 M
	10262001	10/26/2020	HRA DISBURSEMENTS	20.00 M
	10262001	10/26/2020	HRA DISBURSEMENTS	24.89 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	10.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	5.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	1.25 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	25.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	5.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	13.75 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	6.25 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	2.50 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	1.25 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	36.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	18.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	4.50 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	90.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	18.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	54.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	22.50 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	9.00 M
	10262001	10/26/2020	COBRA/PARTICIPANT FEES	4.50 M
	10262002	10/26/2020	HRA DISBURSEMENTS	30.23 M
	10262002	10/26/2020	HRA DISBURSEMENTS	55.37 M
	10262002	10/26/2020	HRA DISBURSEMENTS	20.00 M
	10262002	10/26/2020	HRA DISBURSEMENTS	139.58 M
Total NAVIA BENEFIT SOLUTIONS:				1,382.24
NSI LAB SOLUTIONS				
	86152	10/21/2020	500 ML MINERALS QC QCI-136	96.00

Payee	Check Number	Check Issue Date	Description	Amount
Total NSI LAB SOLUTIONS:				96.00
NV Golf Carts, LTD				
	86244	10/21/2020	ASM SPINDLE LH 4WB SP 10377401	275.28 M
	86244	10/21/2020	ASM SPINDLE RH 4WB SP 103777501	275.28 M
	86244	10/21/2020	CC 81+ DS FRONT LEAF SPRING 103628701	57.32 M
	86244	10/21/2020	HUB ASSY COMPLETE 1011892	133.15 M
	86244	10/21/2020	SCREW 3/8-16 X 2.75 H X HD CAP 1016387	3.03 M
	86244	10/21/2020	CLEBEIS DELTA UPPER 1016384	6.39 M
	86244	10/21/2020	WASHER 1/2 TYPE A FLAT 101028	.87 M
	86244	10/21/2020	LOCKNUT 1/2-20 NYLON INSERT 101903101	3.03 M
	86244	10/21/2020	THRUST WASHER 1010150	1.41 M
	86244	10/21/2020	KING PIN WAVE WASHER 1016389	.67 M
	86244	10/21/2020	CC LUGNUT 1010984	4.16 M
	86244	10/21/2020	WASHER 3/4 FLAT 1010005	1.52 M
	86244	10/21/2020	KING PIN 1981 & UP DS CARS 1016386	36.26 M
	86244	10/21/2020	BLACK URETHANE BUSHING 101558302	3.46 M
	86244	10/21/2020	STEEL BUSHING 1012303	1.73 M
	86244	10/21/2020	PLATE FRONT SPRING RETAINER 1014276	21.22 M
	86244	10/21/2020	BOLT 3/8-16 X 2.00 HEX HEAD 1010177	8.67 M
	86244	10/21/2020	DELTA A PLATE SUB ARM 1016353	88.63 M
	86244	10/21/2020	3/8-16 DIMPLED LOCK NUT 1010138	1.08 M
	86244	10/21/2020	TIE ROD 1010219	20.30 M
	86244	10/21/2020	FRONT UTILITY SHOCK 101870601	87.68 M
	86244	10/21/2020	SCREW 3/8-16 X 4.75 HX HD CAP 101870501	18.62 M
	86244	10/21/2020	SEAL VERTICAL SOCKET DUST 1011930	6.50 M
	86244	10/21/2020	PCLAMP BRAKE LINE	13.86 M
	86244	10/21/2020	BRAKE CABLE GUIDE BRACKET 101955001	12.99 M
Total NV Golf Carts, LTD:				1,083.11
OFFICE DEPOT				
	86153	10/21/2020	UNIBALL MICRO PEN BLACK 826096 (BILL)	36.50
	86153	10/21/2020	BANKERS BOXES 10 X 12 X 15 PK/10 287154	186.74
	86153	10/21/2020	AVERY PRINT OR WRITE LABELS 112391 (JAIME)	4.00
	86153	10/21/2020	BLACK TONER FOR HP 551 CE 400X 679882	190.25
	86153	10/21/2020	CYAN TONER FOR M477 HP CF411A 934547	306.56
	86153	10/21/2020	MAGENTA TONER FOR HP M477 CF413A 493274	204.38
	86153	10/21/2020	INTERNATIONAL DELIGHT VANILLA COFFEE CREAMER 716735	11.28
	86153	10/21/2020	COFFEE HOUSE HALF AND HALF 774483	13.49
	86153	10/21/2020	BLACK TONER FOR HP 479 PRINTER W2020A	127.73
	86153	10/21/2020	CYAN TONER FOR HP 479 ORUBTER W2021A	165.61
	86153	10/21/2020	YELLOW TONER FOR HP 479 PRINTER W2022A	165.61
	86153	10/21/2020	MAGENTA TONER FOR HP 479 PRINTER W2023A	165.61
	86153	10/21/2020	BLACK TONER FOR HP4240 LASER PRINTER Q5942A 992282	144.94
	86153	10/21/2020	RUBBERBANDS 7"X1/8" 909713	4.45
Total OFFICE DEPOT:				1,727.15
PAYMENTUS GROUP INC				
	86154	10/21/2020	TRANSE FEES FOR AUG 2020	49.00
	86230	10/21/2020	TRANS FEES FOR SEPT 2020	36.50 M
Total PAYMENTUS GROUP INC:				85.50

Payee	Check Number	Check Issue Date	Description	Amount	
PFM INDUSTRIAL FINISHING					
	86221	10/21/2020	UTILITY CART RACK POWDER COAT	250.00	M
Total PFM INDUSTRIAL FINISHING:				250.00	
PINNACLE TOWERS INC.					
	86155	10/21/2020	TOWER RENTAL	758.09	
	86217	10/21/2020	NOV TOWER RENTAL INVOICE	758.09	M
Total PINNACLE TOWERS INC.:				1,516.18	
PIPE AND PLANT SOLUTIONS INC					
	86215	10/21/2020	2020 DIGITAL SCANNING OF SEWER LINES PPE #1	4,318.60	M
	86215	10/21/2020	2020 DIGITAL SCANNING OF SEWER LINES RETENTION #1	215.93	M
Total PIPE AND PLANT SOLUTIONS INC:				4,102.67	
PLATT ELECTRIC COMPANY					
	86198	10/21/2020	GROUNDING PIGTAIL 0625017	51.89	M
	86198	10/21/2020	YELLOW WIRE NUTS 0028491 BAG OF 100	43.94	M
	86198	10/21/2020	CLB S40725CN00	21.39	M
	86198	10/21/2020	CREDIT FOR INVOICE OR32572	17.07	M
	86198	10/21/2020	SERVICE CHARGE	9.59	M
	86198	10/21/2020	RAC51730 295589 WEATHERPROOF COVER 1 GANG DIE CAST	27.43	M
	86198	10/21/2020	THB502 57582 BEAM CLP LEN2 W2 OPNG 1 IN/3/8 IN	232.66	M
	86198	10/21/2020	APPUNF50NR 3293 UNION 1/2" FEMALE/FEMALE EXPLOSIONPROOF MALLE	49.82	M
	86198	10/21/2020	APPUNF100NR 3284 UNION 1" FEMALE/ FEMALE EXPLOSIONPROOF MALLE	82.83	M
	86198	10/21/2020	APPFSKWGF1 184831 VAPOR PROOF GFI COVER 1 GANG ALUMINUM	134.40	M
	86242	10/21/2020	APPPC75PAR 3143 CONDUIT CLAMP 3/4"	48.20	M
	86242	10/21/2020	APPUNF75NR 3296 UNION 3/4"	183.94	M
	86242	10/21/2020	APPPT75M 3281 CONDUIT BODY	39.81	M
	86242	10/21/2020	APPLR28 285425	40.53	M
	86242	10/21/2020	APPLL27 3053	31.34	M
	86242	10/21/2020	34R90 16392	17.38	M
	86242	10/21/2020	APPFD175L 2720	59.71	M
	86242	10/21/2020	APPFSC175L 2775	44.56	M
	86242	10/21/2020	APPBH500 2448	35.80	M
	86242	10/21/2020	THB500SC 57580	22.21	M
	86242	10/21/2020	APPGK75N 2887	22.30	M
	86242	10/21/2020	APPK75A 3010	29.44	M
	86242	10/21/2020	34R 65976	261.68	M
Total PLATT ELECTRIC COMPANY:				1,473.78	
PRAXAIR DISTRIBUTION INC					
	86205	10/21/2020	SEPTEMBER CYLINDER RENTAL	72.28	M
Total PRAXAIR DISTRIBUTION INC:				72.28	
QUADIENT					
	86156	10/21/2020	QUARTERLY BILL METER RENTAL	173.66	
Total QUADIENT:				173.66	
R.F. MACDONALD COMPANY					
	86157	10/21/2020	FIRST QTR BOILER SERVICE PER EXECUTED AGREEMENT	3,262.50	

Payee	Check Number	Check Issue Date	Description	Amount
Total R.F. MACDONALD COMPANY:				3,262.50
REXEL				
	86158	10/21/2020	AB 450L-E4FL0600YD GUARDSHIELD LINE E 600 14MM TRANSCEIVER 12991	1,950.67
	86158	10/21/2020	AB 450L-APT-PW-5 450L PLUG IN TX 5 PIN 1143363	93.42
	86158	10/21/2020	AB 450L-APR-ON-5 450L PLUG IN RX ON/OFF SPIN 1143364	138.56
	86158	10/21/2020	AB 889D-F5BC-2 889 DC MICRO CABLE 305125	54.21
	86158	10/21/2020	AB 440R-S12R2 GUARDMASTER SINGLE INPUT SAFETY RELAY 300303	251.14
	86158	10/21/2020	AB 1606-XLP95E POWER SUPPLY XLP 95 W POWER SUPPLY 70267	289.98
	86158	10/21/2020	AB 450L-APU-UN-8 450L PLUG-IN	176.45
	86158	10/21/2020	CREDIT FOR NON ORDERED ITEM	176.45
	86158	10/21/2020	PUSH TO TEST BUTTON RED 800T-QT10R	172.99
	86158	10/21/2020	PUSH TO TEST BUTTON AMBER 800T-QT10A	172.95
	86158	10/21/2020	PUSH TO TEST BUTTON GREEN 800T-QT10G	172.95
	86245	10/21/2020	QTY 3- 150 HP VARIABLE FREQUENCY DRIVES AS PER NEGOTIATED PRICI	89,636.98 M
Total REXEL:				92,933.85
ROSHELLE CHAVEZ				
	86159	10/21/2020	REIMB CELL PHONE	42.80
Total ROSHELLE CHAVEZ:				42.80
ROY SMITH COMPANY				
	86160	10/21/2020	LIQUID OXYGEN	4,342.62
	86160	10/21/2020	LIQUID OXYGEN	3,058.21
	86160	10/21/2020	LIQUID OXYGEN	1,298.26
	86160	10/21/2020	LIQUID OXYGEN	3,688.88
	86160	10/21/2020	LIQUID OXYGEN	711.00
	86237	10/21/2020	LIQUID OXYGEN	3,721.19 M
	86237	10/21/2020	LIQUID OXYGEN	272.40 M
Total ROY SMITH COMPANY:				17,092.56
SAFETY-KLEEN CORP.				
	86197	10/21/2020	SAE 5W-20 SYNTHETIC BLEND PERFORMANCE PLUS BRAND	318.26 M
	86197	10/21/2020	CA MOTOR OIL ASSESSMENT FEE	1.25 M
	86197	10/21/2020	OIL RECYCLING FEE	3.00 M
Total SAFETY-KLEEN CORP.:				322.51
SAFEWAY INC.				
	86161	10/21/2020	GROCERIES FOR SAFETY LUNCH	110.59
Total SAFEWAY INC.:				110.59
SEAL ANALYTICAL INC				
	86162	10/21/2020	100 ML DIGESTION TUBES 4003006	652.09
Total SEAL ANALYTICAL INC:				652.09
SHRED-IT USA				
	86163	10/21/2020	SHRED IT BILL	148.00
Total SHRED-IT USA:				148.00

Payee	Check Number	Check Issue Date	Description	Amount
SIERRA ELECTRONICS				
	86164	10/21/2020	MOTOROLA LEATHER CASES XPR 7550 RADIOS PMLN5840	974.25
	86164	10/21/2020	XPR7550E WIFI CAPABLE & WATT VHF RADIO	3,762.77
	86164	10/21/2020	CP200 BATTERY 2250MAH	173.20
Total SIERRA ELECTRONICS:				4,910.22
SIERRA FILTRATION PRODUCTS INC				
	86165	10/21/2020	12"X21"X1" WIRE FRAME AIR FILTER 20-000102	149.31
	86165	10/21/2020	13"X30"X1" WIRE FRAME AIR FILTER 20-000101 SOLD IN CASES OF 12 MINI	70.17
Total SIERRA FILTRATION PRODUCTS INC:				219.48
SILVER STATE FORKLIFT				
	86203	10/21/2020	OPERATORS SEAT 926069	414.46 M
	86203	10/21/2020	SEAT BELT 2819929	32.54 M
	86203	10/21/2020	RESEVOIR CAP BRK FLUID 3704867	33.46 M
	86203	10/21/2020	HOOD PROP2391014	48.11 M
	86203	10/21/2020	HYD CONTROL VALVE	1,357.54 M
Total SILVER STATE FORKLIFT:				1,886.11
SOLENIS				
	86166	10/21/2020		4,532.32
	86166	10/21/2020	K290FLX 3 TOTES	11,968.75
	86166	10/21/2020	K279FLX (1 TOTE= 400 LBS)	3,991.07
	86223	10/21/2020	K290FLX 3 TOTES	11,968.75 M
	86223	10/21/2020	PRAESTOL/POLYMER	4,532.32 M
Total SOLENIS:				36,993.21
SOUTHWEST GAS CORP.				
	86167	10/21/2020	NATURAL GAS	68.35
	86167	10/21/2020	NATURAL GAS	615.22
Total SOUTHWEST GAS CORP.:				683.57
SQUAW VALLEY MUTUAL WATER CO.				
	86107	10/01/2020	Refund overpayment of Temp Discharge	100.00
Total SQUAW VALLEY MUTUAL WATER CO.:				100.00
TAHOE FOREST HOSP. DIST./TAHOE WORX				
	86190	10/21/2020	EMPLOYEE SCREENING	314.00 M
Total TAHOE FOREST HOSP. DIST./TAHOE WORX:				314.00
TAHOE SUPPLY COMPANY LLC				
	86168	10/21/2020	1 GALLON 6% SODIUM HYPOCHLORIDE (6 GALLON/ CASE)	37.73
	86239	10/21/2020	SINGLEFOLD TOWEL GEN SF5000W	92.84 M
	86239	10/21/2020	SINGLEFOLD TOWEL GEN SF5000W	92.83 M
	86239	10/21/2020	24X32 BLK CAN LINERS LN-LC33X4	84.87 M
	86239	10/21/2020	38X58 BLK CAN LINERS LN-EC1385815K	81.43 M
Total TAHOE SUPPLY COMPANY LLC:				389.70

Payee	Check Number	Check Issue Date	Description	Amount
TAHOE TRUCKEE DISPOSAL				
	86169	10/21/2020	SEPT SLUDGE	4,703.73
	86169	10/21/2020	SEPT CENTRIFUGE	30,982.53
Total TAHOE TRUCKEE DISPOSAL:				35,686.26
TELEDYNE INSTRUMENTS INC				
	86170	10/21/2020	PERMEATION DRYER 15-1968-067	493.11
	86170	10/21/2020	QUARTZ BEADS 15-2025-100	27.02
	86170	10/21/2020	O-RING 100-501	5.48
	86170	10/21/2020	O-RING 100-502	8.18
	86170	10/21/2020	PLATINUM 12 GRAMS 15-3796-100	423.47
	86170	10/21/2020	NDIR SAMPLE FILTER 15-1974-000	70.05
Total TELEDYNE INSTRUMENTS INC:				1,027.31
THATCHER COMPANY OF CA INC				
	86171	10/21/2020	CHLORINE	7,920.00
	86171	10/21/2020	CHLORINE EMPTIES	4,000.00-
	86171	10/21/2020	CHLORINE	7,920.00
	86171	10/21/2020	CHLORINE EMPTIES	4,000.00-
	86171	10/21/2020	CHLORINE	7,920.00
	86171	10/21/2020	CHLORINE EMPTIES	4,000.00-
Total THATCHER COMPANY OF CA INC:				11,760.00
THE UNION				
	86208	10/21/2020	2020 FURNISHING SUBMERSIBLE PUMP	140.30 M
	86208	10/21/2020	FURNISHING APR AND SCBA	288.28 M
Total THE UNION:				428.58
THOMSON WEST				
	86172	10/21/2020	MONTHLY BILL	347.75
Total THOMSON WEST:				347.75
TIP INC.				
	86173	10/21/2020	8.5"X5.5" P/A FORMS (1000/BOX)1336.50	147.76
Total TIP INC.:				147.76
TITAN WIRE & CABLE				
	86174	10/21/2020	4-04 SEOWW CORD	2,533.05
	86174	10/21/2020	FREIGHT	269.82
Total TITAN WIRE & CABLE:				2,802.87
TLC DEVELOPMENT LLC				
	86185	10/07/2020	CONNECTION FEE REFUND	2,450.00 M
Total TLC DEVELOPMENT LLC:				2,450.00
TOTAL COMPENSATION SYSTEMS INC				
	86231	10/21/2020	GASB 68 DISCLOSURE REPORT	1,000.00 M

Payee	Check Number	Check Issue Date	Description	Amount
TOTAL COMPENSATION SYSTEMS INC:				1,000.00
TRUCKEE DONNER PUD				
	86200	10/21/2020	SEPTEMBER ELECTRIC	6,896.26 M
	86200	10/21/2020	SEPTEMBER ELECTRIC	62,066.36 M
	86200	10/21/2020	SEPTEMBER WATER	11.68 M
	86200	10/21/2020	SEPTEMBER WATER	105.12 M
	86200	10/21/2020	SEPTEMBER ELECTRIC	5.26 M
	86200	10/21/2020	SEPTEMBER ELECTRIC	47.37 M
	86200	10/21/2020	SEPTEMBER ELECTRIC	4.52 M
	86200	10/21/2020	SEPTEMBER ELECTRIC	40.71 M
	86200	10/21/2020	SEPTEMBER ELECTRIC	2.73 M
	86200	10/21/2020	SEPTEMBER ELECTRIC	24.59 M
Total TRUCKEE DONNER PUD:				69,204.60
TRUCKEE RENTS INC				
	86175	10/21/2020	WALK-BEHIND ASPHALT SAW	95.26
Total TRUCKEE RENTS INC:				95.26
U.S. BANK CARD DIVISION				
	10272001	10/27/2020	ADOBE-ACCOUNTING	64.97 M
	10272001	10/27/2020	PCAR CONFERENCE REFUND TAX OVERPAYMENT	24.26- M
	10272001	10/27/2020	ADOBE IT	17.99 M
	10272001	10/27/2020	GOOGLE G-SUITE TTSA.NET	900.00 M
	10272001	10/27/2020	IT SOFTWARE	309.50 M
	10272001	10/27/2020	WEB SERVICES	7.31 M
	10272001	10/27/2020	GO TO MEETING	84.00 M
	10272001	10/27/2020	CAL OSHA 30-HOUR TRAINING	450.00 M
	10272001	10/27/2020	HDPE PLASTIC SHEETS	507.28 M
	10272001	10/27/2020	TOWN OF TRUCKEE COMMERCIAL BUILDING PERMIT	703.40 M
	10272001	10/27/2020	FAFNIR-LFST 5/8 FLANGE BEARING	292.17 M
	10272001	10/27/2020	RETURN FLANGE BEARING	205.34- M
	10272001	10/27/2020	BUBBLE WRAP, PACKING TAPE, BOXES	182.31 M
	10272001	10/27/2020	WELD ON 717 PVC GLUE	65.38 M
	10272001	10/27/2020	DAYTONA HELMETS SKULL CAP	136.31 M
	10272001	10/27/2020	BOXES, PLASTIC WRAP	117.34 M
	10272001	10/27/2020	LED WEATHERPROOF E LIGHT BASE CODE EL-LWET	1,742.81 M
	10272001	10/27/2020	32 OZ REFILLS GERMSTAR	371.01 M
	10272001	10/27/2020	CBAZY HOOK WIRE KIT	76.80 M
	10272001	10/27/2020	DRIVE IMPACT SET, PLIER, MILWAUKEE ADAPT	68.22 M
	10272001	10/27/2020	AVC1150	468.77 M
	10272001	10/27/2020	CONFINED SPACE ENTRY TRAINING 8 HOURS	159.00 M
	10272001	10/27/2020	TIMKIN LFST1 FLANGE BEARING, SEAL MASTER FLANGE BEARING	155.29 M
	10272001	10/27/2020	R4300 SERIES PRINTER RIBBON	79.26 M
	10272001	10/27/2020	18 PC HIGH SPEED STEEL MACHINE TAP & DRILL SET	87.60 M
	10272001	10/27/2020	WATERPOOF BOOTS PENN	145.70 M
	10272001	10/27/2020	STANDARD 50 AMP /LOCKING FEMALE CONNECTOR	132.00 M
Total U.S. BANK CARD DIVISION:				7,094.82
ULINE				
	86243	10/21/2020	PLASTIC SHELF BINS S-13399BLU	126.84 M

Payee	Check Number	Check Issue Date	Description	Amount
Total ULINE:				126.84
UNIFIRST CORPORATION				
	86176	10/21/2020	UNIFORMS	122.18
	86176	10/21/2020	UNIFORMS	10.57
	86176	10/21/2020	UNIFORMS	11.14
	86176	10/21/2020	UNIFORMS	65.91
	86176	10/21/2020	UNIFORMS	67.20
	86176	10/21/2020	UNIFORMS	10.29
	86176	10/21/2020	UNIFORMS	7.34
	86176	10/21/2020	UNIFORMS	114.88
	86176	10/21/2020	UNIFORMS	10.57
	86176	10/21/2020	UNIFORMS	11.14
	86176	10/21/2020	UNIFORMS	65.91
	86176	10/21/2020	UNIFORMS	67.20
	86176	10/21/2020	UNIFORMS	10.29
	86176	10/21/2020	UNIFORMS	7.34
	86176	10/21/2020	UNIFORMS	114.88
	86176	10/21/2020	UNIFORMS	10.57
	86176	10/21/2020	UNIFORMS	11.14
	86176	10/21/2020	UNIFORMS	92.56
	86176	10/21/2020	UNIFORMS	67.20
	86176	10/21/2020	UNIFORMS	10.27
	86176	10/21/2020	UNIFORMS	7.34
	86188	10/21/2020	UNIFORMS	10.29 M
	86188	10/21/2020	UNIFORMS	7.34 M
	86188	10/21/2020	UNIFORMS	67.20 M
	86188	10/21/2020	UNIFORMS	66.91 M
	86188	10/21/2020	UNIFORMS	114.88 M
	86188	10/21/2020	UNIFORMS	10.57 M
	86188	10/21/2020	UNIFORMS	11.14 M
	86188	10/21/2020	UNIFORMS	7.34 M
	86188	10/21/2020	UNIFORMS	10.29 M
	86188	10/21/2020	UNIFORMS	67.20 M
	86188	10/21/2020	UNIFORMS	66.91 M
	86188	10/21/2020	UNIFORMS	11.31 M
	86188	10/21/2020	UNIFORMS	10.57 M
	86188	10/21/2020	UNIFORMS	203.50 M
Total UNIFIRST CORPORATION:				1,561.37
UNITED PARCEL SERVICE, UPS				
	86177	10/21/2020	SHIPPING CHARGES	24.94
	86177	10/21/2020	SHIPPING CHARGES	14.95
	86177	10/21/2020	SHIPPING CHARGES	37.67
	86212	10/15/2020	SHIPPING CHARGES FOR 3BIG SUPPLY	11.35 M
	86212	10/15/2020	SHIPPING CHARGES FOR EUOFINS SCIENCE	159.97 M
Total UNITED PARCEL SERVICE, UPS:				248.88
UNIVAR USA INC.				
	86178	10/21/2020	METHANOL	9,699.20
	86178	10/21/2020	METHANOL	9,701.28
Total UNIVAR USA INC.:				19,400.48

Payee	Check Number	Check Issue Date	Description	Amount
USA BLUE BOOK				
	86236	10/21/2020	6' CHLORINE PIG TAIL FLEXIBLE CONNECTOR 68242	836.12 M
Total USA BLUE BOOK:				836.12
VEOLIA ENVIRONMENTAL SERVICES				
	86232	10/21/2020	HAZARDOUS WASTE DISPOSAL INVOICE 023444704	5,913.70 M
	86232	10/21/2020	HAZARDOUS WASTE DISPOSAL INVOICE 00808100	5,541.76 M
Total VEOLIA ENVIRONMENTAL SERVICES:				11,455.46
VERIZON WIRELESS				
	86179	10/21/2020	MONTHLY BILL	127.44
	86179	10/21/2020	MONTHLY BILL	47.84
	86179	10/21/2020	MONTHLY BILL	253.30
	86179	10/21/2020	MONTHLY BILL	1,196.61
	86179	10/21/2020	MONTHLY BILL	27.68
Total VERIZON WIRELESS:				1,652.87
VICKY LUFRANO				
	86180	10/21/2020	REIMB CELL PHONE	42.80
Total VICKY LUFRANO:				42.80
WEDCO INC				
	86241	10/21/2020	SQUARE D COM MODULE ADAPTER CARD VM3A3600	158.65 M
Total WEDCO INC:				158.65
WESTERN ENV. TESTING LAB.				
	86181	10/21/2020	INVOICE 126259	59.61
	86181	10/21/2020	INVOICE 126262	76.91
	86181	10/21/2020	INVOICE 126267	76.91
	86181	10/21/2020	INVOICE 126279	76.91
	86181	10/21/2020	INVOICE 126331	59.61
	86181	10/21/2020	INVOICE 126343	76.91
	86181	10/21/2020	INVOICE 126356	59.61
	86181	10/21/2020	INVOICE 126486	59.61
	86204	10/21/2020	3RD QTR SLUDGE TESTING	76.91 M
	86204	10/21/2020	3RD QTR SLUDGE TESTING	76.91 M
	86204	10/21/2020	3RD QTR SLUDGE TESTING	76.91 M
Total WESTERN ENV. TESTING LAB.:				776.81
WILEY, PRICE & RADULOVICH				
	86182	10/21/2020	LEGAL FEES	16,379.00
	86227	10/21/2020	SETPEMBER LEGAL FEES	8,303.00 M
Total WILEY, PRICE & RADULOVICH:				24,682.00
ZORO				
	86183	10/21/2020	MILWAUKEE CORDLESS JOB SITE LIGHT W/ BATTERY G7646453	430.85
	86183	10/21/2020	MILWAUKEE 18V LITHIUM ION 6 PORT BATTERY CHARGER	128.82
	86183	10/21/2020	SALA PORTABLE GUARD RAIL 6 FT 7900061	244.86
	86183	10/21/2020	NORTON BEAR TEX SCUFF PADS MAROON NTN-5800	62.39
	86183	10/21/2020	ABRASIVE ROLL NORTON 15FT 66261008108	112.24

Payee	Check Number	Check Issue Date	Description	Amount
Total ZORO:				979.16
Grand Totals:				591,473.52



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 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 October 31, 2020

	Budget \$	Month \$	Month %	YTD \$	YTD %
REVENUE					
Income from Service Charge	12,823,000.00	619,884.46	4.8	2,210,512.41	17.2
Tax Revenue - Ad Valorem	3,900,000.00	45,414.60	1.2	47,903.53	1.2
Fund Interest	18,000.00	16,691.56	92.7	16,896.10	93.9
Other Revenue	7,500.00	3,100.00	41.3	10,983.01	146.4
Temporary Discharge	1,500.00	0.00	0.0	13,514.46	901.0
TOTAL REVENUE	16,750,000.00	685,090.62	4.1	2,299,809.51	13.7
EXPENDITURE					
Salaries & Wages	5,658,400.00	388,369.08	6.9	1,643,903.71	29.1
Employee Benefits	3,469,100.00	146,859.88	4.2	1,129,269.24	32.6
Director Fees	7,500.00	0.00	0.0	0.00	0.0
Vehicle	49,700.00	9,409.30	18.9	16,513.35	33.2
CSRMA Insurance	210,000.00	2,049.00	1.0	164,795.18	78.5
Professional Memberships	47,500.00	26,230.00	55.2	29,053.50	61.2
Agency Permits & Licenses	178,000.00	(40.00)	0.0	2,843.60	0.0
Office Expense	271,400.00	2,025.55	0.7	42,639.22	15.7
Contractual Services	1,896,900.00	183,119.23	9.7	614,102.17	32.4
Professional Services	805,000.00	42,862.97	5.3	129,038.20	16.0
Conferences & Training	107,500.00	3,061.74	2.8	11,040.18	10.3
Uncollectable Accounts	1,000.00	0.00	0.0	0.00	0.0
Utilities	1,001,100.00	146,658.37	14.6	293,176.73	29.3
Supplies, Repairs & Maintenance	789,300.00	80,927.55	10.3	231,837.87	29.4
TOTAL EXPENDITURE	14,492,400.00	1,031,532.67	7.1	4,308,212.95	29.7
NET INCOME	2,257,600.00			(2,008,403.44)	
Unfunded Accrued Liability	3,616,977.00	2,310,389.00	63.9	2,310,389.00	63.9

Footnote: Above 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 October 31, 2020

DESCRIPTION	Budget \$	Month \$	Month %	YTD \$	YTD %
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	1,894,259.43	85.2
TOTAL	2,607,378.00	1,894,259.43	72.6	1,992,554.82	76.4



Tahoe-Truckee Sanitation Agency
 Fund 06: Replacement, Rehabilitation and Upgrade
 Fiscal Year 2020 - 2021
 Period Ending October 31, 2020

DESCRIPTION	Budget \$	Month \$	Month %	YTD \$	YTD %
Plant Coating Improvements	550,000.00	30,855.21	5.6	218,418.28	39.7
Lab Equipment Replacement	25,000.00	-	-	-	-
Admin. Office Improvement	350,000.00	13,018.53	3.7	17,224.47	4.9
EDPM Roof Replacement	800,000.00	-	-	439,330.09	54.9
VFD Replacements	-	89,636.98	-	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	32,734.90	93.5
Chiller Replacement	150,000.00	-	-	-	-
SCBA Tank Replacement	35,000.00	-	-	-	-
Polyblend Thickener	35,000.00	-	-	-	-
Arc Flash Study/Breaker Replacement	45,000.00	-	-	-	-
SUB TOTAL	2,385,000.00	166,245.62	7.0	852,482.39	35.7
Allocation of 26.8% of Bond Payment	813,658.00	693,526.67	85.2	693,526.67	85.2
TOTAL	3,198,658.00	859,772.29	26.9	1,546,009.06	48.3

TAHOE-TRUCKEE SANITATION AGENCY
 COMBINED CASH INVESTMENT
 OCTOBER 31, 2020

COMBINED CASH ACCOUNTS

99-00-0100-000	CASH - US BANK CHECKING	656,232.90
99-00-0101-000	CASH - USB SERVICE CHARGE	532,426.16
99-00-0102-000	CASH - US BANK TAX REV	73,967.32
99-00-0103-000	CASH - US BANK WWCRF	71,275.15
99-00-0104-000	CASH - WELLS FARGO PAYROLL	7,160.14
99-00-0105-000	CASH - WELLS FARGO INVESTMENTS	656,096.65
99-00-0106-000	CASH - PETTY CASH	600.00
99-00-0107-000	CASH - L.A.I.F.	39,764,089.87
99-00-0109-000	CASH - 2020 WRRB REFUNDING ACC	159,081.95
		<hr/>
	TOTAL COMBINED CASH	41,920,930.14
99-00-0001-000	CASH ALLOCATED TO OTHER FUNDS	(41,920,930.14)
		<hr/>
	TOTAL UNALLOCATED CASH	<u>.00</u>

CASH ALLOCATION RECONCILIATION

2	ALLOCATION TO WASTEWATER CAPITAL RESERVE FUN	17,767,636.43
6	ALLOCATION TO R. R. & UPGRADE FUND	8,798,547.48
7	ALLOCATION TO EMERGENCY & CONTINGENCY FUND	7,245,798.81
10	ALLOCATION TO GENERAL FUND	8,108,947.42
		<hr/>
	TOTAL ALLOCATIONS TO OTHER FUNDS	41,920,930.14
	ALLOCATION FROM COMBINED CASH FUND - 99	(41,920,930.14)
		<hr/>
	ZERO PROOF IF ALLOCATIONS BALANCE	<u>.00</u>

California State Treasurer
Fiona Ma, CPA



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

November 02, 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

October 2020 Statement

Effective Date	Transaction Date	Tran Type	Confirm Number	Web Confirm Number	Authorized Caller	Amount
10/5/2020	10/5/2020	RD	1655366	1615478	MICHELLE MACKEY	250,000.00
10/6/2020	10/6/2020	RD	1655422	1615531	MICHELLE MACKEY	700,000.00
10/8/2020	10/7/2020	RD	1655548	1615646	MICHELLE MACKEY	100,000.00
10/13/2020	10/13/2020	RW	1655743	1615848	MICHELLE MACKEY	-400,000.00
10/15/2020	10/14/2020	QRD	1656952	N/A	SYSTEM	86,194.67
10/21/2020	10/20/2020	RW	1658631	1618741	MICHELLE MACKEY	-400,000.00
10/27/2020	10/27/2020	RW	1658985	1619102	MICHELLE MACKEY	-300,000.00
10/28/2020	10/27/2020	RD	1659021	1619134	MICHELLE MACKEY	345,000.00

Account Summary

Total Deposit:	1,481,194.67	Beginning Balance:	39,382,895.20
Total Withdrawal:	-1,100,000.00	Ending Balance:	39,764,089.87



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 2020
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: III-4
Subject: Approval of Progress Pay Estimate No. 1 for the Furnishing Air Purifying Respirator and Self Contained Breathing Apparatus Equipment project

Background

The Agency maintains an inventory of air purifying respirator (APR) and self contained breathing apparatus (SCBA) units for routine operations and maintenance activities and emergency response actions. The maximum service life of the SCBA tank cylinders is 15 years as regulated by CalOSHA. All of T-TSA tank cylinders are nearing the end of their service lives. This project replaces these SCBA units. In addition, new masks will be provided which are capable of functioning in either an SCBA mode or in an air purifying respirator (APR) mode using filter cartridges.

The contract documents state that the Agency will pay the seller ten percent (10%) of the purchase price upon approved shop drawing submittals and ninety percent (90%) upon complete delivery of the equipment. During this pay period, the seller submitted approved shop drawings.

Fiscal Impact

Withholding 5% for retention from Progress Pay Estimate No. 1 would yield a payment to the contractor of \$5,199.03.

Attachments

Progress Pay Estimate No. 1.

Recommendation

Management and staff recommend approval of Progress Pay Estimate No. 1 for the Furnishing Air Purifying Respirator and Self Contained Breathing Apparatus Equipment project.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



Tahoe-Truckee Sanitation Agency
Furnishing Air Purifying Respirator and Self-Contained Breathing Apparatus Equipment

Progress Pay Estimate No. 1

October 21st, 2020 to November 3rd, 2020

OWNER:

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

SELLER:

Cascade Fire Equipment Company
 640 Brian Way
 Medford, OR 97501

ITEM NO.	BID ITEM DESCRIPTION	CONTRACT QUANTITY	UNIT	UNIT PRICE	CONTRACT TOTAL	PERCENTAGE	TOTAL EARNED
1	Seven (7) backframe and harness assemblies/regulators as specified, including a one (1) year warranty	1	LS	N/A	\$17,185.00	10.00%	\$1,718.50
2	Fourteen (14) cylinders as specified, including a one (1) year warranty	1	LS	N/A	\$17,213.00	10.00%	\$1,721.30
3	Seven (7) medium size masks as specified, including a one (1) year warranty:	1	LS	N/A	\$2,030.00	10.00%	\$203.00
4	Forty (40) large size masks as specified, including a one (1) year warranty	1	LS	N/A	\$11,600.00	10.00%	\$1,160.00
5	All transportation charges, insurance, taxes, charges, assessments, imposts, duties and fees, government regulatory compliance charges, and any other charges.	1	LS	N/A	\$3,962.31	10.00%	\$396.23
TOTAL					\$51,990.31		\$5,199.03

TOTAL EARNED TO DATE: **\$5,199.03**
 TOTAL AMOUNT PREVIOUSLY PAID: **\$0.00**
TOTAL AMOUNT DUE SELLER: \$5,199.03

ACCEPTED BY:

Cascade Fire Equipment Company

BY:

DATE: 11-6-2020

APPROVED BY:

Tahoe-Truckee Sanitation Agency

BY:

DATE:



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 2020
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: III-5
Subject: Approval of Progress Pay Estimate No. 2 for the 2020 Digital Scanning of Sewer Lines project

Background

The 2020 Digital Scanning of Sewer Lines project includes the work to digitally scan two schedules (Schedules V and VI) of the Truckee River Interceptor (TRI), which spans the distance between the open land to the west of South River Street and the Water Reclamation Plant. The total length to be scanned is approximately 30,200 feet in length and consists of RCP piping ranging in size from 18 to 42 inches diameter.

The contract documents state that the Agency will pay the contractor five percent (5%) of the total bid price upon submission of a complete set of approved shop drawing submittals, forty five percent (45%) upon completion of all required inspection work, and fifty percent (50%) upon delivery of a complete set of deliverables that are in full conformance with all specified requirements. During this pay period, the contractor completed all field work. Progress Pay Estimate No. 2 is to compensate the contractor for this portion of the work.

Fiscal Impact

Withholding 5% for retention from Progress Pay Estimate No. 2 would yield a payment to the contractor of \$33,433.67.

Attachments

Progress Pay Estimate No. 2.

Recommendation

Management and staff recommend approval of Progress Pay Estimate No. 2 for the 2020 Digital Scanning of Sewer Lines project.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



Tahoe-Truckee Sanitation Agency
2020 Digital Scanning of Sewer Lines

Progress Pay Estimate No. 2

September 29th, 2020 to October 28th, 2020

OWNER:

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

CONTRACTOR:

Pipe and Plant Solutions, Inc.
 225 3rd Street
 Oakland, CA 94607

ITEM NO.	BID ITEM DESCRIPTION	CONTRACT QUANTITY	UNIT	UNIT PRICE	CONTRACT TOTAL	PERCENTAGE	TOTAL EARNED
1	All labor and materials associated with the Digital Scanning of Sewer Lines Project shown and specified, excluding work specified in Section 6.01, Technical Specifications, Additive Bid Alternate	30,200	L.F.	\$ 2.61	\$ 78,822.00	50%	\$39,411.00
2	All labor and materials associated with the Digital Scanning of Sewer Lines Project shown and specified, only for work specified in Section 6.01, Technical Specifications, Additive Bid Alternate	30,200	L.F.	\$ 0.25	\$ 7,550.00	5%	\$377.50
CM No. 1	Contract Modification No. 1	8	Hours	\$ (34.57)	\$ (276.56)	100%	(\$276.56)
CM No. 2	Contract Modification No. 2	N/A	N/A	\$ 0.00	\$ 0.00	100%	\$0.00
TOTAL					\$ 86,095.44		\$39,511.94

TOTAL EARNED TO DATE:	\$39,511.94
5% TOTAL RETENTION TO DATE:	\$1,975.60
TOTAL AMOUNT PREVIOUSLY PAID:	\$4,102.67
TOTAL AMOUNT DUE CONTRACTOR:	\$33,433.67

ACCEPTED BY:

Pipe and Plant Solutions, Inc.

BY: Jordan Camacho *Jordan L. Camacho*

DATE: 11/4/2020

APPROVED BY:

Tahoe-Truckee Sanitation Agency

BY: _____

DATE: _____



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 2020
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: III-6
Subject: Approval of Progress Pay Estimate No. 2 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 demolition work and began work on interior improvements as detailed on Progress Pay Estimate No. 2.

Fiscal Impact

Withholding 5% for retention from Progress Pay Estimate No. 2 would yield a payment to the contractor of \$85,574.35.

Attachments

Progress Pay Estimate No. 2.

Recommendation

Management and staff recommend approval of Progress Pay Estimate No. 2 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. 2

September 29th, 2020 to October 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	50%	\$5,408.50
9	Electrical Work	1	LUMP SUM	N/A	\$ 15,140.00	0%	\$0.00
10	Gypsum Board Wall Repair	1	LUMP SUM	N/A	\$ 5,945.00	75%	\$4,458.75
11	Painting Work	14500	SQUARE FEET	\$ 1.92	\$ 27,840.00	40%	\$11,136.00
12	Installation of Tile Carpeting	4200	SQUARE FEET	\$ 10.73	\$ 45,066.00	0%	\$0.00
13	Installation of Resilient Flooring	2300	SQUARE FEET	\$ 14.50	\$ 33,350.00	0%	\$0.00
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	0%	\$0.00
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	0%	\$0.00
19	Additional 10% Resilient Flooring	1	LUMP SUM	N/A	\$ 2,030.00	0%	\$0.00
20	Additional 10% Vinyl Matting	1	LUMP SUM	N/A	\$ 290.00	0%	\$0.00
21	Additional 10% Paint Materials	1	LUMP SUM	N/A	\$ 1,305.00	0%	\$0.00
22	Construction Waste Reduction, Disposal, and Recycling	1	LUMP SUM	N/A	\$ 2,175.00	50%	\$1,087.50
CM No.1	Contract Modification No. 1	1	LUMP SUM	N/A	\$ 9,478.53	37%	\$3,507.06
TOTAL					\$ 254,695.48		\$101,616.26

TOTAL EARNED TO DATE: **\$101,616.26**
 5% TOTAL RETENTION TO DATE: **\$5,080.81**
 TOTAL AMOUNT PREVIOUSLY PAID: **\$10,961.10**
TOTAL AMOUNT DUE CONTRACTOR: \$85,574.35

ACCEPTED BY:

Diamond G Construction, Inc.

BY:

DATE:

[Handwritten Signature]
 11/6/2020

APPROVED BY:

Tahoe-Truckee Sanitation Agency

BY:

DATE:



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 2020
To: Board of Directors
From: LaRue Griffin, General Manager
Item: IV-1
Subject: Report from October 21, 2020 closed session meeting

Background

At the conclusion of the closed session discussion at the October 21, 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 October 21, 2020 closed session meeting.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 2020
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: IV-2
Subject: Presentation of the Organizational Assessment

Background

In December 2019, the Board awarded the Organizational Assessment to Carollo Engineers, Inc. In May 2020, the Board appointed President Cox and Vice-President Wilkins to the ad hoc committee for input and feedback on the Organizational Assessment.

The Organizational Assessment was originally anticipated to be completed within a few months of award, however, due to the COVID-19 pandemic, the Organizational Assessment schedule was delayed.

The Organizational Assessment report has been completed and is attached for your reference. Carollo Engineers, Inc. will be present at the meeting to present the Organizational Assessment and address any Board questions and comments. The PowerPoint presentation is also attached for your reference.

There is no action required for the presentation.

Fiscal Impact

None.

Attachments

1. Organization Assessment PowerPoint presentation.
2. Organizational Assessment report.

Recommendation

No action required.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



Organizational Assessment

Tim Loper

Dan Baker

Steve Walker



Project Objectives

- 1. Overall Organizational Assessment:** Assess effectiveness, recommend organizational changes and structure and evaluate performance measures
- 2. Department Assessment:** Evaluate department productivity, review staffing levels, and review reporting structure, and performance metrics
- 3. Consultant Utilization:** Evaluate agency outside consultant utilization and opportunities

Carollo Staff provided a broad background of experience and operations expertise

Tim Loper P.E. – Project Manager

- 19 Years experience in planning and design of water and wastewater treatment and infrastructure
- MS Environmental Eng – UC Berkeley

Dan Baker P.E. – Assistant PM/Project Engineer

- 26 Years experience in W/WW business management consulting, IT, project controls and performance assessments
- MS Environmental Eng Massachusetts Institute of Tech (MIT)

Steve Walker C.W.P – Project Engineer

- 35 years experience in wastewater treatment plant operations
- Superintendent @ Denver Metro for 14 years (220 mgd rated capacity)
- CA Grade 4, and CO Class A Operator Certification

Approach

OA approach focused on observations, staff feedback and industry best practices to develop recommendations



Feedback - 17 interviews : 46 Staff members

Operations Manager	Michael Peak
Chief Plant Operator	Greg O'Hair
Operations Supervisor	Brandon Dimond
Shift Supervisor	Chad Bentley
Shift Supervisor	Dustin Gilmore
Operator I	Danny Robenko
Operator I	Jessie Denham
Operator I	Billy Martin
Operator III	Matt Nitz
Operator III	Tyler Penn
Operator III	Troy Kilgore
Operator III	Alan Farrant
Operator III	Nancy Baker
Operator III	Collin Fischer

← Operations

Maintenance →

Every work group interviewed

Every person spoke up

Maintenance Manager	Richard Pallante
I&E Supervisor	Paul Shouse
Mechanic III	Jesus Zarate
Mechanic III	Zeb Snider
Inventory Control Specialist	Jaime Garcia
Lead Maintenance Mechanic	Robert Holmes
Lead Maintenance Mechanic	Mark Heidelberger
Mechanic III	Jim Redmond
Mechanic III	Mark Messerschmidt
Mechanic I	Anthony Salinas
I & E Technician III	Ryan Schultz
I & E Technician III	Dean Haines
I & E Technician II	Tobin Fuchs

Engineering Manager	Jay Parker
Senior Engineer	Aaron Carlsson
Associate Engineer	Scott Fleming
Safety Officer	Mike Smith

Administration →

← Engineering

IT Manager	Bob Gray
IT Specialist	Kevin Woods

← IT

Lab Director	Laura Mader
Chemist III	Bill Pindar
Chemist III	Kristin Davis
Chemist II	Kristin Schrandt

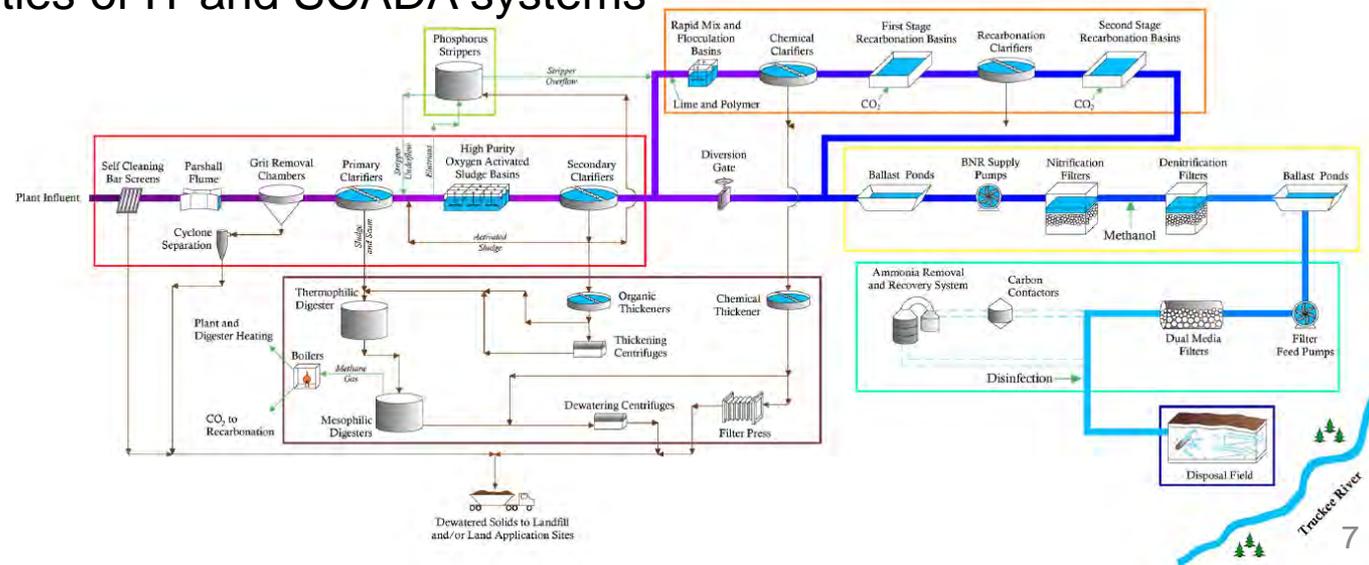
← Laboratory

Admin Manager	Roshelle Chavez
Accounting Supervisor	Michelle Mackey
Accounting Technician II	Dawn Davis
Admin Asst	Angelina Henson
Customer Service Supervisor	Emily Pindar
Customer Service Specialist II	Celeste Graves
Purchasing Agent I	Tiffany Hambrick
Human Resources Administrator	Vicky Lufrano

Comparison to Other Agencies

Many factors affect staffing levels and comparisons. Among those that relate to T-TSA are:

- Differing processes
- Supporting staff from another agency or city may have administrative, billing, or engineering staff that are not reported
- Aging equipment, facilities and structures
- Discharge permit requirements
- Differing financial systems
- Varying complexities of IT and SCADA systems



Comparison to Other Agencies

The NACWA 2018 Financial Survey was used to understand and compare staffing count to other comparable agencies

- Survey information was first filtered by total effluent flow as flow is a common metric
- An average annual flow of 4.5 MGD for TTSA
- These treatment plants may or may not have comparable treatment processes
- These compliance requirements are likely not comparable

Agency	City	St	Total Population Served	Total Plant Flow (MGD)
Tahoe-Truckee Sanitation Agency	Truckee	CA	47,000	4.5
Fairfield-Suisun Sewer District	Fairfield	CA	141,728	12.6
West County Wastewater District	Oakland	CA	103,853	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

- Responding to the survey is voluntary
- The results are not edited by NACWA

Comparison to Other Agencies

Agency Name	Mgmt, Admin, & Support	Billing & Collection / Customer Service	Engineering	Industrial Pretreat	Treatment	Water Reuse	Biosolids	Total
T-TSA	12	2	3	0	29	0	0	46
Fairfield-Suisun SD	7		6	4	40			57
West County WWD	10		9		25			44
South Tahoe PUD	11.5	11	12	0	28	4	0	66.5
Daphne Utilities	11	3	2	1	6			23
City of Pine Bluff	11			8				19
Town of Greenwich	4	1			13			18
Jefferson City PWD	1		1	1	13		3	19
Orange WSA	22				19		4	45
WES of Clackamus County	29		6		25		5	64
City of Albany	3			3	7			13
Greenwood Metro. Dist.	14		6		16		1	37
Upper Trinity Reg. Water Dist.	2			1	10	0	2	14
Central Davis Sewer District	3		1		5		2	11
Snyderville Basin WRD	4	1	7	1	12		2	27
Average	10	5	5	2	18	1	2	33

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.

Comparison to California Agencies

Agency	Total Population Served	Annual Average Flow (mgd)	Mgmt, Admin, and Support	Billing & Customer Service	Engineering	Industrial Pretreat	O&M	Total	Staff /(mgd)	Pop (mgd)	Pop/Staff
T-TSA	47,000	4.5	12	2	3	0	29	46	11	10,500	950
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

- 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.
- 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.
- 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.

Department Observations

Strengths, Concerns, and Opportunities for each department were documented

Strengths

- Positive items for the work group. These provide the backbone to build programs, initiatives, and work efforts from.

Concerns

- Items within the work group that may hinder growth of the Agency. Items supervisory or management staff may want to address.

Opportunities

- Items for the work group that the Agency may decide to act on, as they are considerations to address the concerns.

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

Operations - 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

Maintenance

Strengths

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

Concerns

- Integrating the historical data within the Plant Information System (PIS) with the new Lucity 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

Maintenance - Opportunities

- Establish a CMMS/GIS technician position
- Drive asset management and cost awareness using Lucity 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

Engineering

Strengths

- Eager and energetic
- Competent

Concerns

- Inadequately staffed for impending 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)

Lab 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)

Lab Services

Opportunities

- Evaluate the current means and methods used to provide service and results
- Detailing the programmatic tasks and the time required to complete 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 anticipated TNI requirements

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 IT group support for enterprise systems other than PIS and SCADA (e.g. GIS, FIS, CMMS).
- No recent cyber security review
- No IT strategic/master plans
- Limited WiFi and mobile devices
- Competing efforts between existing PIS and new CMMS (Lucity)
- Unsupported custom developed management system for laboratory and operations data management
- Non-industry standard remote telemetry equipment

Information Technology

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

Administrative Services

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

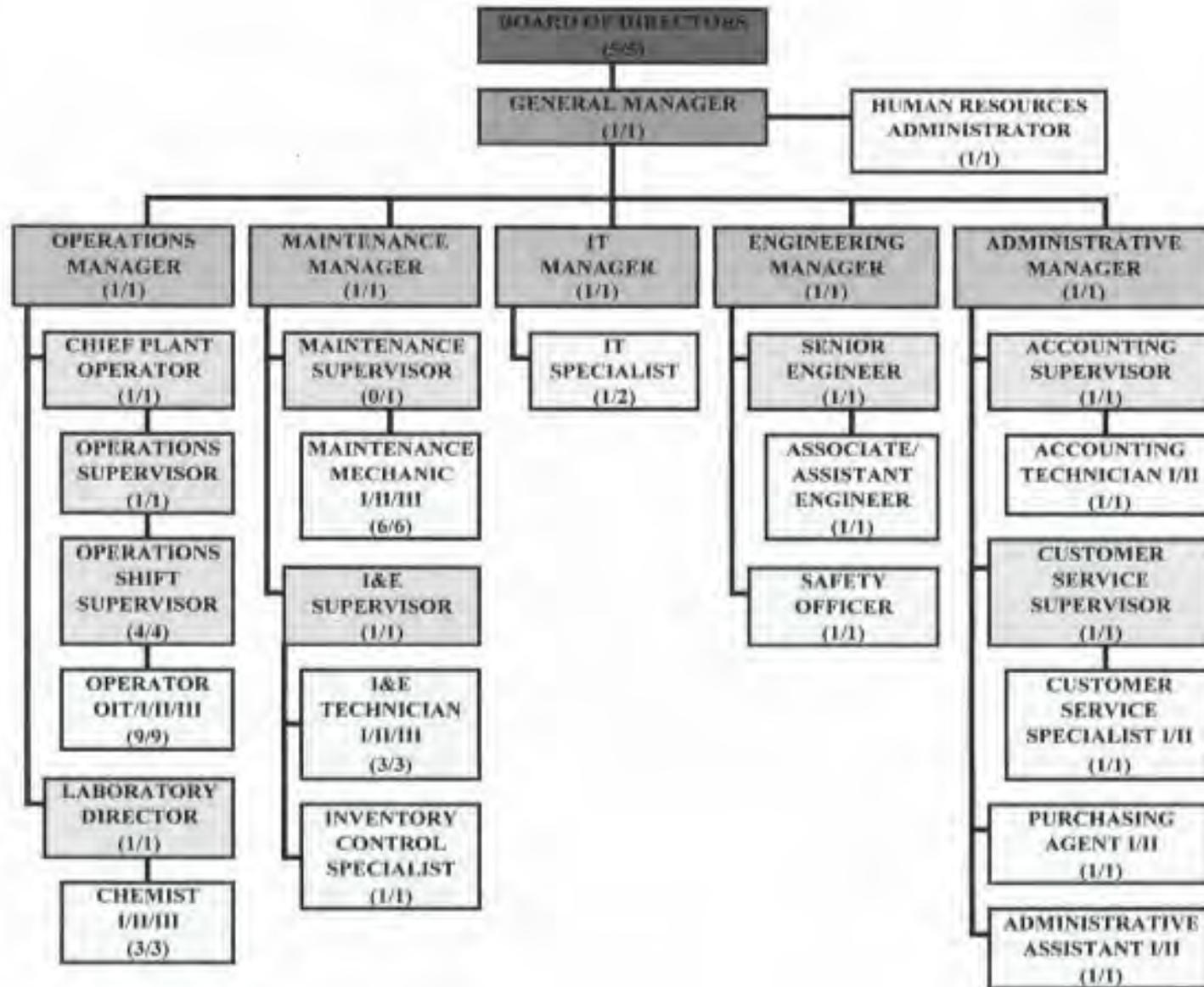
- Minimal IT support for new FIS and dependence on single remote vendor
- Need for in-house financial staff to support current management and administration

Opportunities

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

Staffing Recommendations

Existing Organizational Structure



Staffing Recommendations

Suggestion	Why/How	Urgency
Create CMMS/GIS Position	<ul style="list-style-type: none">• Need for GIS based data and O&M management Agency-wide	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	High
Create Executive Secretary – Board Clerk	<ul style="list-style-type: none">• Support Board and overall administration of meetings and management function	Medium

Staffing Recommendations

Suggestion	Why/How	Urgency
Eliminate Customer Service Supervisor and one Administrative Assistant position	<ul style="list-style-type: none">• Business process improvements have resulted increased efficiencies	Medium
Create Accounting Technician Position	<ul style="list-style-type: none">• Additional accounting needs facilitate this addition	High
Create New Associate Engineer	<ul style="list-style-type: none">• Projected workload related to Master Plan improvements surpasses existing staffing	High

Staffing Recommendations

Suggestion	Why/How	Urgency
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	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 Lucy CMMS implementation may expose inefficiencies	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	High

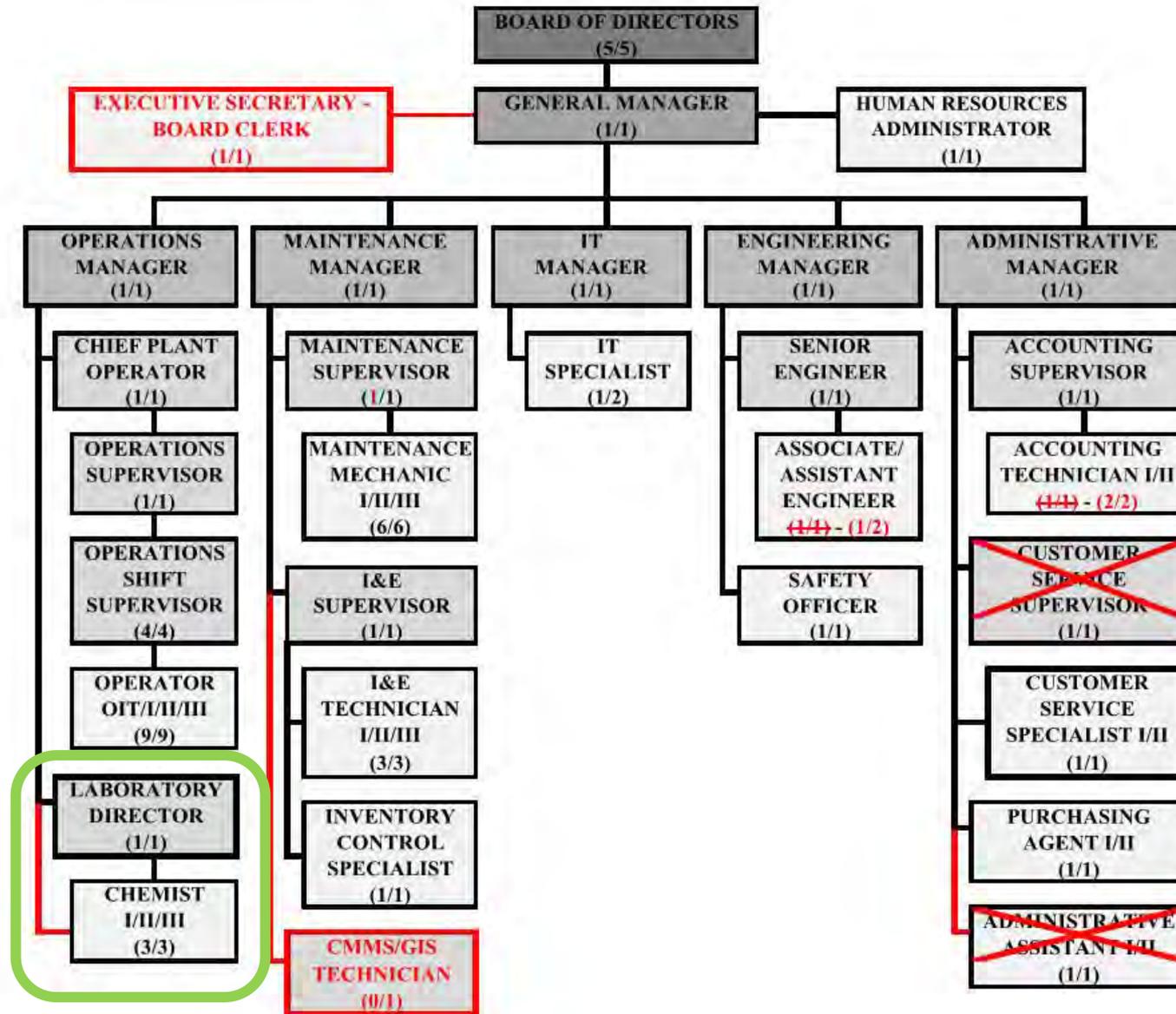
Staffing Recommendations

Suggestion	Why/How	Urgency
Modify Senior Engineer's job responsibilities	<ul style="list-style-type: none">• Anticipate CIP projects with focus on project specifications, document handling and storage	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	Medium

Staffing Recommendations

Suggestion	Why/How	Urgency
Optimize Lab Services staffing	<ul style="list-style-type: none">• In 2019, the number and frequency of process analyses completed by Lab Services staff was reduced• 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	High

Proposed Organizational Structure Changes



Laboratory Services Alternatives

Alternative 1	Description
Maintain Current Staffing	<ul style="list-style-type: none">• Maintain three Laboratory Staff including a Lab Director* 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 annually plus TNI accreditation support

Laboratory Services Alternatives

Alternative 2	Description
Two Full Time Laboratory Staff	<ul style="list-style-type: none">• Two full time Laboratory Staff (two FTE) including a Lab Director * and a Chemist III• 0.6 FTE support provided by Operations Staff• Operations Staff to provide WDR-required pH, 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 annually plus TNI accreditation support

Laboratory Services Alternatives

Alternative 3	Description
One Laboratory Staff and Contracted Sampling Analysis	<ul style="list-style-type: none">• One Lab Director* level staff member responsible for compliance, reporting, and analysis quality control• Operations Staff to provide WDR-required pH, DO and Temperature, support most probable number (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 annually plus TNI accreditation support

Summary

- Overall staffing numbers/organization structure are generally in line with industry norms. However, realignment of staff numbers within departments is required
- Current staff are well qualified, capable, and enthusiastic to meet the agency objectives
- Staffing recommendation focus on additions to administration, technical, and engineering
- Comprehensive planning of IT is required to meet industry standards and modernize
- Evaluation of laboratory staffing provided alternatives for agency consideration to optimize performance and mitigate risk

Questions



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



Contents

1.0 Executive Summary	1
1.1 Strengths, Concerns, Opportunities	2
1.2 Staffing Recommendations	3
1.3 Programmatic Development Suggestions	3
1.4 Contracted Services Options	4
2.0 Overview	4
3.0 NACWA Financial Survey Comparison	6
4.0 Staff Interviews	12
4.1 Operations	13
4.2 Laboratory Services	13
4.3 Maintenance	14
4.4 Engineering	15
4.5 Information Technology	15
4.6 Administration	15
5.0 Staffing Recommendations	16
5.1 Laboratory Staffing Review and Evaluation	18
5.1.1 Laboratory Staff Options	18
5.2 Staffing and Organizational Recommendations	20
5.3 O&M Staff Development Recommendations	24
6.0 Programmatic Development Suggestions	26
7.0 Contracted Services Options	29

Appendices

Appendix A	Laboratory Analysis
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Tables

Table 1	NACWA Plant Comparisons	9
Table 2	Staffing Numbers by General Category	10
Table 3	Staffing Results for California Plants	11
Table 4	Summarized Calculations of Laboratory Task	18
Table 5	Alternative Elements Summarized and Associated Annual Costs	19
Table 6	Recommended Staff Modifications	21
Table 7	O&M Staff Development Suggestions	24
Table 8	Programmatic Development Suggestions	27
Table 9	Specialized Services Options	29

Figures

Figure 1	T-TSA's Mission Statement	4
Figure 2	Organizational Assessment Approach	5
Figure 3	T-TSA's WRP Process Flow	8
Figure 4	Staff Interviews	12
Figure 5	Current Organizational Structure	17
Figure 6	Proposed Organizational Structure	23
Figure 7	Unmanned Operations Transition Workflow	26

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.

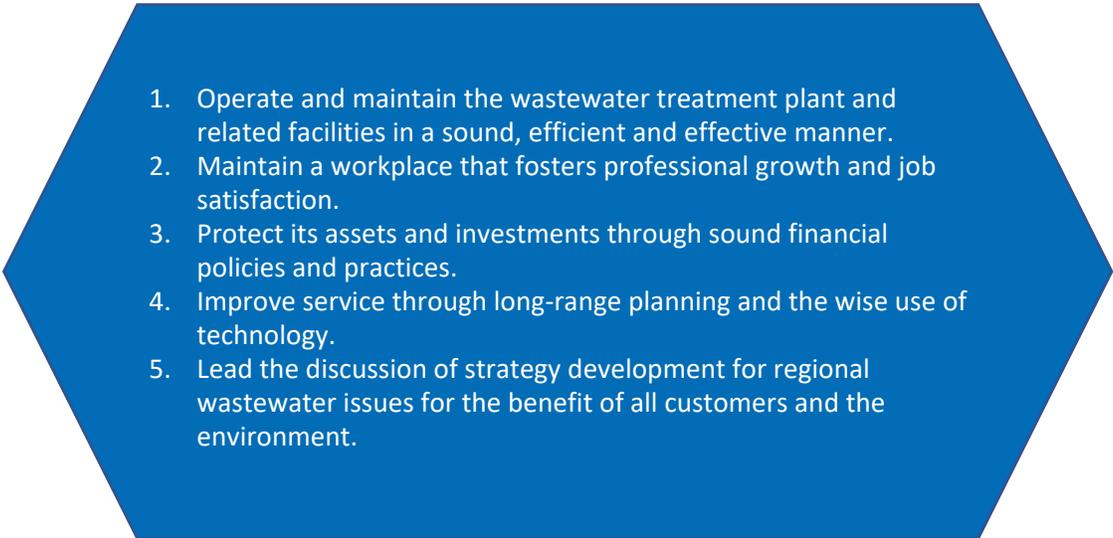
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1. Operate and maintain the wastewater treatment plant and related facilities in a sound, efficient and effective manner.
 2. Maintain a workplace that fosters professional growth and job satisfaction.
 3. Protect its assets and investments through 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.

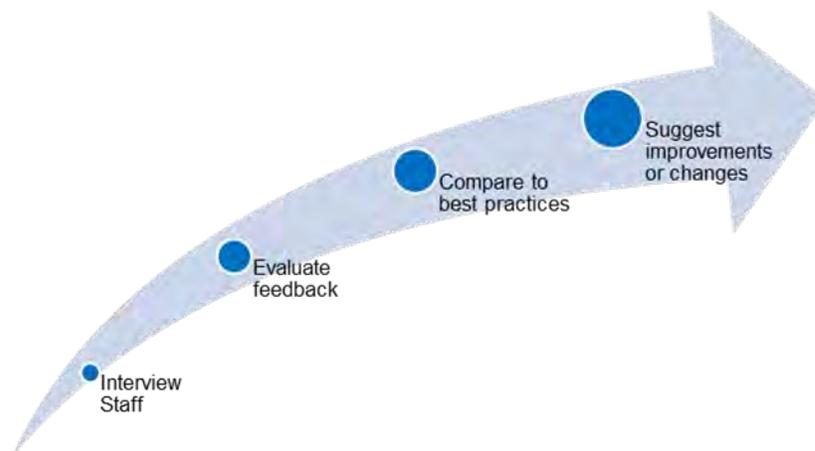


Figure 2 [Organizational Assessment Approach](#)

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.

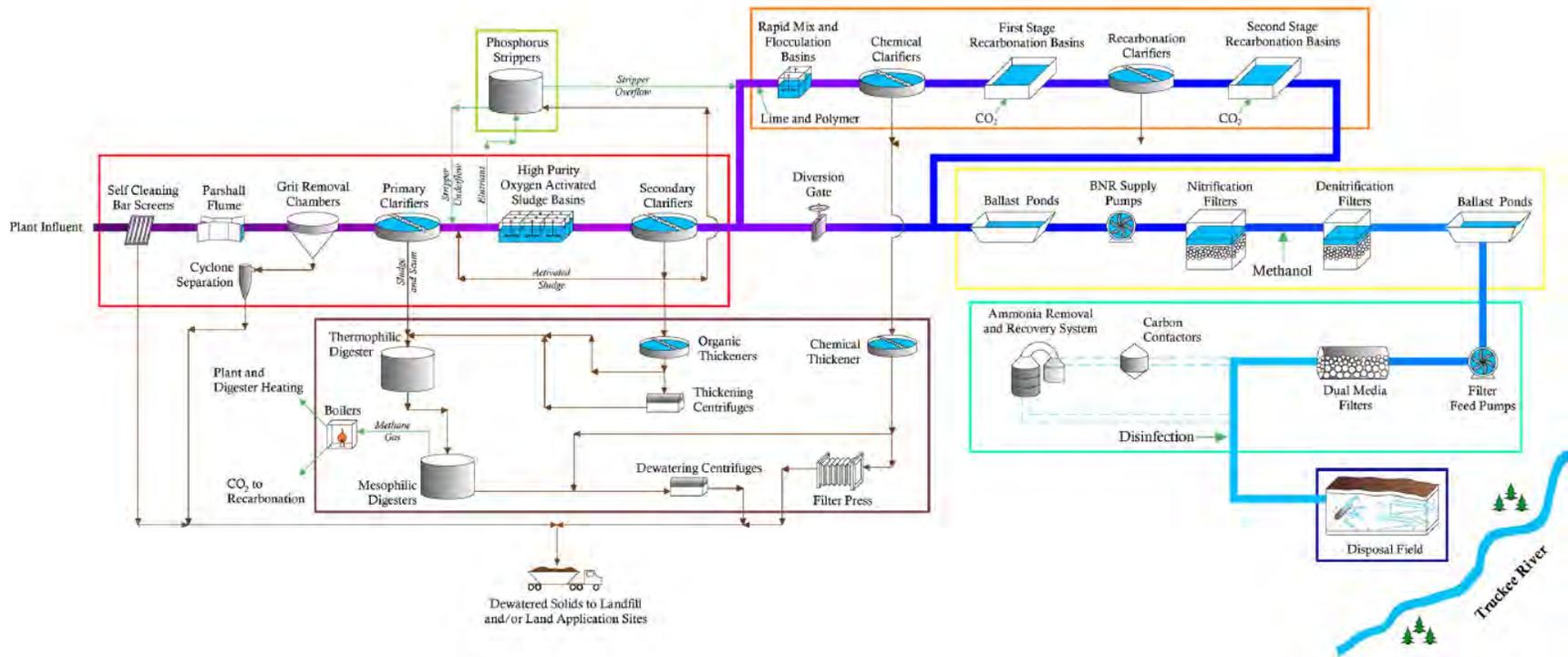


Figure 3 T-TSA's WRP Process Flow

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:

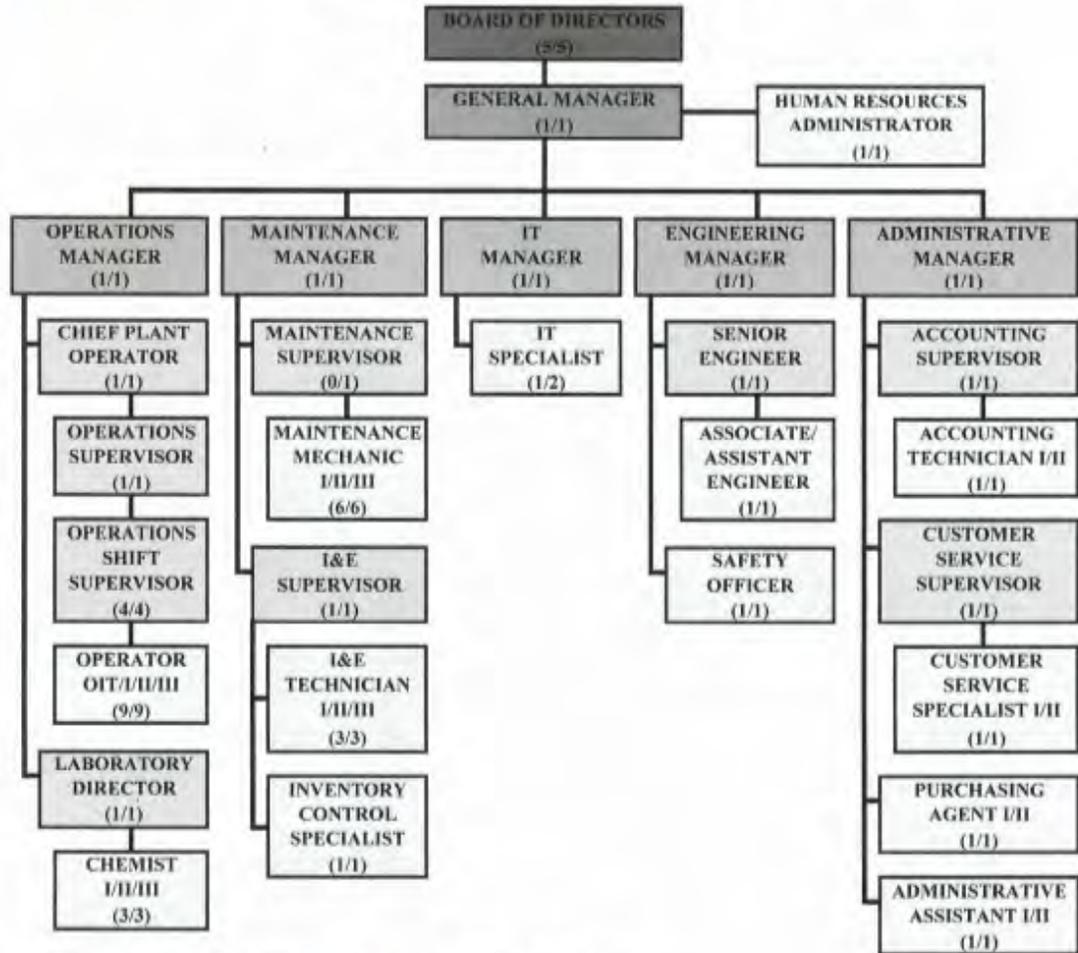
- Options for the placement of Laboratory Services were evaluated. Within the industry, it is not unusual for Lab Services to report to the Operations Manager. Other options were considered but the integrity expected by the State of California for Operators-in-Responsible Charge surpassed any concerns.
- 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)

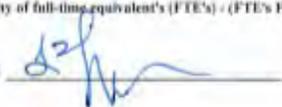
Approval Signature: 

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

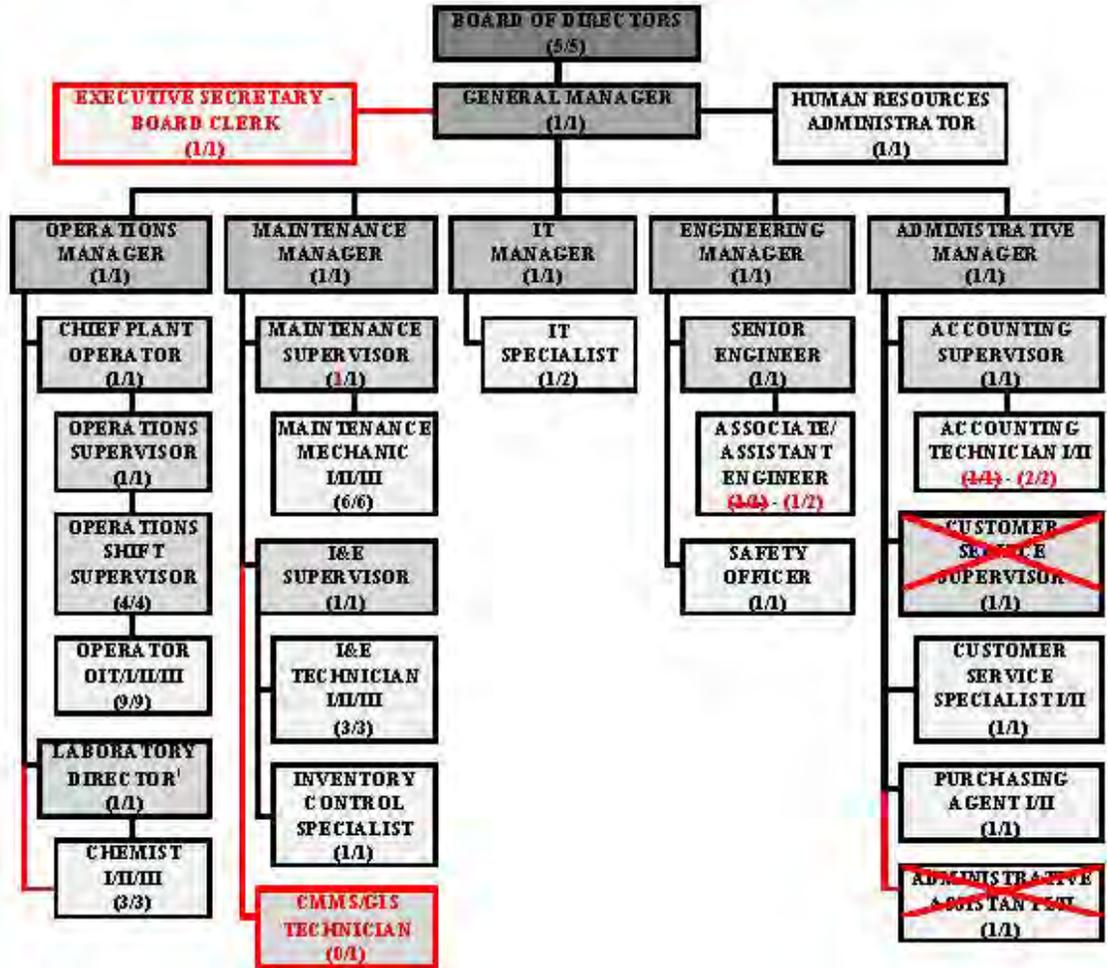
Suggestion	Why/How	Considerations	Urgency
Optimize Lab Services staffing by with support of operations staff	<ul style="list-style-type: none"> In 2019, the number and frequency of process analyses completed by Lab Services staff was modified Laboratory workload analysis revealed that the current required 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.

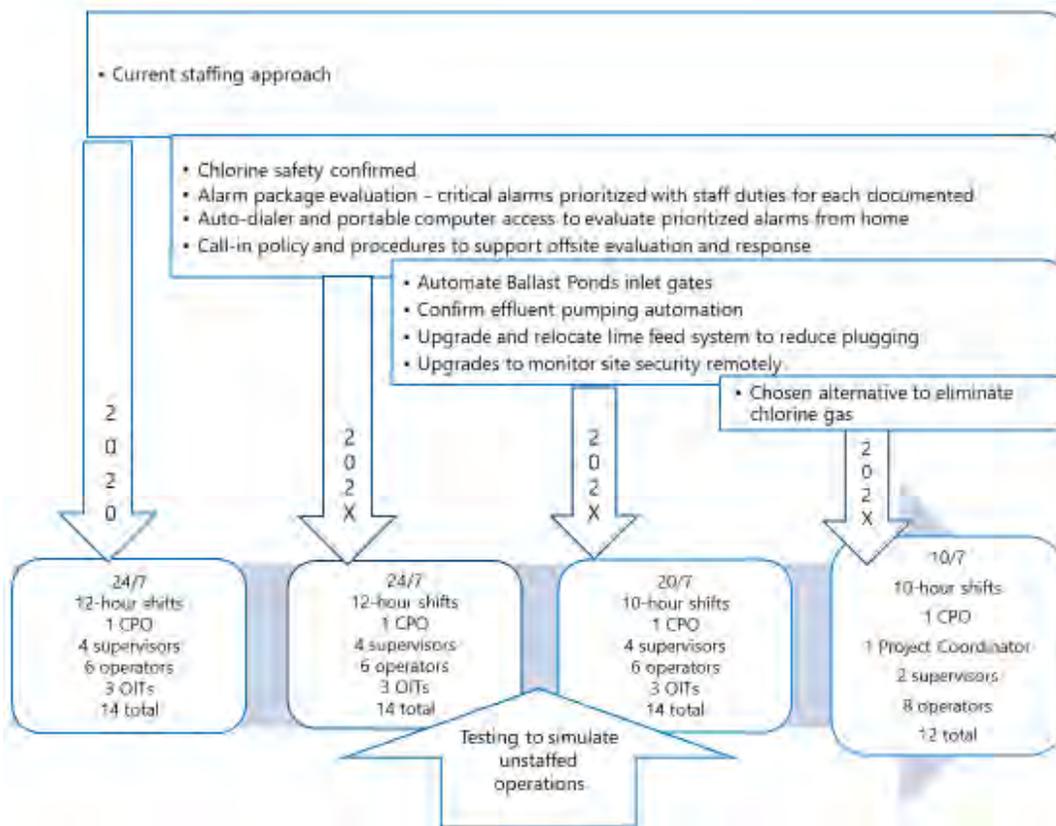


Figure 7 Unmanned Operations Transition Workflow

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: November 18, 2020
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: IV-3
Subject: Approval to accept the Organizational Assessment report

Background

In December 2019, the Board awarded the Organizational Assessment to Carollo Engineers, Inc. In May 2020, the Board appointed President Cox and Vice-President Wilkins to the ad hoc committee for input and feedback on the Organizational Assessment.

The Organizational Assessment was originally anticipated to be completed within a few months of award, however, due to the COVID-19 pandemic, the Organizational Assessment schedule was delayed.

The Organizational Assessment report has been completed and requires acceptance. It should be noted, acceptance only provides confirmation the Organization Assessment report is complete and Carollo Engineers, Inc. have completed the scope of work.

Fiscal Impact

None.

Attachments

None.

Recommendation

Management and staff recommend approval to accept the Organizational Assessment report.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 2020
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: IV-4
Subject: Approval to award the purchase of the Submersible Pump and Power Pack project

Background

The Agency must periodically drain and clean its digesters to keep them operational and functioning well. In the past, this work was outsourced to a contractor and is now performed by in-house staff. For the last digester cleaning project, Agency staff had great success using a portable hydraulically powered submersible trash pump to dewater the digesters. Agency staff would like to purchase a similar unit to assist with future digester cleanings. The equipment would also be available for use in other areas of the plant or on the Truckee River Interceptor for other projects and purposes.

One bid for the equipment was received on October 15, 2020 as follows:

- Pac Machine Co., Inc., Sacramento, CA: \$72,134.03

One minor irregularity was discovered during bid review. It was found that the sum of the unit prices did not match the Total Bid Price. Agency staff contacted the bidder during the bid review process in which the bidder clarified that he had included costs for shipping and taxes in the Total Bid Price line item instead of in the unit pricing, as that was his interpretation of the bidders' instructions. This is a reasonable inference and it is recommended that the Board of Directors waive this as a minor irregularity. This bid may be considered responsible and responsive.

Fiscal Impact

The bid price of \$72,134.03 is approximately 20% higher than the engineer's estimate of \$60,000.00 for the project. It is believed that this overage is on account of requirements for pump testing and DMV registration that had been added to the specification since the project budget was originally developed.

Attachments

None.

Recommendation

Management and staff recommend approval to waive the minor bid irregularity and award the purchase of the Submersible Pump and Power Pack project to Pac Machine Co., Inc. in the amount of \$72,134.03.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 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: November 18, 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.
- Staff prepared operations for winter months.
- After 70 days of adding caustic to final effluent at a set point of 7.5 pH units the last 4 weeks, Well #31 pH is averaging 6.5 pH units.
- Staff is moving forward with the SWRCB requirements for Per-and Polyfluoroalkyl Substances (PFAS) testing.
- Operators continue to train with lab Chemists for weekend laboratory testing.

Laboratory Report:

- Staff performed necessary laboratory testing per WDR requirements and operational needs for the month of October.
- Last month it was reported the laboratory director had deemed the THM testing to be inaccurate as the collection process was incorrect. Upon further inquiry, it was found the THMs had been collected and tested as required and the corresponding result was 12.4 ppb.
- The Regional Water Quality Control Board was informed of the THM result correction.
- Staff is moving forward with the SWRCB requirements for Per-and Polyfluoroalkyl Substances (PFAS) testing.
- Staff continued to train operators for weekend testing.

Work Orders:

- Completed this month: 5
- Pending: 5

Plant Data:

Influent Flow Description	MG
Monthly average daily ⁽¹⁾	2.82
Monthly maximum instantaneous ⁽¹⁾	5.15
Maximum 7- day average	3.12

Effluent Limitation Description ⁽²⁾	WDR Monthly Average		WDR Daily Maximum	
	<i>Recorded</i>	<i>Limit</i>	<i>Recorded</i>	<i>Limit</i>
Suspended Solids (mg/l)	1.5	10.0	2.1	20.0
Turbidity (NTU)	NA	NA	1.9	10.0
Total Phosphorus (mg/l)	0.23	0.80	0.32	1.50
Chemical Oxygen Demand (mg/l)	30	45	34	60

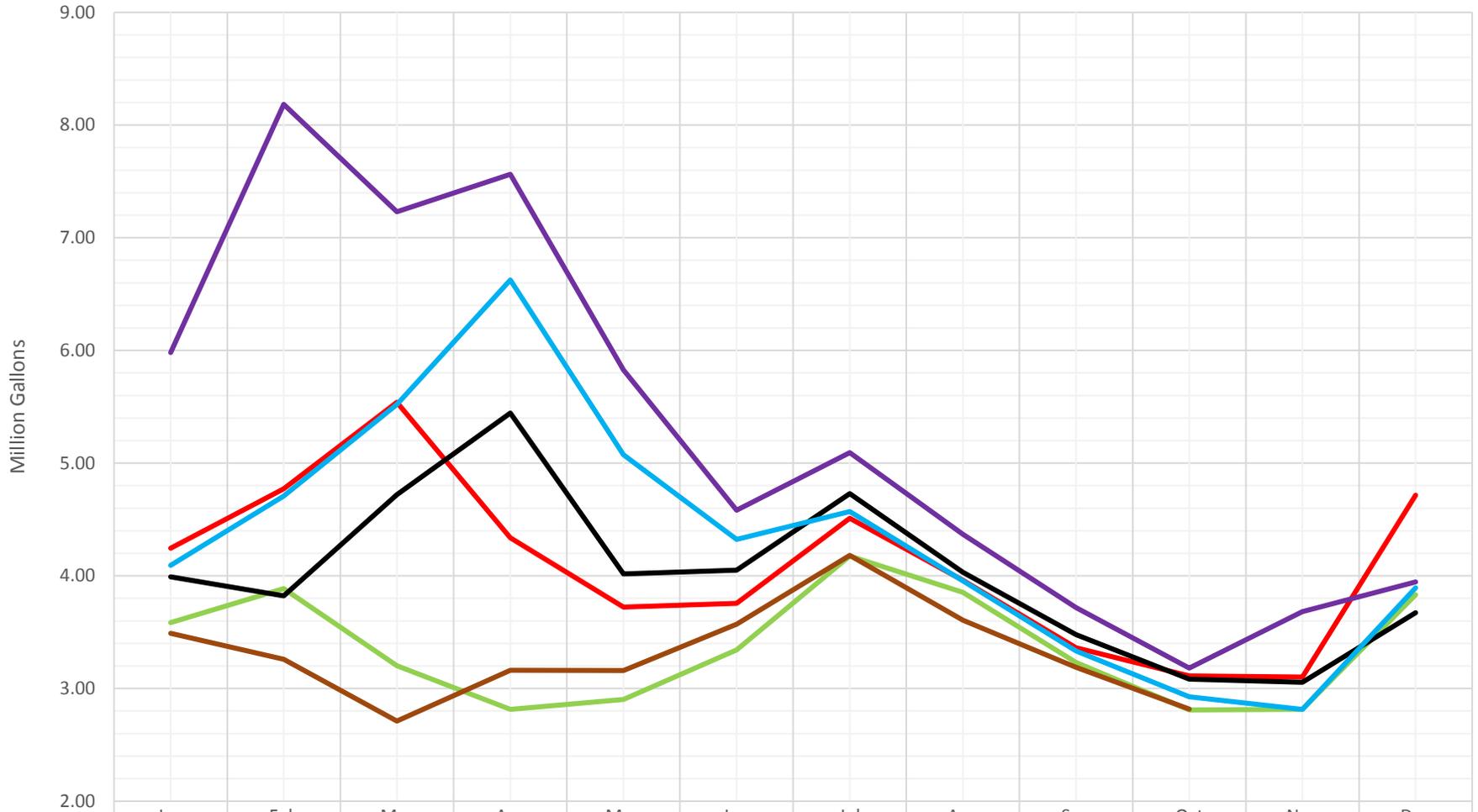
- Notes:
1. Flows are depicted in the attached graph.
 2. Effluent table data per WDR reportable frequency. Attached graphs depict all recorded data.

Review Tracking:

Submitted By: 
 Michael Peak
 Operations Manager

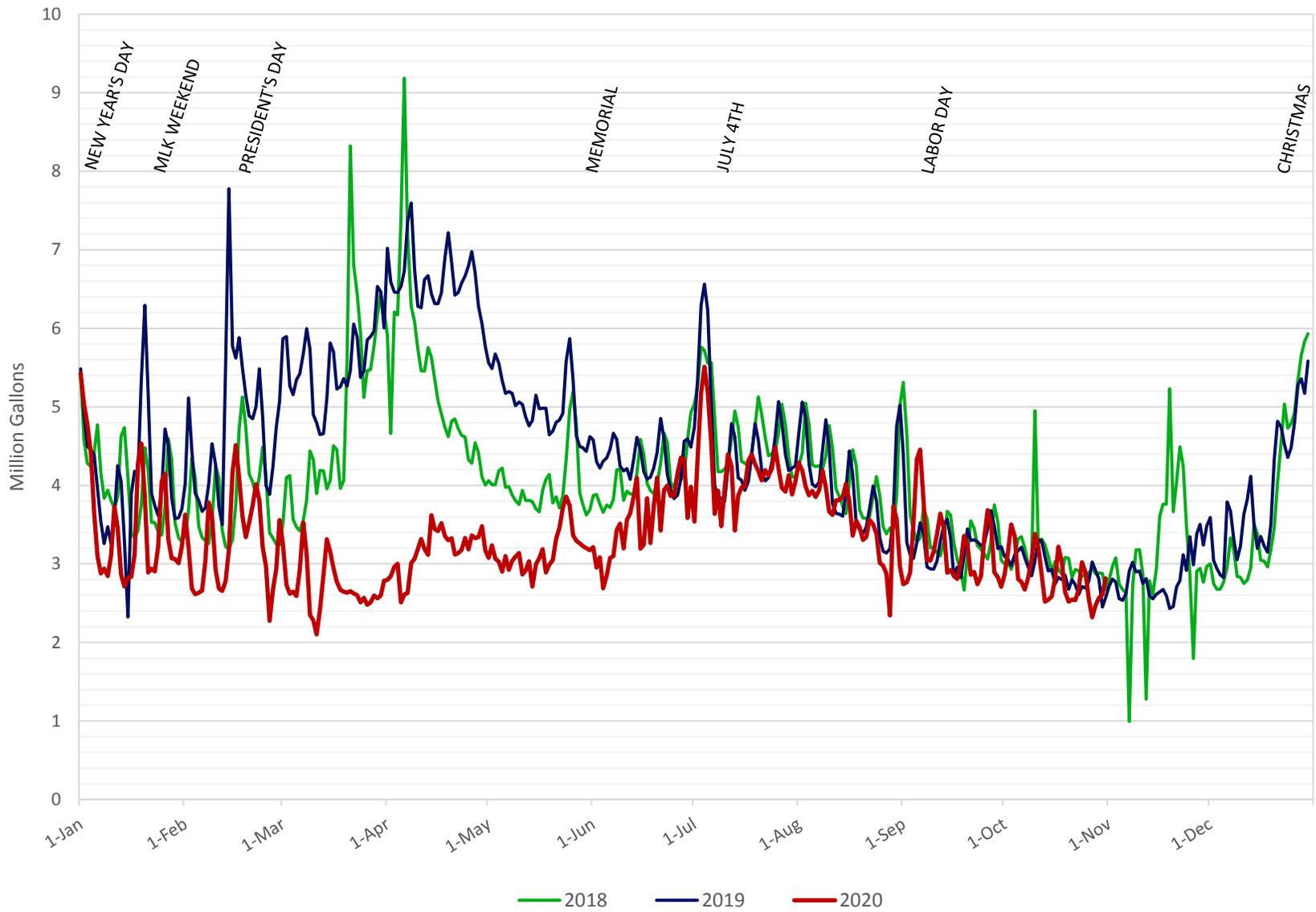
Approved By: 
 LaRue Griffin
 General Manage

Monthly Average Daily Flow (Influent)

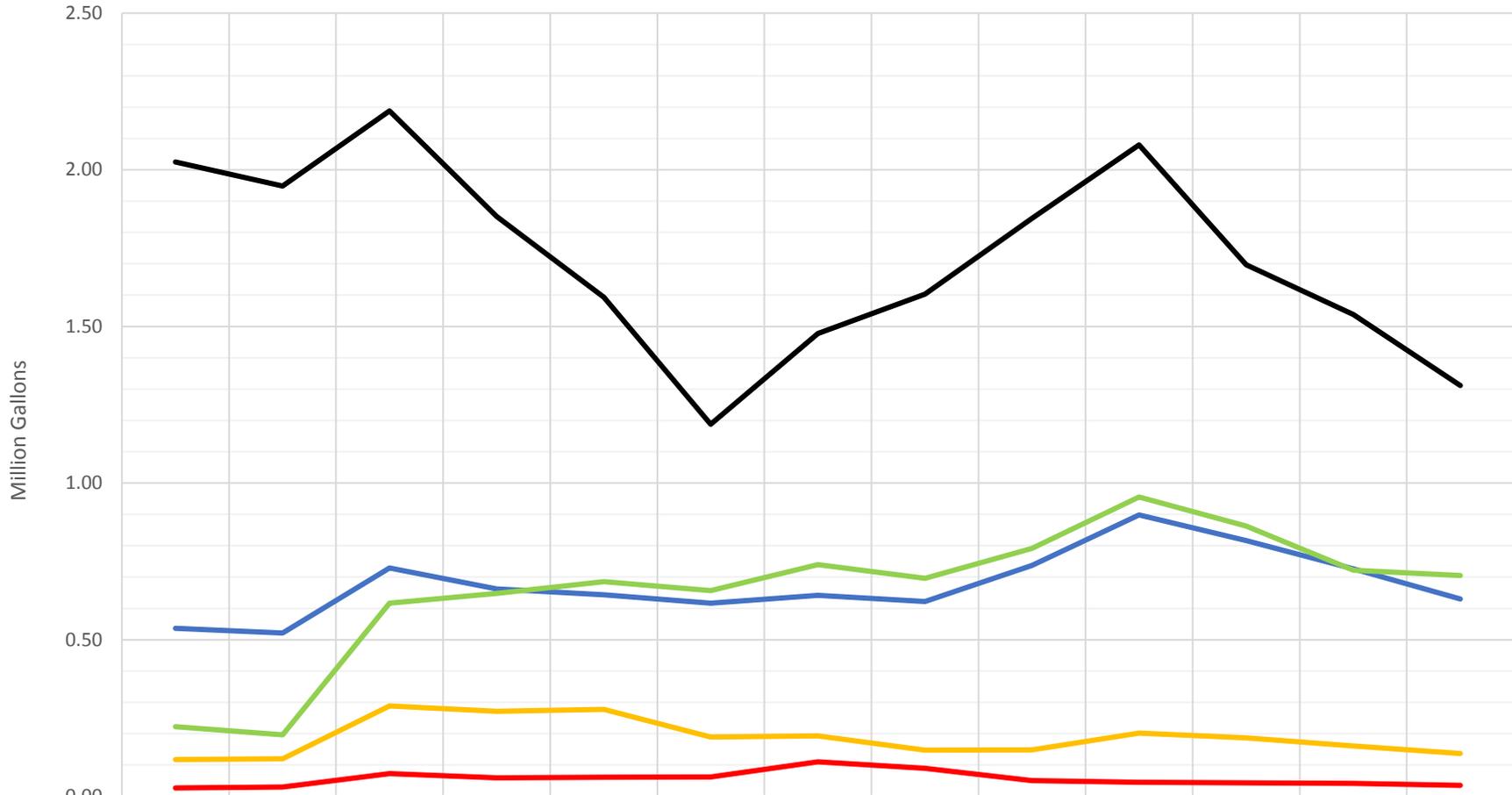


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	3.58	3.89	3.20	2.82	2.90	3.34	4.18	3.85	3.23	2.81	2.81	3.83
2016	4.24	4.77	5.54	4.34	3.72	3.76	4.51	3.96	3.36	3.11	3.10	4.72
2017	5.98	8.18	7.23	7.56	5.83	4.58	5.09	4.37	3.72	3.18	3.68	3.95
2018	3.99	3.82	4.72	5.44	4.02	4.05	4.73	4.03	3.48	3.08	3.06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

T-TSA Daily Influent Flow

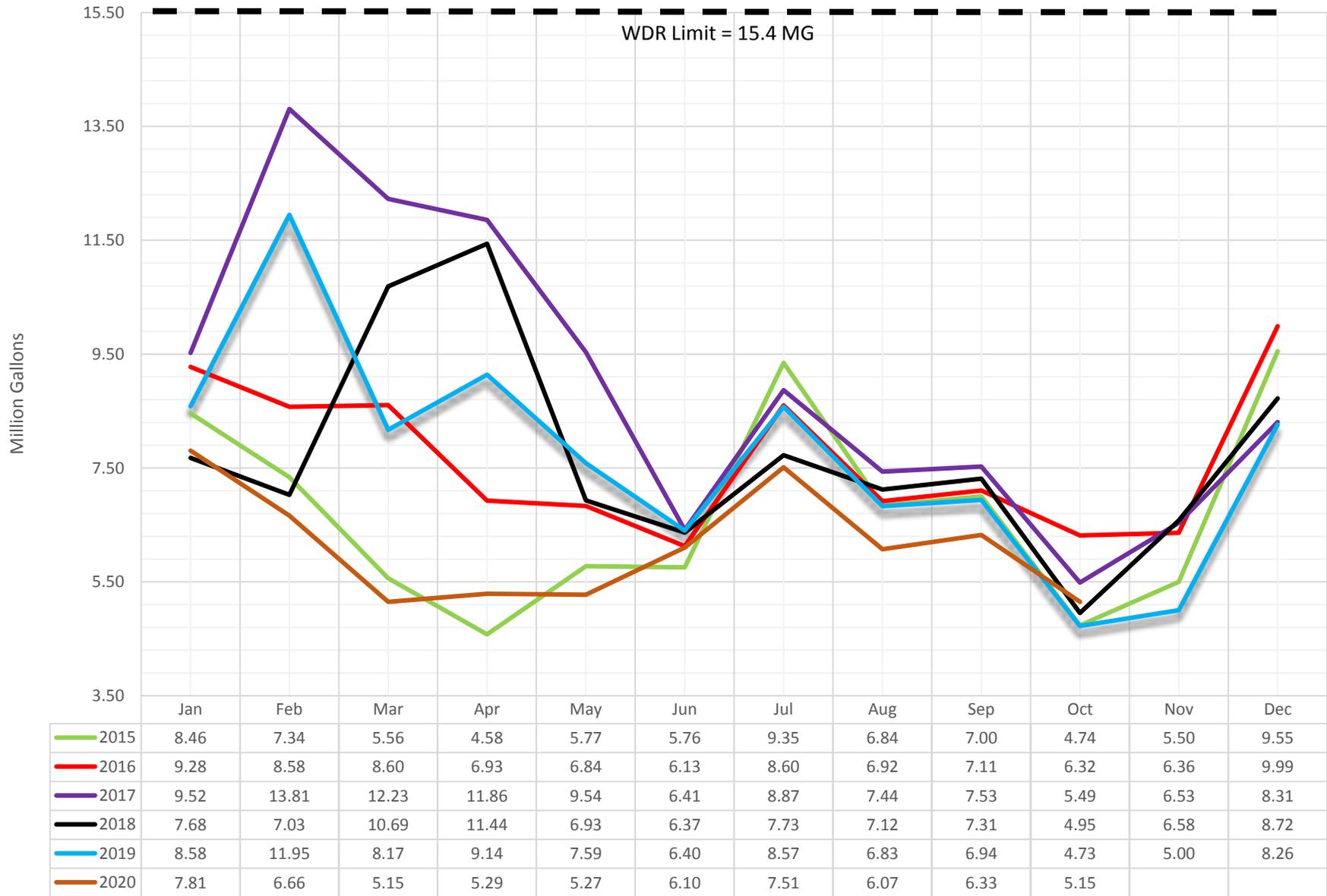


Monthly Average Daily Flow (Districts)

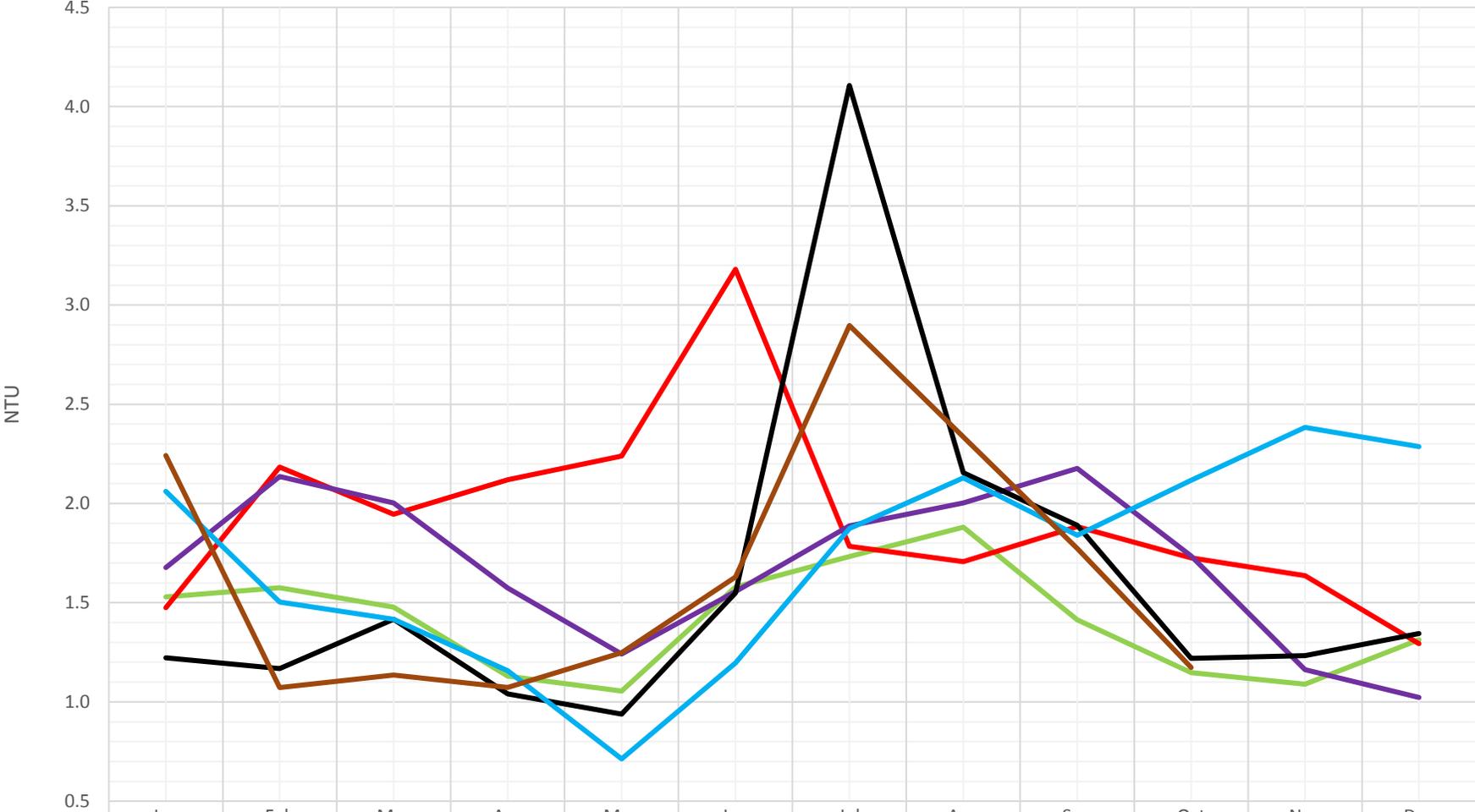


	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20
NTPUD	0.54	0.52	0.73	0.66	0.64	0.62	0.64	0.62	0.74	0.90	0.82	0.73	0.63
TCPUD	0.22	0.20	0.62	0.65	0.68	0.66	0.74	0.70	0.79	0.96	0.86	0.72	0.70
ASCWD	0.03	0.03	0.07	0.06	0.06	0.06	0.11	0.09	0.05	0.05	0.04	0.04	0.03
OVPSD	0.12	0.12	0.29	0.27	0.28	0.19	0.19	0.15	0.15	0.20	0.19	0.16	0.14
TSD	2.02	1.95	2.19	1.85	1.59	1.19	1.48	1.60	1.85	2.08	1.70	1.54	1.31

Monthly Maximum Instantaneous Flow (Influent)

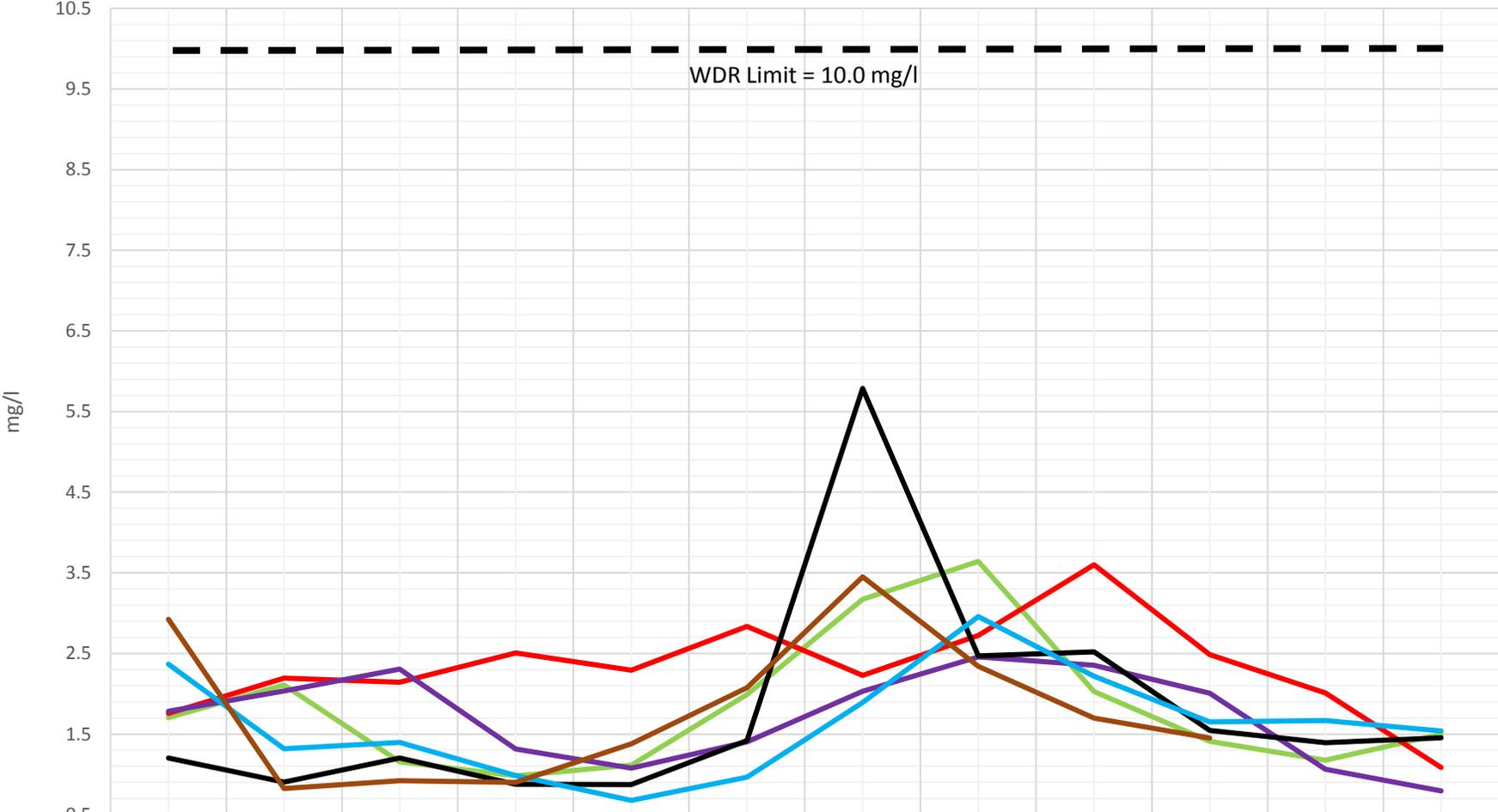


Monthly Average Daily Turbidity (Effluent)



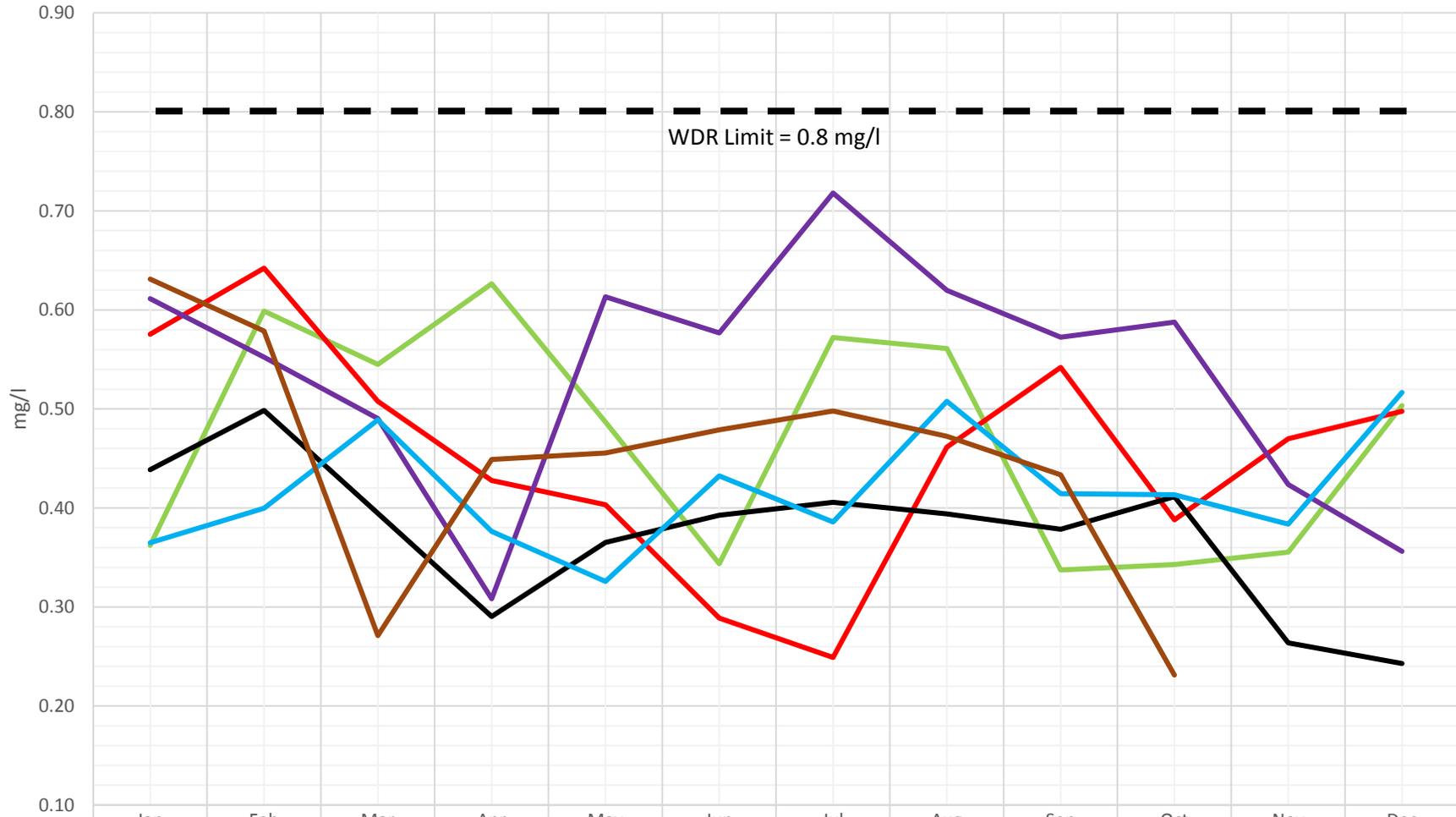
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	1.5	1.6	1.5	1.1	1.1	1.6	1.7	1.9	1.4	1.1	1.1	1.3
2016	1.5	2.2	1.9	2.1	2.2	3.2	1.8	1.7	1.9	1.7	1.6	1.3
2017	1.7	2.1	2.0	1.6	1.2	1.6	1.9	2.0	2.2	1.7	1.2	1.0
2018	1.2	1.2	1.4	1.0	0.9	1.6	4.1	2.2	1.9	1.2	1.2	1.3
2019	2.1	1.5	1.4	1.2	0.7	1.2	1.9	2.1	1.8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

Monthly Average Daily Suspended Solids (Effluent)



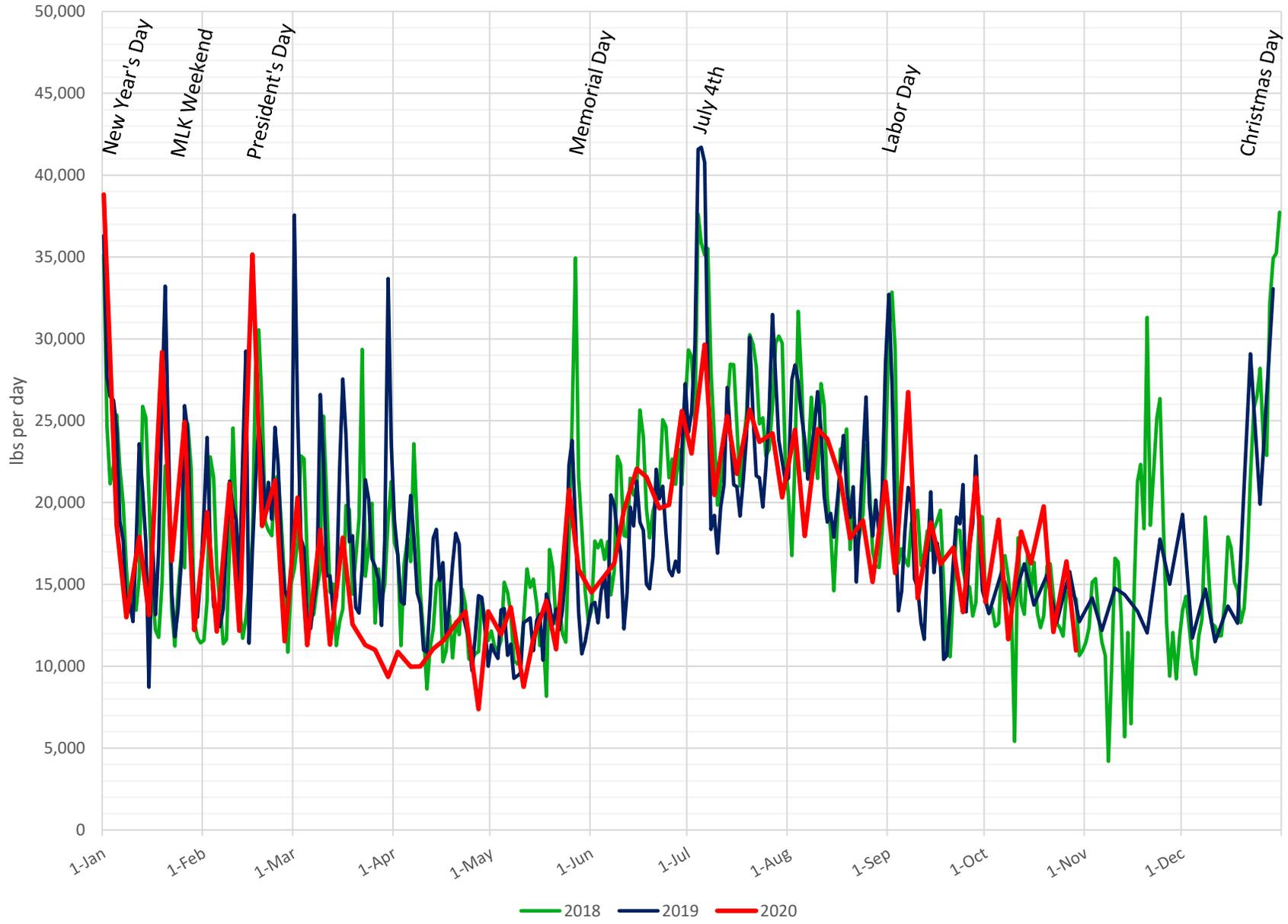
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	1.7	2.1	1.2	1.0	1.1	2.0	3.2	3.6	2.0	1.4	1.2	1.5
2016	1.8	2.2	2.1	2.5	2.3	2.8	2.2	2.7	3.6	2.5	2.0	1.1
2017	1.8	2.0	2.3	1.3	1.1	1.4	2.0	2.5	2.4	2.0	1.1	0.8
2018	1.2	0.9	1.2	0.9	0.9	1.4	5.8	2.5	2.5	1.5	1.4	1.5
2019	2.4	1.3	1.4	1.0	0.7	1.0	1.9	3.0	2.2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

Monthly Average Daily Total Phosphorus (Effluent)

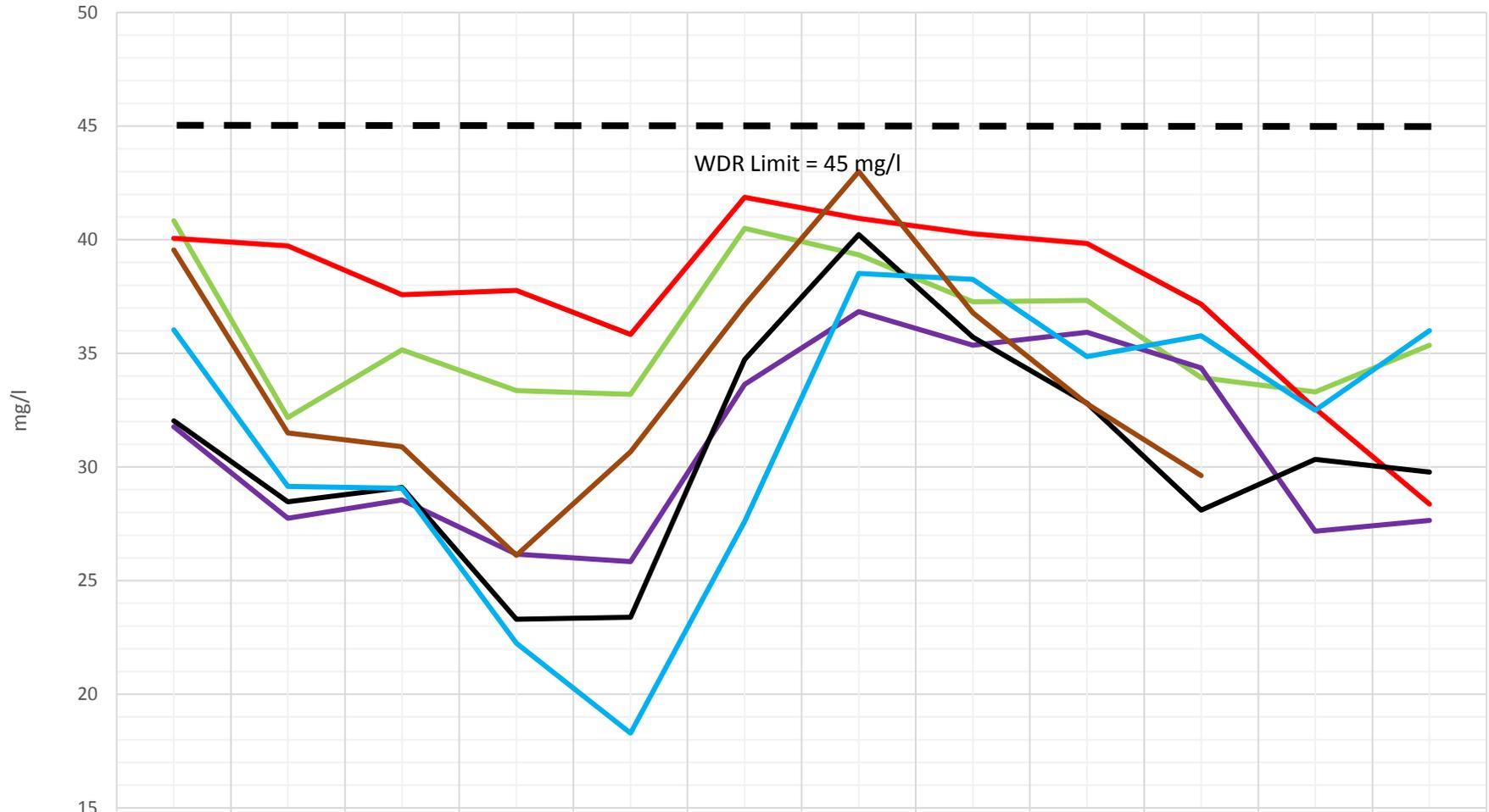


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	0.36	0.60	0.54	0.63	0.49	0.34	0.57	0.56	0.34	0.34	0.36	0.50
2016	0.58	0.64	0.51	0.43	0.40	0.29	0.25	0.46	0.54	0.39	0.47	0.50
2017	0.61	0.55	0.49	0.31	0.61	0.58	0.72	0.62	0.57	0.59	0.42	0.36
2018	0.44	0.50	0.39	0.29	0.37	0.39	0.41	0.39	0.38	0.41	0.26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

COD Influent Loading



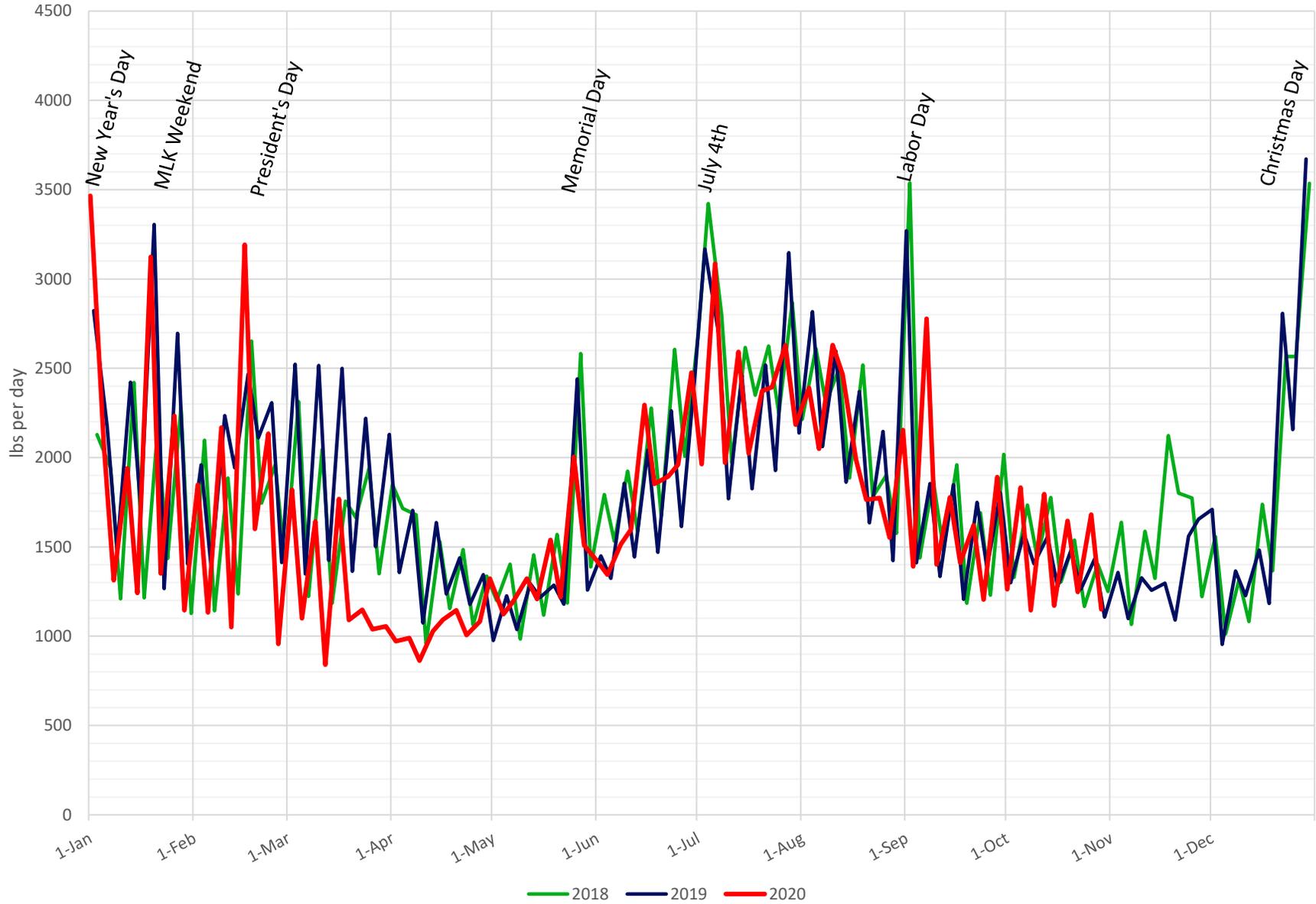
Monthly Average Daily Chemical Oxygen Demand (Effluent)



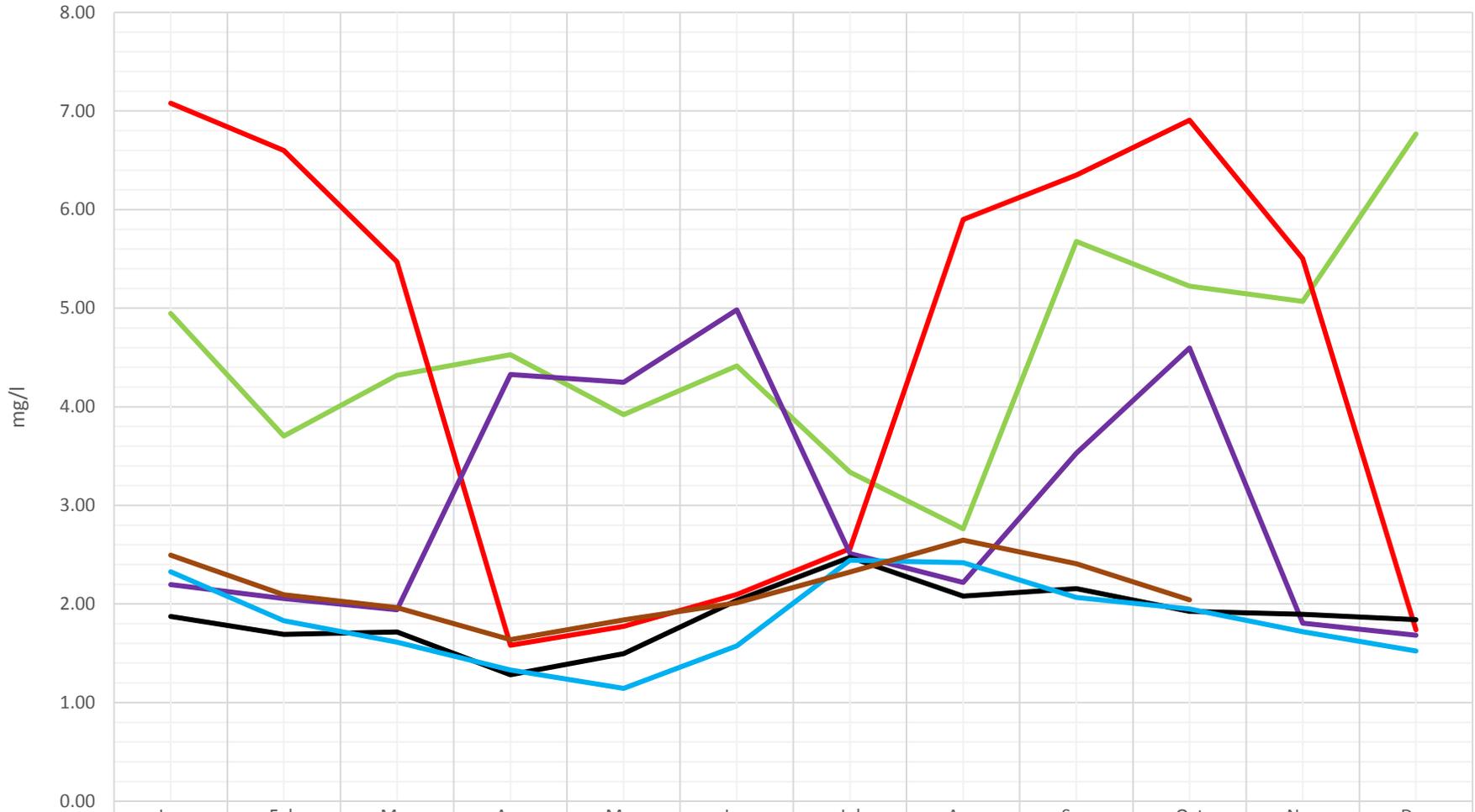
WDR Limit = 45 mg/l

	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		

TKN Influent Loading

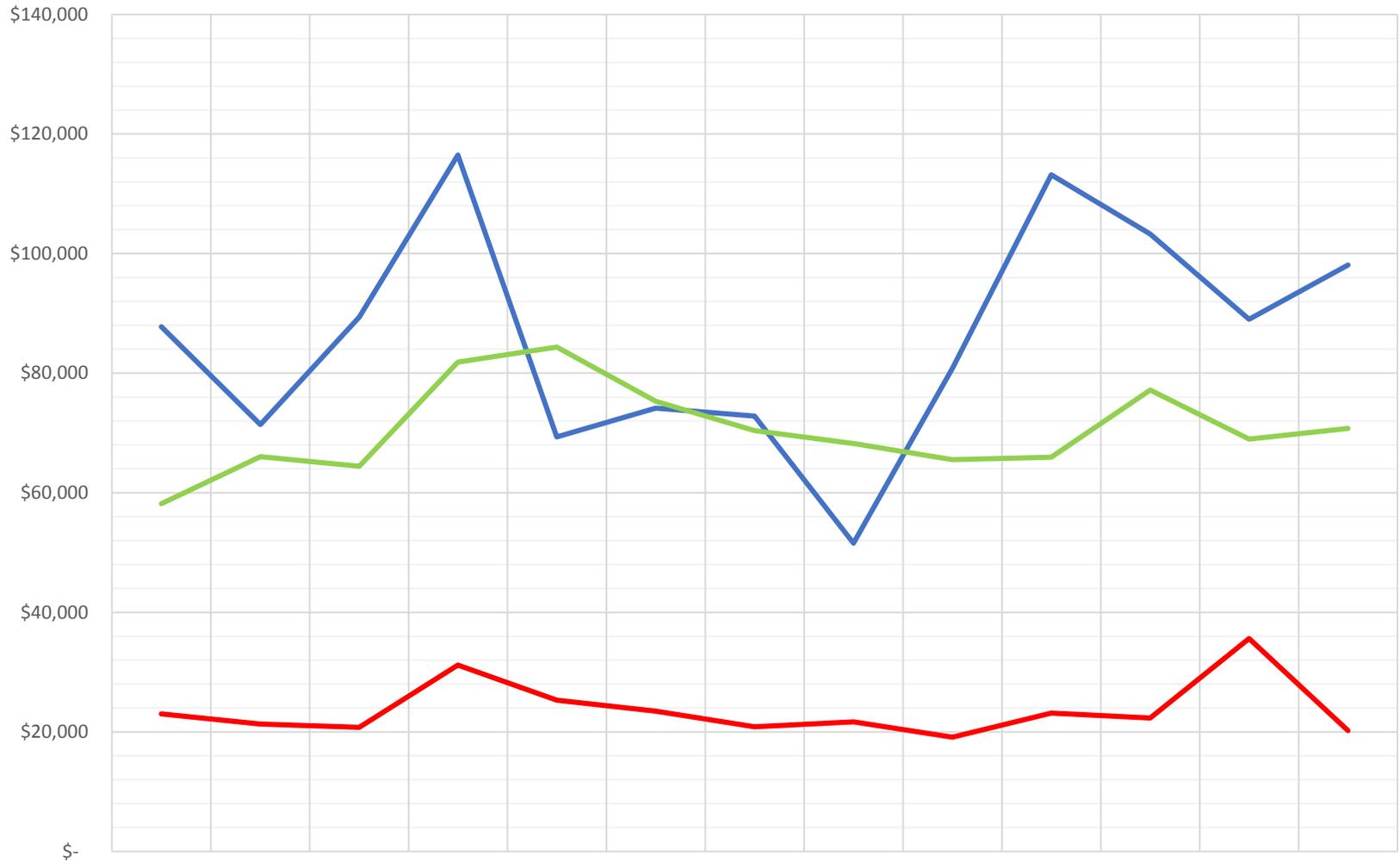


Monthly Average Daily Total Nitrogen (Effluent)



	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		

Chemical, Power and Sludge Disposal Costs



	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20
— Chemical	\$87,752	\$71,385	\$89,384	\$116,483	\$69,350	\$74,168	\$72,801	\$51,561	\$80,784	\$113,171	\$103,254	\$89,024	\$98,091
— Power	\$58,163	\$66,044	\$64,431	\$81,851	\$84,369	\$75,309	\$70,394	\$68,257	\$65,547	\$65,959	\$77,175	\$68,963	\$70,762
— Sludge Disposal	\$23,009	\$21,328	\$20,741	\$31,185	\$25,291	\$23,459	\$20,855	\$21,699	\$19,116	\$23,148	\$22,342	\$35,610	\$20,211



TAHOE-TRUCKEE SANITATION AGENCY MAINTENANCE DEPARTMENT REPORT

Date: November 18, 2020
To: Board of Directors
From: Richard Pallante, Maintenance Manager
Subject: Maintenance Report

- ◆ **Project support:** In the month of October, Maintenance staff provided support for the following projects:
 - 2020 Administration Building Remodel project.
 - 2020 Painting Project.
 - 2020 Digital Scanning Project.

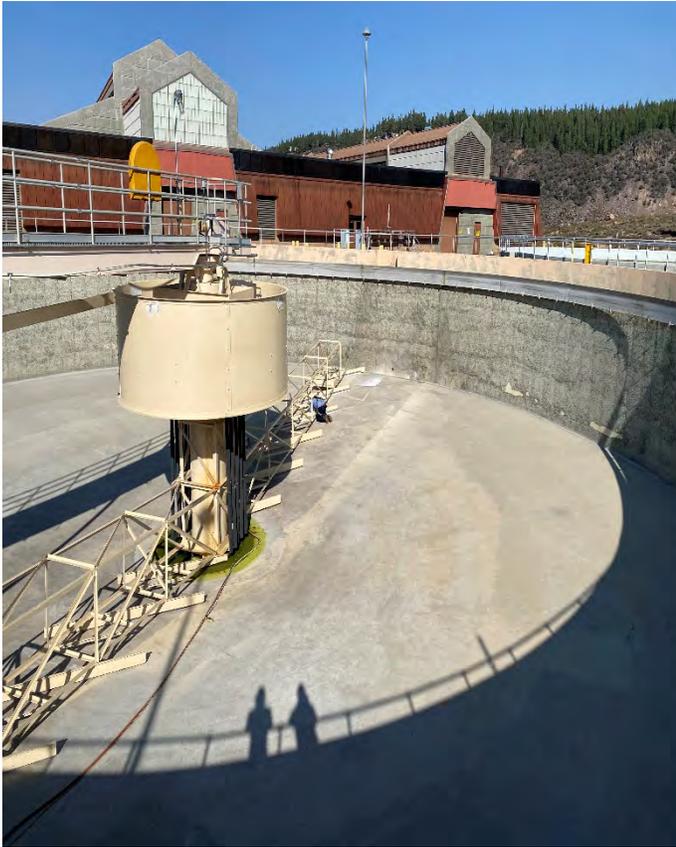
- ◆ **Plant Maintenance projects:** Maintenance staff performed tasks on the following ongoing projects:
 - Completed root ball removal on TRI between MH-81 and MH-82.
 - Completed Secondary #3 re-assembly installing new scrappers and adjusting.
 - Repaired draft tubes in Secondary #1.
 - Added isolation valves to filter #4.
 - Hot patch asphalt after water line repair.
 - Installed first of three new BNR supply water VFDs. Install of #2 in progress.
 - Annual fire system inspections completed.
 - Completed PM and data gathering of equipment at disposal fields.

- ◆ **Work Orders**
 - Completed this month: Mechanical-59, Fleet-12, Electrical & Instrumentation-24.
 - Pending: Mechanical-109, Fleet-20, Electrical & Instrumentation-48.

Review Tracking:

Submitted By: 
Richard Pallante
Maintenance Manager

Approved By: 
LaRue Griffin
General Manager



Secondary #3



Secondary #1



Patch Work



TAHOE-TRUCKEE SANITATION AGENCY ENGINEERING DEPARTMENT REPORT

Date: November 18, 2020
To: Board of Directors
From: Jay Parker, Engineering Manager
Subject: Engineering Report

◆ **Projects:** In the month of October, Engineering staff continued working on the following projects:

- Master Sewer Plan
- 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 Plant Painting 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

◆ **Work Orders**

- Engineering:
 - Completed this month: 0
 - Pending: 0
- Safety:
 - Completed this month: 1
 - Pending: 1

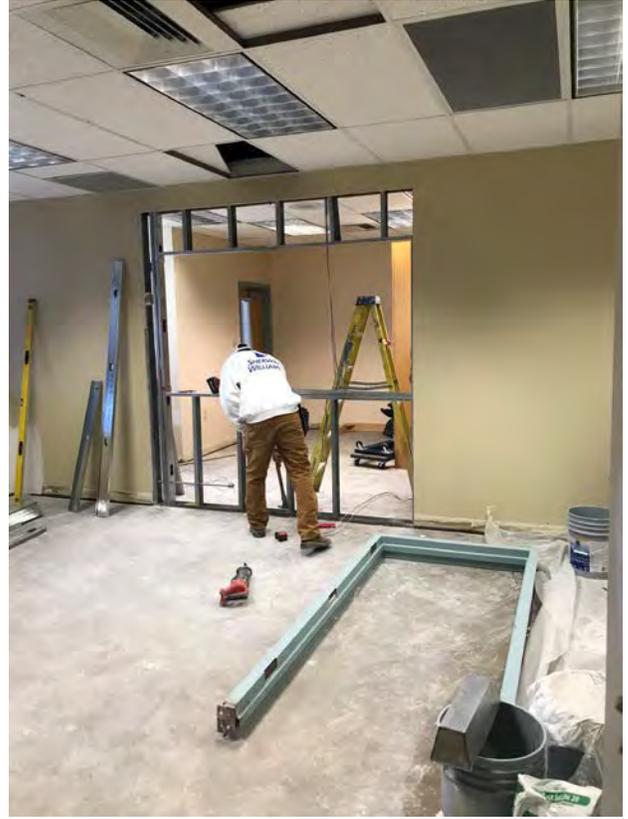
Review Tracking:

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



2020 Administration Building Remodel Project



2020 Administration Building Remodel Project



TAHOE-TRUCKEE SANITATION AGENCY IT DEPARTMENT REPORT

Date: Nov. 18, 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
- 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
 - Sourced new computers
 - Building test bench
- Installation 1 of 3 BNR influent pump VFDs
 - Integrated VFD80001 into our SCADA system and has been in operation for 2 weeks
- BNR Blower Cabinet Environment Monitoring and Logging --PAUSED
 - PLC Installed in Blower 8 Cabinet
 - PLC Installed in Blower 5 Cabinet
 - Differential pressure and cabinet temperature sensors are connected into PLC
 - Ready to bring into SCADA
- Hiring New IT Specialist
 - Second round of interviews complete and a candidate has been chosen
 - Offer being made
- Admin Remodel
 - Waiting for building re-opening and instructions from Engineering
 - The IT department is working remotely due to loss of office space and coming in when required.
- Work Orders
 - Completed in Oct.-Nov.: 22
 - Outstanding: 96

Submitted By: 
Robert Gray
IT Department Manger

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY ADMINISTRATIVE DEPARTMENT REPORT

Date: November 18, 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 53 new account permits and prepared associated letters, reports and invoices.
 - Continued coordination with Caselle software for ongoing training and troubleshooting.
- 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

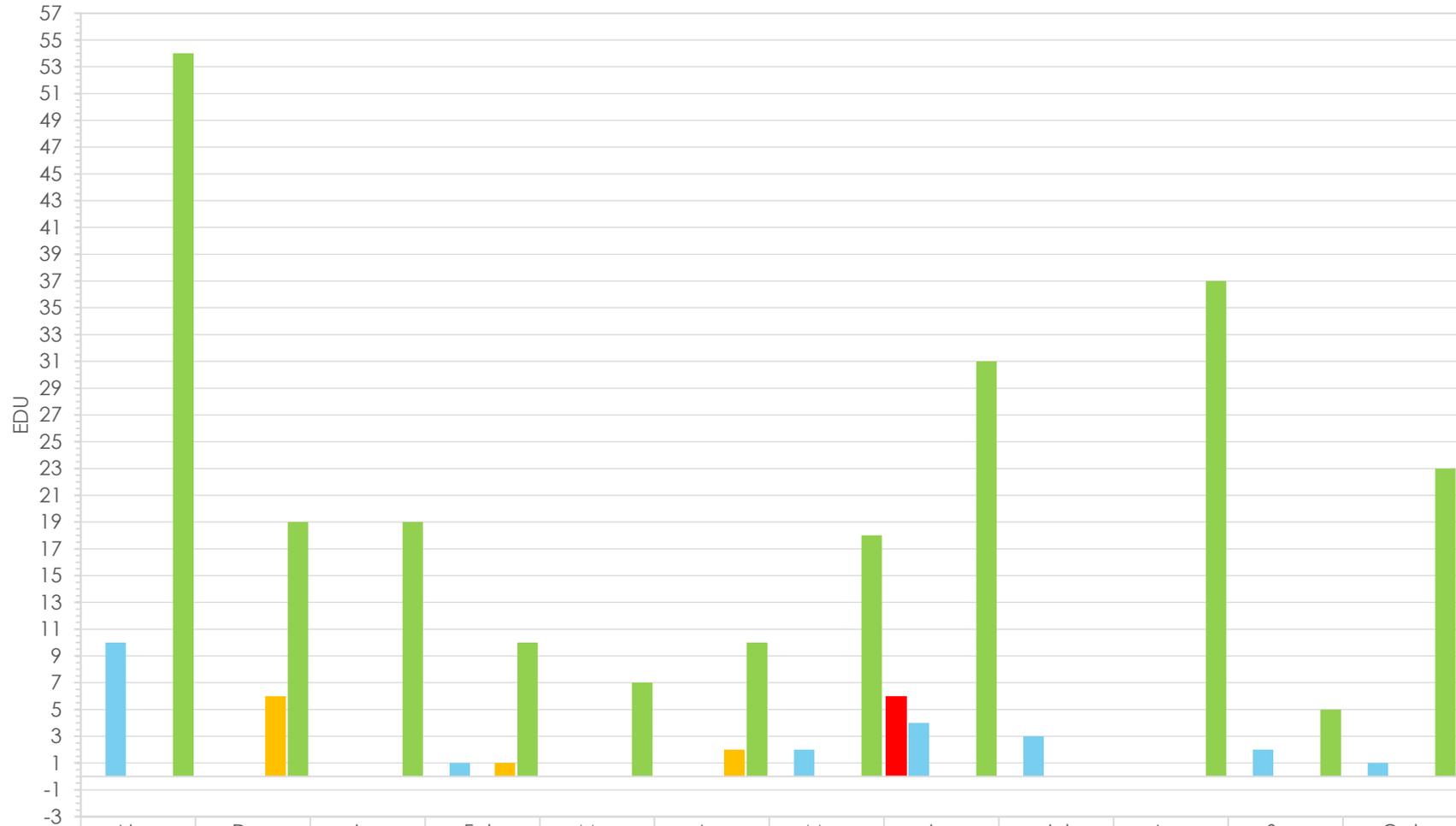
CONNECTION FEES - OCTOBER 2020

Connection Fee Type	MTD Count (#)	MTD Total Ft ²	MTD Total \$	YTD Count (#)	YTD Total Ft ²	YTD Total \$
Residential	53	164,727	\$ 362,772.25	179	431,669	\$ 1,018,920.75
Residential Ft ² Additions	4	3,012	\$ 5,271.00	10	8,738	\$ 15,291.50
Residential Ft ² Additions - Exempt	0	0	N/A	0	0	N/A
Accessory Dwelling Unit (ADU)	2	1,290	\$ 5,257.50	5	3,934	\$ 14,384.50
Accessory Dwelling Unit (ADU) - Exempt	1	454	N/A	4	2,090	N/A
Commercial	1	N/A	\$ 22,000.00	6	N/A	\$ 100,000.00
Industrial	0	N/A	\$ -	0	N/A	\$ -
Grand Total	61	169,483	\$ 395,300.75	204	446,431	\$ 1,148,596.75

INSPECTIONS -OCTOBER 2020

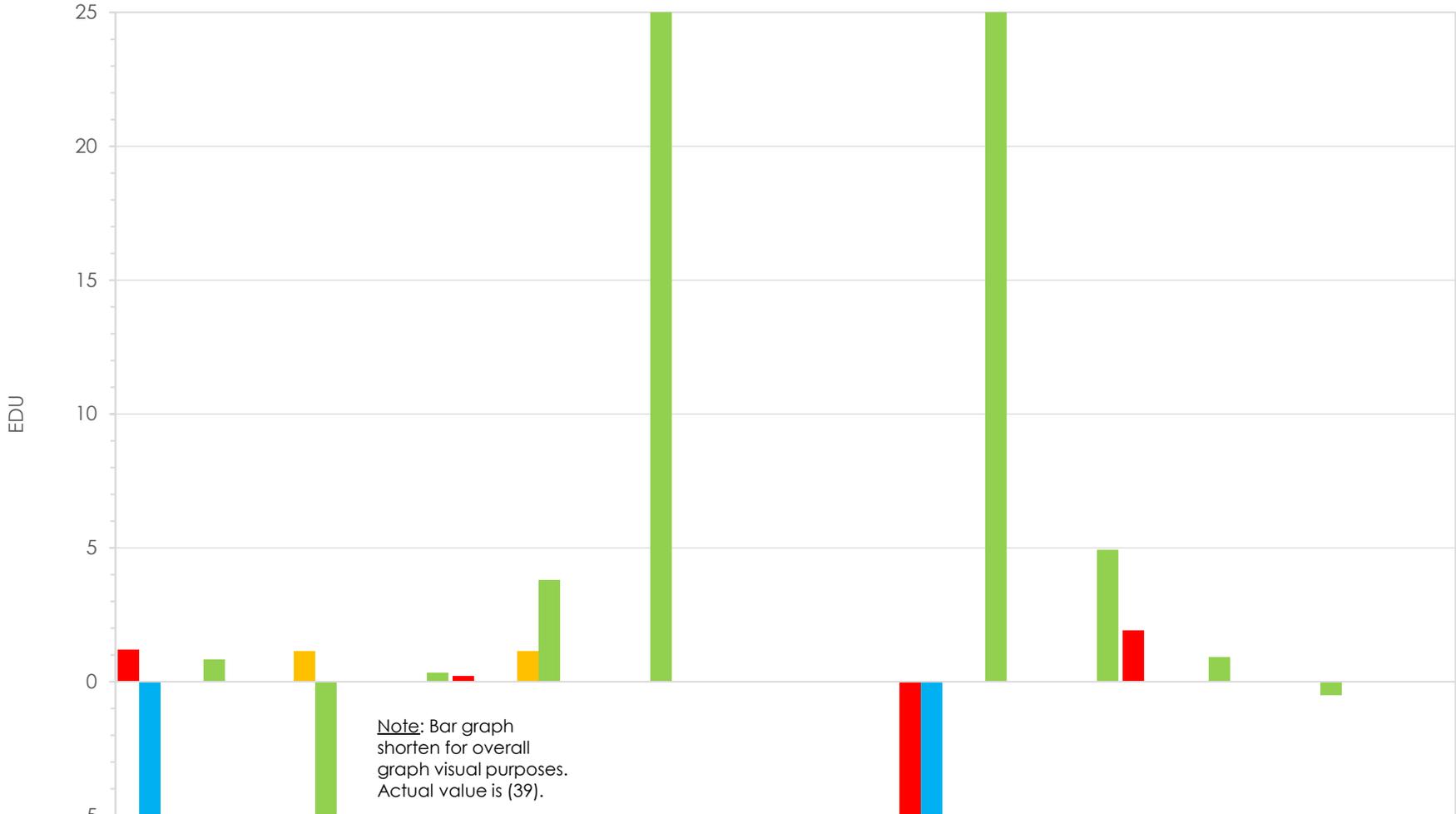
Inspection Type	MTD Count #	MTD Total	YTD Count #	YTD Total
Commercial	6	6	12	12
Residential (Drive-by of Suspended Accounts)	0		0	

Residential EDU Summary



	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
■ NTPUD	0	0	0	0	0	0	0	6	0	0	0	0
■ TCPUD	10	0	0	1	0	0	2	4	3	0	2	1
■ ASCWD	0	0	0	0	0	0	0	0	0	0	0	0
■ OVSPD	0	6	0	1	0	2	0	0	0	0	0	0
■ TSD	54	19	19	10	7	10	18	31	0	37	5	23

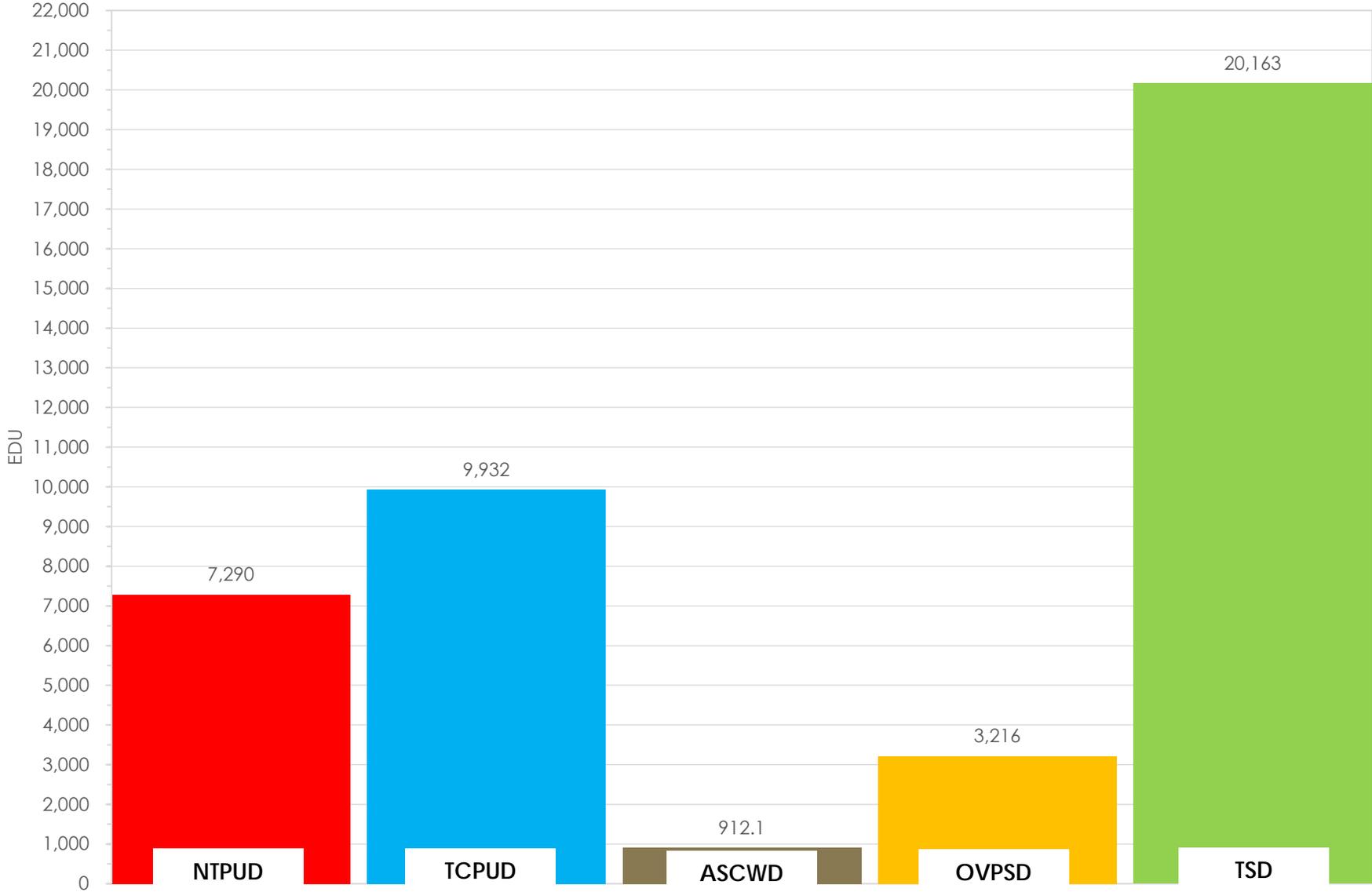
Other EDU Summary



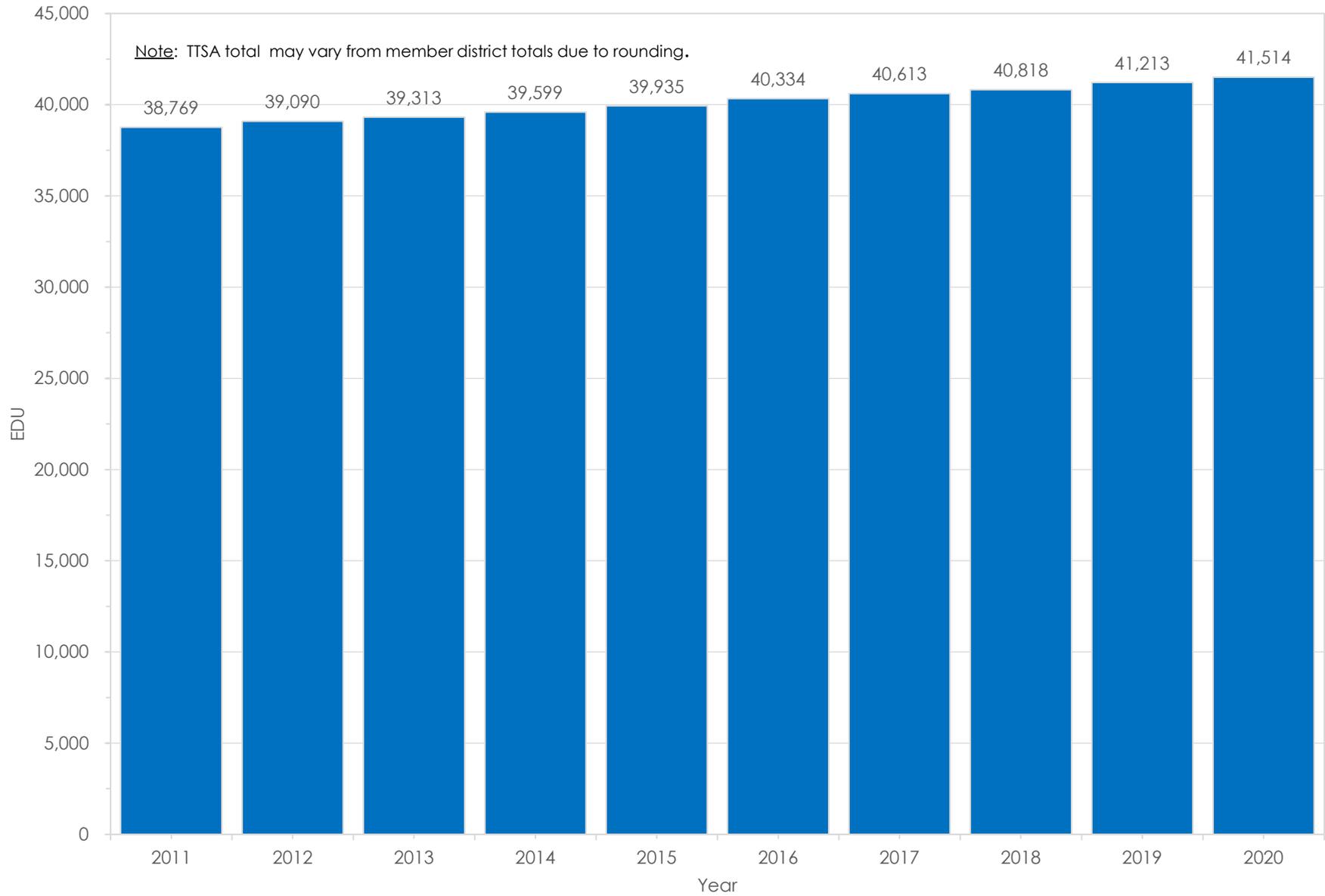
Note: Bar graph shorten for overall graph visual purposes. Actual value is (39).

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
■ NTPUD	1.2	0.0	0.0	0.2	0.0	0.0	0.0	(8.2)	0.0	1.9	0.0	0.0
■ TCPUD	(7.6)	0.0	0.0	0.0	0.0	0.0	0.0	(6.0)	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	0.0	1.2	0.0	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
■ TSD	0.8	(6.9)	0.3	3.8	73.1	0.0	0.0	46.9	4.9	0.9	(0.5)	0.0

Current EDU Summary By Member District



Historical TTSA EDU Summary





TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 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.
- All staff from the Admin. Bldg. have relocated to the portable trailers, relocated to other locations within the WWTP or are telecommuting.
- Management approved Change Order Nos. 1 & 2 for the 2020 Administration Building Remodel project (attached).
- Management approved Change Order No. 2 for the 2020 Digital Scanning of sewer Lines project (attached).
- Management and staff completed health benefit enrollment per Resolution No. 12-2020. Attached is a summary of the CalPERS health benefit, as chosen by staff, identifying the annual Agency savings and staff HRA benefits.

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. 1
(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:

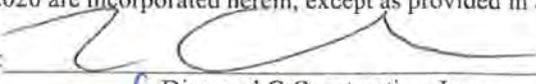
ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
1	Additional cost of \$0.60/LF for all labor, tools, and materials for installation of 4 1/2" Resilient Base and related materials instead of the specified 4" Resilient Base.	1,150	LF	\$0.60	\$690.00
2	Cost for all labor, tools, and materials necessary for replacement of existing 2'x4' damaged acoustic ceiling tiles.	55	EA	\$38.15	\$2,098.25
3	Cost for all labor, tools, and materials necessary for replacement of existing 2'x2' damaged acoustic ceiling tiles.	10	EA	\$31.04	\$310.40
4	Cost for all labor, tools, and materials necessary to remove secondary door in Room 114, closest to Corridor 6A, frame opening, install drywall, texturing, and painting to match adjacent wall finish.	1	LS	\$1,052.09	\$1,052.09
5	Cost for all labor, tools, and materials necessary to demolish a portion of the existing wall between Room 110 and Room 111 for installation of salvaged door and frame from Room 114, new metal stud framing, reworking existing electrical as needed, demolishing existing cabinets in Room 110, and performing any and all necessary drywall repair, texturing, and painting to match adjacent wall finish.	1	LS	\$2,582.08	\$2,582.08

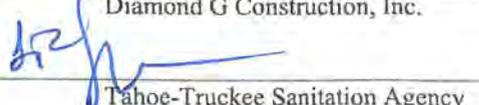
ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
6	Cost for all labor, tools, and materials necessary for drywall patching of unused electrical boxes, ensuring surfaces shall not show any features of previously installed electrical boxes, and shall match texturing and painting of adjacent wall finish.	13	EA	\$50.00	\$650.00
7	Cost for all labor, tools, and materials necessary for installation of R30 Sound Batts in the suspended drop ceiling, to provide sound deadening between Room 113 (Office No. 13) and Room 121 (Foyer) front desk area.	1	LS	\$1,460.50	\$1,460.50
8	Provide Credit for complete replacement of sound fabric and gypsum board in Room 120 and provide all labor, tools, and materials necessary for removal of sound fabric and all necessary drywall repair, texturing, and painting to match adjacent wall finish.	1	LS	\$148.79	(\$148.79)
9	Add an additional 14 calendar days to the work period and change the Contract; Part 2 Contract Forms, Paragraph 2.1.5; CHANGE "November 20 th , 2020." to "December 4 th , 2020." Part 6 Specifications, Section 01 00 00, General Requirements, Paragraph 1.7.C.1; CHANGE "November 20 th , 2020." to "December 4 th , 2020."	N/A	N/A	\$0	\$0
10	Total compensation for all Contractor costs associated with the work period extension as described in Item 9 above, including, but not limited to additional rental period for the Temporary Construction Trailers and other related items.	14	DAYS	\$56.00	\$784.00
Total Cost for Items 1 through 10					\$9,478.53

ORIGINAL CONTRACT AMOUNT: \$245,216.95
CONTRACT MODIFICATION NO. 1 AMOUNT: \$9,478.53
REVISED CONTRACT AMOUNT: \$254,695.48

CONTRACT TIME ADJUSTMENT: **Revised as indicated herein.**

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:  10-20-20
Date
Diamond G Construction, Inc.

APPROVED BY:  10/22/20
Date
Tahoe-Truckee Sanitation Agency

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General Manager

LaRue Griffin

CONTRACT MODIFICATION NO. 2 (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:

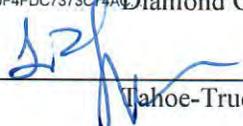
ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
1	Cost for all labor, tools, and materials necessary for installation of corner guards on all drywall corners throughout the Administration Building.	1	LS	\$1,614.75	\$1,614.75
2	Cost for all labor, tools, and materials necessary for installation of a new device box and conduit to end in the ceiling, drywall repair, patching, texturing, and painting in Room 110 (Office No. 10).	1	LS	\$1,081.93	\$1,081.93
3	Cost for all labor, tools, and materials necessary for removal and disposal of existing laminate countertops (Quantity: 2) and installation of new quartz countertops with bullnose edging and 6" backsplash on all cabinetry in Room 126 (Copy Room).	1	LS	\$7,043.25	\$7,043.25
4	Cost for all labor, tools, and materials necessary for installation of new gypsum board, skim coat, resilient base, and paint along the bottom 19" of the existing split face Concrete Masonry Unit wall inside Room 112 (Office No. 12) adjacent and shared with Room 121 (Foyer).	1	LS	\$1,928.60	\$1,928.60
5	Cost for all labor, tools, and materials necessary for installation of resilient base, wall touch up, and painting of the existing gypsum board walls in Corridor 6A, outside and adjacent to Room 110 (Office No. 10).	1	LS	\$416.38	\$416.38

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
6	Cost for all labor, tools, and materials necessary for removal and disposal of existing windows (Quantity: 2) and installation of new windows in Room 120 (Quantity: 1) and Advance Waste Treatment Control Room (Quantity: 1).	1	LS	\$934.50	\$934.50
Total Cost for Items 1 through 6					\$13,019.41

ORIGINAL CONTRACT AMOUNT:	\$245,216.95
CONTRACT MODIFICATION NO. 1 AMOUNT:	\$9,478.53
CONTRACT MODIFICATION NO. 2 AMOUNT:	<u>\$13,019.41</u>
REVISED CONTRACT AMOUNT:	267,714.89

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:	<small>DocuSigned by:</small> <i>Michael Grashuis</i>	11/12/2020
	<small>0F4FDC7373C74AD</small> Diamond G Construction, Inc.	Date
APPROVED BY:		11/12/20
	Tahoe-Truckee Sanitation Agency	Date

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S. Lane Lewis

General Manager

LaRue Griffin

CONTRACT MODIFICATION NO. 2 (Change Order)

The following additions, deletions or revisions to the Contract Documents for the 2020 Digital Scanning of Sewer Lines by and between the Tahoe-Truckee Sanitation Agency and Pipe and Plant Solutions, Inc. dated August 18th, 2020 have been ordered and authorized:

ITEM	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
1	Add an additional 14 calendars days to the work period and change the Contract; Part 2 Contract Forms, Paragraph 2.1.5; CHANGE "October 16 th , 2020." to "October 30 th , 2020." Part 6 Specifications, Section 6.00, Base Bid, Paragraph 1.05.A.; CHANGE "October 16 th , 2020." to "October 30 th , 2020."	N/A	N/A	\$0.00	\$0.00
Total Cost for Item 1					\$0.00

ORIGINAL CONTRACT AMOUNT:	\$86,372.00
CONTRACT MODIFICATION NO. 1 AMOUNT:	(\$276.56)
CONTRACT MODIFICATION NO. 2 AMOUNT:	\$0.00
REVISED CONTRACT AMOUNT:	\$86,095.44

CONTRACT TIME ADJUSTMENT: **Revised as indicated herein.**

All terms and conditions stipulated in the Contract Documents for the 2020 Digital Scanning of Sewer Lines by and between the Tahoe-Truckee Sanitation Agency and Pipe and Plant Solutions, Inc. dated August 18th, 2020 are incorporated herein, except as provided in approved Contract Modifications.

ACCEPTED BY: <u>Jordan Camacho</u> <i>Jordan L. Camacho</i>	<u>10/22/2020</u>
Pipe and Plant Solutions, Inc.	Date
APPROVED BY: <u>[Signature]</u>	<u>10/26/20</u>
Tahoe-Truckee Sanitation Agency	Date

Agency CalPERS Health Benefit Summary

CalPERS Health Benefit Plan	Pre- Resolution No. 12-2020			Post- Resolution No. 12-2021		
	Approx. Monthly Plan Cost	No. of Employees	Approx. Total Monthly Cost	Approx. Monthly Plan Cost	No. of Employees	Approx. Total Monthly Cost
<i>PERS Care (90/10 Plan)</i>						
Employee Only	1,295	7	9,065	1,295	2	2,590
Employee + 1	2,589	3	7,767	2,589	3	7,767
Employee + 2 or more	3,366	15	50,490	3,366	8	26,928
<i>PERS Choice (80/20 Plan)</i>						
Employee Only	936	0	0	936	2	1,872
Employee + 1	1,872	0	0	1,872	0	0
Employee + 2 or more	2,433	0	0	2,433	4	9,732
<i>PERS Select</i>						
Employee Only	567	0	0	567	3	1,701
Employee + 1	1,133	0	0	1,133	0	0
Employee + 2 or more	1,473	0	0	1,473	3	4,419
<i>PERS Care (90/10 Plan)</i>						
Employee Only	1,008	4	4,032	1,008	4	4,032
Employee + 1	2,016	5	10,080	2,016	4	8,064
Employee + 2 or more	2,621	13	34,073	2,621	6	15,726
<i>PERS Choice (80/20 Plan)</i>						
Employee Only	760	0	0	760	0	0
Employee + 1	1,520	0	0	1,520	1	1,520
Employee + 2 or more	1,976	0	0	1,976	7	13,832
<i>PERS Select</i>						
Employee Only	NA	NA	NA	NA	NA	NA
Employee + 1	NA	NA	NA	NA	NA	NA
Employee + 2 or more	NA	NA	NA	NA	NA	NA
Total Monthly Cost	115,507			98,183		

CalPERS Health Benefit Plan Summary	
No. of Staff that elected to change CalPERS health benefit plan	20
Approx. Total Pre- Resolution No. 12-2020 Cost	1,386,084
Approx. Total Post- Resolution No. 12-2020 Cost	1,178,196
Approx. Total Savings	207,888
Approx. Agency Annual Savings (50% Cost Share)	103,944
Approx. Staff Annual HRA Benefit (50% Cost Share)	103,944



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: November 18, 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: November 18, 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.