



TAHOE-TRUCKEE SANITATION AGENCY

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

Directors

S. Lane Lewis: President
Dale Cox: Vice President
Jon Northrop
Dan Wilkins
Blake Tresan

General Manager

LaRue Griffin

BOARD OF DIRECTORS REGULAR MEETING MINUTES

December 13, 2017

I. CALL TO ORDER:

Vice-President Lewis 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: S. Lane Lewis, NTPUD
Dale Cox, SVPSD
Jon Northrop, ASCWD
Blake Tresan, TSD
Dan Wilkins, TCPUD

Staff Present: LaRue Griffin, General Manager
Roshelle Chavez, Administrative Services Manager
Michael Peak, Operations Manager
Jason Parker, Engineering Manager
Robert Gray, IT Manager
Richard P. Shanahan, Agency Counsel
Michelle Mackey, Administration Department
Dawn Davis, Administration Department
Emily Pindar, Administration Department
Claire Parker, Administration Department
Mike Smith, Engineering Department
Aaron Carlsson, Engineering Department
Kevin Woods, IT Department
Laura Mader, Laboratory Department
Bill Pindar, Laboratory Department
Kristen Davis, Laboratory Department
Kristen Schrandt, Laboratory Department
Patrick Baird, Operations Department
Robert Holmes, Maintenance Department
Mark Heidelberger, Maintenance Department
Jim Redmond, Maintenance Department
Ryan Schultz, Maintenance Department
Mark Messerschmidt, Maintenance Department
Philip Fay, Maintenance Department
Justin Parrish, Maintenance Department
Jesus Zarate, Maintenance Department
Anthony Salinas, Maintenance Department

Public Present: Rick Thompson, IBEW 1245
Sage Sauerbrey, Moonshine Ink

II. BUSINESS:

1. Confirm resignation of Director O.R. Butterfield and appointment of Blake Tresan to the Tahoe-Truckee Sanitation Agency Board of Directors as the Truckee Sanitary District representative.

Mr. Griffin confirmed the resignation of Director O.R. Butterfield effective November 18th, 2017 and appointment of Blake Tresan to the Tahoe-Truckee Sanitation Agency Board of Directors as the Truckee Sanitary District representative. The Board of Directors and Mr. Griffin welcomed Mr. Tresan to the Board.

2. Election of Agency Board President and Vice President.

Director Lewis asked the Board if there were nominations for Board President and Vice President. Director Cox nominated Director Lewis for Board President. Director Northrop nominated Director Cox for Vice President.

MOTION by Director Cox, **SECOND** by Director Wilkins to elect Director S. Lane Lewis as Board President; unanimously approved.

The Board approved the motion by the following vote:

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

Motion approved.

MOTION by Director Northrop, **SECOND** by Director Wilkins to elect Director Dale Cox as Board Vice President; unanimously approved.

The Board approved the motion by the following vote:

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

Motion approved.

3. Public Comment.

Agency staff, Mr. Aaron Carlsson, addressed the Board and provided information regarding the union and T-TSA. He stated he was approached by an employee and was informed the intent of the union effort was to obtain higher wages and a marijuana friendly drug policy.

Agency staff, Mr. Jim Redmond, addressed the Board regarding his recent demotion from the Maintenance Department Manager position. Agency staff members, Mr. Bill Pindar & Mr. Philip Fay, addressed the Board regarding the demotion of Mr. Redmond. Mr. Pindar provided a petition signed by various staff disagreeing with the demotion.

Agency staff, Mr. Carlsson, addressed the Board and stated he was addressed by a member of the community who told him that there was a clique at T-TSA and if you are not part of that clique you will be forced out. Agency staff, Mr. Jesus Zarate, addressed the Board and stated that he works in the maintenance department and is not part of the clique and he is isolated. Agency staff, Mr. Zeb Snider, addressed the Board and agreed with Mr. Zarate's statement.

Further discussion among staff occurred about morale and attitudes. No action was taken by the Board.

4. Appeal of sewer service charges for APN19-090-02-000.

The appeal was tabled for the January 10, 2018 Board of Directors Meeting.

5. Approval of the minutes of the regularly scheduled Board meeting on November 8, 2017.

MOTION by Director Northrop, **SECOND** by Director Wilkins to approve the minutes of the regularly scheduled Board meeting on November 8, 2017; the motion was approved.

The Board approved the motion by the following vote:

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

Motion passed.

6. Approval of General Fund Warrants.

MOTION by Director Northrop, **SECOND** by Director Wilkins to approve the General Fund Warrants; unanimously approved.

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

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

Motion passed.

7. Receive and file financial statements, status of investments.

Received and filed.

8. Discussion and award of Agency Connection Fee Study.

Mr. Griffin obtained consultant proposals to revisit the Agency connection fee study to include an assessment of current fees and connection classifications. The proposals obtained were from Bartle Wells Associates in the amount \$19,000 and from HDR Engineering Consultants in the amount \$19,975. Mr. Griffin recommended awarding the connection fee study proposal to HDR Engineering Consultants.

The Board Directors had discussion regarding the Connection Fee Study, Master Plan, Strategic Planning and Affordable Housing as it relates to the Agency in the short and long term.

MOTION by Director Northrop, **SECOND** by Director Wilkins to award the connection fee study proposal to HDR Engineering Consultants in the amount of \$19,975; unanimously approved.

The Board approved the motion by the following vote:

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

Motion passed.

9. Approval to award bid for the purchase of ammonium analyzers and controllers.

MOTION by Director Northrop, **SECOND** by Director Tresan to award the bid of the ammonium analyzers and controllers to Hach Company in the amount of \$100,949.08; unanimously approved.

The Board approved the motion by the following vote:

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

Motion passed.

10. Approval of License Agreement with the Truckee River Watershed Council.

MOTION by Director Tresan, **SECOND** by Director Cox to approve the License Agreement with the Truckee River Watershed Council; unanimously approved.

The Board approved the motion by the following vote:

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

Motion passed.

11. Approval of Agency Table of Organization and Salary Schedule

Mr. Griffin informed the Board there were two additional positions added to the organization chart and salary schedule which would assist current staff with the operation of the Agency. The first was an Associate Engineer position who would report to the Senior Engineer and be a part of the Engineering Department. The second was a Human Resource Administrator who would report to the General Manager and be a part of the Administration Department.

MOTION by Director Lewis, **SECOND** by Director Wilkins to approve the Agency Table of Organization and Salary Schedule; unanimously approved.

The Board approved the motion by the following vote:

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

Motion passed.

12. Discussion of State Route 89/Fanny Bridge Community Revitalization Project-Related TRI Relocation Agreement and proposed amendment and indemnity agreement with State Department of Transportation

Mr. Griffin informed the Board that an amendment to the TRI relocation agreement and a related indemnity agreement with the State Department of Transportation have been prepared and submitted to appropriate parties for approval. Pending approval of the amendment and agreement by all parties, the TRI initially planned to be removed will instead be abandoned in place.

MOTION by Director Northrop, **SECOND** by Director Tresan to approve the CA FLAP SR 89(1) Truckee River Bridge Project-Related TRI Relocation Agreement Amendment No. 1 and Indemnity Agreement with the State Department of Transportation; unanimously approved.

The Board approved the motion by the following vote:

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

Motion passed.

13. Operations, Maintenance, Engineering and IT Reports

Mr. Peak provided an update on current and past projects for the operations department and reported that the all waste discharge requirements were met for the month except for a minor pH violation at Well 31.

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

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

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

No action was taken by the Board.

14. General Manager Report

Mr. Griffin provided a brief update on the status of various ongoing projects, none of which required action by the Board. No action was taken by the Board.

15. Comments from the Board of Directors – Reports, Announcements and Questions for clarification only

Director Wilkins provided comment regarding public comment, agenda format, and staff reports for certain items in the Board packet.

16. Closed Session

The Board went into closed session with legal counsel and Mr. Griffin at 11:32 AM pursuant to Government Code Section 54956.8 for a conference with General Manager, as Agency real property negotiator, concerning price and terms of payment relating to potential to real property exchange with Truckee Tahoe Airport District concerning Nevada County APN 019-440-81, APN 049-040-24 and APN 049-040-25; and pursuant to Government Code Section 54956.9(d)(1) regarding existing adjudicatory administrative proceeding, IBEW Local 1245 v. Agency (Public Employee Relations Board Case No. SA-RR-1172-M) (IBEW petition for recognition and unfair labor practice charge); and pursuant to Government Code Section 54957 for a performance evaluation of General Manager

The meeting was reopened at 2:05 PM. Nothing to report from closed session.

III. ADJOURNMENT:

There being no further business, the meeting adjourned at 2:05 PM.



LaRue Griffin
Secretary to the Board

Approved: 1/10/18

Documents received by the Board
from meeting attendees during the
Board meeting.

Date: November 9th 2017, 07:00
Location: TTSA Maintenance Office

Minutes of Meeting

LaRue announced starting today he is the Maintenance Department Manager and Jim will return Monday (13th Nov). He asked that we continue working for our supervisors and that his door is open for questions. Larue went on to exclaim he "wanted to see what's going on"

Maintenance Personnel answered that no, this does not sound good.

Justin Parrish asked LaRue what Jim's role would be upon his return. LaRue refused to elaborate and reiterated that he "wanted to see what's going on with the department".

Maintenance Personnel advised LaRue that the department was running just fine.

Philip exclaimed that the problem is that "Jim is not your puppet, there is not a person in this room that would disagree with that" Philip went on to say that more work is getting done in a week than was getting done in a month 1 year ago. LaRue agreed.

Larue: "This has all happened before and you know how I operate. He trusts we will do our jobs but there is a lot of miscommunication"

Several Maintenance Employees: We are not sure how you (LaRue) operate where is the miscommunication, your in a meeting with Jim up to 6Hrs per day. We have zero problem communicating with Jim. We all want to be here and do our job.

LaRue: "I didn't think otherwise. I will meet with the foreman and supervisors and will be here for a couple of days."

Maintenance Personnel: Various comments that the decision does not make sense but obviously we will do our jobs/ I don't see how this can be business as usual etc.

Mark Heidelburger " I don't see what your going to see, are we not doing our jobs?"

LaRue agreed we are doing our jobs and he does not think otherwise.

Mark Heidelburger exclaimed the department was being dismantled again and that this is our livelihood."

LaRue: Proclaimed that he had no intention to alter that livelihood

Philip Fay: Everyone here feels that that you (LaRue) would alter that livelihood.

LaRue: Reiterated that he needed some more time

Philip Fay: Suggested to LaRue that he had had 16 months to straighten things out

Anthony Salinas: "I have been hearing that since I got here" (18 months)

LaRue: Reaffirmed that managers have full authority, somewhere there is a breakdown in communication.

Philip Fay: "There is more work getting done in 1 week now than was getting done in a month 12 months ago"

LaRue: Did not question the quantity or quality of work here and want to be clear that there is a communication breakdown.

Mark Heidelburger: Suggested that it is upper management communication and not within our department.

Philip Fay: "The bottom line is, is the work getting done or is it not? And it clearly is getting done"

LaRue: Suggested that "we are not happy"

Mark Heidelburger: "We actually were happy within the department and we work well together and work well with Jim" "We feel like you would get rid of us all"

Mark Messerschmitt: "Jim is a great Superintendent"

LaRue: suggested that these are not easy decisions

Mark Heidelburger: Stated that he has been here 18 years and feels that any day LaRue would get rid of us"

LaRue: Stated that if there is something we disagree with, we need to talk about it reaffirming that he always tells the truth but some of you do not like the answers.

Philip Fay: Said to LaRue that he has written evidence that LaRue has been dishonest in the past and that LaRue knows he (Philip) has written evidence.

Robert Holmes: People are afraid to talk to you because of what it could do to their career at TTSA.

Mark Messerschmitt: Exclaimed that Jim Redmind does a great job, everyone likes working for Jim, he's a very smart man and that nobody in the Maintenance Department has any problem with Jim.

LaRue: Was happy to hear that we have good communication with him Mark but there is a communication breakdown between morning meetings and what happens".

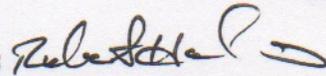
Mark Messerschmitt: Suggested that if there is a problem with communication it was "between you and him, not between the department and him".

LaRue: Finished the meeting by saying he is on the same team and he needs a "couple of days" to figure things out.

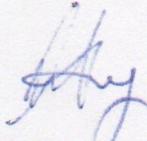
+++ END +++

Signed

Robert Holmes



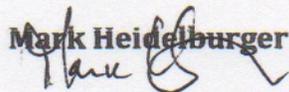
Philip Fay



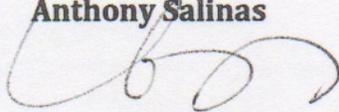
Mark Messerschmitt



Mark Heidelburger



Anthony Salinas

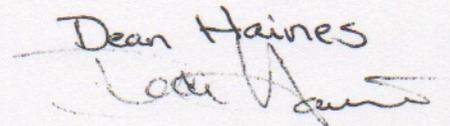


Justin Parrish

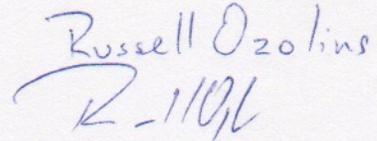


LaRue Griffin

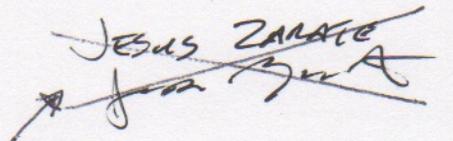
Dean Haines



Russell Ozolins



JESUS ZARATE



RETRACTED

NOV 15th 2017

From: LaRue Griffin lgriffin@ttsa.net 
Subject: RE: Meeting Minutes Thursday 9th Nov
Date: November 16, 2017 at 3:55 PM
To: Philip Fay philiefay@gmail.com
Cc: Philip Fay pfay@ttsa.net

LG

Phil – I have had a chance to review the meeting minutes you drafted. Although I appreciate the offer to sign and provide input regarding this document, it is my practice not to participate in such group staff documents, regardless of the topic. However, I do think it would be a good idea to meet with you to discuss your concerns about the department. If you are in agreement, we can schedule a date and time for this discussion. Shall we meet tomorrow at 2:30 p.m. to discuss?

On a different matter, I am concerned about your behavior when you entered my office yesterday. Although I asked you to enter following your knock, your insistence upon interrupting my conversation with other employees sitting in my office at the time you came in was disrespectful and unprofessional. I trust that won't happen again.

LaRue Griffin, General Manager
Tahoe-Truckee Sanitation Agency
13720 Butterfield Drive
Truckee, CA. 96161
Office: (530) 587-2525
Fax: (530) 587-5840

-----Original Message-----

From: Philip Fay [mailto:philiefay@gmail.com]
Sent: Wednesday, November 15, 2017 6:53 PM
To: LaRue Griffin <lgriffin@ttsa.net>
Cc: Philip Fay <pfay@ttsa.net>; Philip Fay <philiefay@gmail.com>
Subject: Re: Meeting Minutes Thursday 9th Nov

LaRue,

As discussed this afternoon, you had some questions regarding the minutes of meeting signed by 9 employees when you assumed the role of acting Maintenance Manager last thursday.

Can you please relay those questions to me in writing otherwise can we please discuss tomorrow? I assure you the MoM are an accurate representation of what was said.

Incidentally, today Jesus Zarate asked that I retract his signature from the document.

Regards,

Phil

On Nov 14, 2017, at 8:16 PM, Philip Fay <philiefay@gmail.com> wrote:

LaRue,

Please see attached minutes from Thursday 9th Nov. Looks like the only signature missing is yours!

As discussed earlier today, you had not read them??? Can you please do so and sign.

Regards,

Phil

<Meeting Minutes 11-9-17 Rev 1.pdf>

On Nov 13, 2017, at 5:00 PM, Philip Fay <philiefay@gmail.com> wrote:

LaRue,

Please see attached minutes of meeting for Wed 8th Nov 2017 in the

Please see attached minutes of meeting for Wed 9th NOV 2017 in the Maintenance office. Should you have anything to add other than your signature please advise. (I shall ask Anthony to sign tomorrow)

As discussed this morning in order to clear up the "communication issues" that you have with the department and the "trust issues" the department has with you, I suggest maintaining a minutes for such meetings as should be the normal thing to do.

Have a good evening.

Phil

<Meeting Minutes 11-9-17.pdf>



T-TSA Interoffice Memo

Date: November 17, 2017
To: Maintenance Department Staff
From: LaRue Griffin, General Manager
RE: November 9 Meeting Follow Up

I want to provide a follow-up to our morning department meeting of November 9. As I expressed in the meeting, I want to check in with each of you to see how things are going in the department. In the past week, I have been able to meet and discuss the department with some of you. I haven't yet had the opportunity to discuss with all Department staff, but I hope to do so with the upcoming weeks.

Since our meeting, I met with the PM and CM foremen as well as the entire IE department as a group. The meetings were informative and I was provided helpful information on how each department operates. I was also able to share some of my plans and expectation in my role as the interim department manager. I found the meetings beneficial and a positive step to improve communication.

I also want to reiterate my statement in the November 9 meeting that I am pleased to see that the department as a whole is getting quality work completed in a timely fashion. I appreciate your good work.

From staff reaction during our meeting on November 9, it was evident that some staff members were not in agreement with my decision to remove the Maintenance Department Manager. Please understand this management decision was based on operational and confidential personnel matters, and was not a reflection on any of you, or on your job performance.

Moving forward, I would like to emphasize that I desire the department to be a positive and efficient working environment. I rely on each of you to participate in that direction. I also encourage each of you to approach me should you have any concerns or questions. My door is always open to have a positive discussion.

Keep up the good work and thank you.

Dec 13th 2017

Gentlemen,

My name is Philip Fay, I am a mechanic at TTSA.

As you now doubt recall, last month I spoke to the TTSA board with a rather scathing speech toward the TTSA management and their continued hostility, intimidation and blatant enforcement of what is believed to be a “comply or resign policy” toward employees. One would have thought it time for reflection on behalf of management to see what could be done to improve employee relations. Not so.

LaRue wasted no time validating my claims. The following day, I arrived at work to find that our Maintenance Manager, Jim Redmond, a 12 year employee of TTSA had been handed a termination notice by LaRue with the option to be demoted to Mechanic that Jim accepted. LaRue also announced that he is now the interim Maintenance Manager and needed “a couple of days to come up with a plan”. The reason presented to substantiate the case for Jim’s removal was “lack of communication”.

The effects of such a seemingly random decision have once again sent shock waves throughout the agency. Jim’s existence at TTSA, and his treatment since LaRue took office is deplorable.

This is not the first time Jim has been demoted, the initial occurrence was for what anyone of sound mind would consider unworthy of mention. That is “for refusing to discipline another employee for not ensuring the photocopier had sufficient paper.” In other words, Jim stood by his morale compass and did the right thing but was demoted for insubordination. It is seen as no coincidence that Jim was the only manager who refused to sign the manager petition against the union effort submitted to the TTSA Board of Directors in June. As you know that petition is now with the PERB board as an Unfair Labor Practice, once again Jim followed to his morale compass.

Jim took the role of Maintenance Manager in November 2016 and was “acting Maintenance Manager” for a few months prior to being appointed in a probationary role, which was extended for 10 months. In other words, for the past 12+ months Jim has not had the comfort of knowing if he was to maintain the position or not.

LaRue’s demotion of Jim follows a familiar and well-trodden path that the majority of employees in this room are accustomed to. The tools used to disguise his personnel decisions are typically a cunning blend of verbal innuendos, extended probation, bad performance evaluations, written warnings, demotions and proposed terminations. All of which are used to intimidate not just that particular employee but also his coworkers. This approach has worked extraordinarily well and left unchecked LaRue will no doubt continue unabated.

Gentlemen, it may surprise you to know that several of my coworkers are on prescription sleeping pills, have anxiety and as a result have to take days off work due to the toxic atmosphere at this agency. Employees are afraid to make personal financial decisions for fear of losing their job.

I can tell the members of this board with absolute conviction that Jim is an excellent mentor, role model and employee. He is also, despite LaRue's assertion, an excellent communicator. Since taking the role, each day Jim put in extra hours morning and evening to ensure preparation was in order.

Director Cox, you are a skilled tradesman and can likely relate to what I about to tell this board. Just last week I was looking for the torque setting for a particular bolt, of which we have hundreds. I turned to Jim, holding it in my hand and asked " Jim, do you know the thread count per inch of this bolt?" Just by looking at it Jim told me not just the threads per inch, but also other relative and pertinent information such as material type and outside diameter.

Jim has the ability to machine parts to within 1000th of an inch, fabricate almost anything required at this agency and is a dying breed of old school knowledge that is not just pulled in from the street like this General Manager seems to believe. LaRue has no appreciation for his employees, their skill set or the value they bring to this agency. Jim is highly respected throughout the agency, yet was kicked to the curb without any thought to his personal consequences or that of the agency.

Since that decision, the Maintenance Department is without direction, a ship without a rudder, and morale throughout the agency has reached a new ebb. There is no motivation in my department to kowtow to the ever-changing whims of LaRue who appears to spend his days putting out fires that he himself lit. One would have thought it prudent to interview the employees of the Maintenance Department prior to this decision, not after. We are now almost 1 month down the road and still waiting for "LaRue's plan".

LaRue has wasted no time finding a replacement for Jim actively encouraging "us all to apply." The thought process is simple, get a proxy in that position who will intimidate and follow his instructions to the letter. Put simply that is "LaRue's plan". As you are aware, such a person did exist 12 month ago and such a narrow-minded approach is unsustainable. I also noticed that the pre-qualification requirements for that position have been set lower than the already low standard set forth 12 months ago. This indicates to me that LaRue has perhaps already lined up his proxy.

I myself have 16 years of management experience and have never witnessed such an orchestrated system of repression devoid of any accountability on behalf of the managers here.

In an effort to counter this culture of “zero accountability”, on the morning I learned of Jims demotion, I took notes and prepared a “minutes of meeting” when LaRue declared himself the “acting Maintenance Manager”. I, along with my colleagues signed what was discussed in detail and I emailed those minutes to LaRue that evening asking if he had anything to add other than his signature. I received no response. So began a one-way path of communication from myself to LaRue asking him to validate the minutes I had prepared. To no avail.

In what I believe to be an effort to cover his tracks, 5 days later, LaRue presented to the employees of the Maintenance Department a glossed over version of what was discussed in a memo.

On December 1st, I emailed LaRue the document once again and asked if he could please add it to the board packet for this meeting and suggested a subject line of “Employee Morale at TTSA”. After additional follow up I again received no response.

Four days later, having a diminishing window to time to get this item on the agenda and out of desperation I emailed your legal council, Mr Shanahan. Surprisingly, within 30 minutes of doing so I had a response from LaRue exclaiming that he would not put this on the agenda. It is ironic of course that LaRue chose to terminate Jim for “lack of communication” and then refuses to communicate. LaRue has for the past 8 months sat at these board meetings in complete silence, unable to find words of resolve. Gentlemen, it is clear that LaRue does not want the board to see this document for it offers a window into the soul of this agency.

Jim’s demotion is not an isolated incident; many employees of this agency have been subject to many gross injustices as demonstrated in this room by speeches from employees who have reached their wits end in placing their head above the parapet.

In personnel matters, there is no detail LaRue does not have his fingers on. Employee Evaluations appear to be the usual suspect for tainting people in a negative light. The concept is simple as you have seen in the case of Lon Petersen who addressed this board in June, it amounts to wearing people down over time to deplete them of self respect and will power before eventually forcing them out of this agency.

There are of course the “flat earther’s, the deniers” here who will no doubt paint a picture that everything is just great. For the select few, perhaps it is “just great” but it is much easier to go to the defense of LaRue than to point a finger. Lets face it, a significant amount of employees do not just decide to pile into this room month on end because all is well.

LaRue appears to have a disturbing relationship with reality. It is not for the employees of this agency to pass judgment on LaRue’s integrity, accountability or competence in this room but LaRue appears to thrive with his support network that will stoop to just about any level to impose his will.

Jim simply refused to do so.

In closing, I suggest you look through the smoke and behind the mirrors to the facts. Documented facts and not listen to the constant drivel that LaRue will no doubt regurgitate to you in closed session. I would also suggest to the members of this board that a moratorium be placed on appointing positions such as the Maintenance Manager because once LaRues proxy is in place it will be very clear to all employees the direction you wish to take this agency.

Thank you.

December 13th 2017

Board Of Directors,

My name is Jim Redmond. I am a 12+ year Maintenance Department employee of TTSA. When I commenced employment at TTSA I had 25 years machining, industrial plant maintenance and mechanical experience but I happily commenced employment as a Mechanic 1.

Over the years I have worked my way through the ranks and most recently I had been appointed to Maintenance Manager. On Wednesday Nov 8th, 2017 I was called to Mr Griffins office and offered a “proposed termination” with the option to accept a demotion back to Mechanic III.

I would like to give you a synopsis of the events preceding my demotion. In late 2016, Mr Griffin asked that I fill in as interim department manager after the previous manager was terminated in November 2016. I made a formal application for the position and was subsequently promoted into that position.

I realized that I was stepping into a role that had been neglected for a very long time and the sheer quantity of work to get the department on an even keel was overwhelming. Improper management dating back a number of years was the primary cause of this, coupled with the loss of experienced personnel due to retirement and those positions not being filled. New personnel have recently been hired but still the department remains undermanned.

Despite these hurdles, the maintenance department personnel, supervisors and myself have made excellent progress tackling the backlog of work in the short timeframe since I was appointed to the position.

The cited reason for my demotion was “lack of communication”. My belief is to the contrary and perhaps more to do with Mr Griffin “hearing but not listening” with regard to the workload the department was dealing with including Preventative Maintenance, Corrective Maintenance and Instrument & Electrical work requests.

On a multitude of occasions my department received various work requests from other departments, which would be discussed in the daily managers meeting. I would advise the other managers that under the current workload and staffing levels I could not guarantee that all of the work requests could be completed in the time lines demanded.

As the Maintenance Manager, I did not feel it was good practice to promise unrealistic completion dates. On no occasion did I suggest these work orders could not be completed, only that the time frame was not realistic. In numerous meetings Mr Griffin told me that he would not dictate how the department would be ran, that was up to myself, however I bore the brunt of intricate scrutiny from other

department managers in daily meetings. No other department manager had to justify the way their departments were ran as I was.

On 8/7/17, I had my first performance evaluation during the probationary period for the Maintenance Department Manager and I received a number of “needs improvements”. At that time I felt I was being set up for failure by Mr Griffin, I had seen the same type of comments and behavior by Mr Griffin in the past towards myself and other co-workers. It follows a familiar sequence, bad performance evaluations, verbal warnings, written warnings, extended probation, demotion, and termination. My subordinates even commented to me that I was “being set up” after what they termed “ambush meetings”, sudden unannounced meetings by Mr Griffin and Michael Peak with the whole department present.

When my second performance evaluation took place on 11/08/17 and Mr Griffin determined that I had not met the standard for Maintenance Manager I was not in the least bit surprised. In a meeting with Mr Griffin prior to my performance evaluations I was asked why the morale in the department was so poor. I responded by advising Mr Griffin that the morale in my department was not poor and the crew had great attitudes toward the work despite the backlog. He advised me that he had heard otherwise but could not explain why no personnel in my department had made any complaints either to myself or any of the foremen. I elaborated that it was perhaps to do with the ongoing union recognition issues that were ongoing. I had during my tenure as Maintenance Manager remained neutral on the union issue and was not privy to the intricacies on either side. Having already been through a tumultuous few years at TTSA, I could see why the personnel were seeking union recognition but I was not prepared to influence the decision either way.

In any case, I believe that once Mr Griffin got what he considered unilateral support from the board of directors during the November 2017 board meeting he wasted no time in retaliating against me in the form of a demotion. I do not find it a coincidence that the bulk of the priority work requests had been completed prior to my demotion. Mr Griffin subsequently expressed surprise to the foreman (who now attended the daily meetings) as to the status of certain projects despite being told by myself previously.

My demotion has created a very demoralizing and hostile work environment throughout the plant that will once again set TTSA back, not only in plant issues but also employee morale and productivity.

The maintenance department foreman and crew have worked 110% for the past year and deserve to be recognized for their efforts. My hope is for the employees at TTSA to feel they are worthy of respect and will be trusted. Under the current regime this appears to be an unobtainable goal.

Perhaps the actions of Mr Griffin towards myself are not illegal but they are what I would consider unethical. These actions are not only directed against myself but

also towards other personnel throughout the agency and have created a hostile working environment.

Respectfully yours,

Jim Redmond