



Tahoe-Truckee Sanitation Agency
Regular Board Meeting
September 12, 2018

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 NOTICE AND AGENDA

Date: September 12, 2018

Time: 9:00 AM

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

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

- I. Call to Order, Roll Call, and Pledge of Allegiance**
- II. Public Comment** Discussion items only, no action to be taken. Any person may address the Board at this time upon any subject that is within the jurisdiction of Tahoe-Truckee Sanitation Agency and that does not appear on the agenda. Any matter that requires action may be referred to staff for a report and action at a subsequent Board meeting. Please note there is a five (5) minute limit per person. In addition to or in lieu of public comment, any person may submit a written statement concerning Agency business to be included in the record of proceedings and filed with the meeting minutes. Any such statement must be provided to the recording secretary at the meeting.
- III. Introduction of New Agency Staff** Opportunity for the Board of Directors to meet new full-time staff members.
- IV. Professional Achievements & Awards** Acknowledgement of staff for professional achievement and other awards.
- V. 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 special Board meeting on August 16, 2018.
 2. Approval of general fund warrants.
 3. Approval of financial statements and status of investments.
 4. Approval of progress pay estimate no. 3 for the 2018 Clarifier Painting project.
 5. Approval of progress pay estimate no. 1 for the TRI MH 81-MH 83 Improvements project.

VI. Regular Agenda

1. Discussion and award of Classification and Compensation Study.
2. Discussion of the residential unit connection fee schedule.
3. Discussion of the SEED Fund and Collaborative Solar Initiative program.

VII. Management Team Report

1. Department Reports.
2. General Manager Report.

VIII. 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.

IX. Closed Session

1. 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 pursuant to Government Code Section 54956.8.
2. Closed session conference with legal counsel regarding existing adjudicatory administrative proceedings, IBEW Local 1245 v. Agency (Public Employee Relations Board Case Nos. SA-CE-1017-M & SA-CE-1056-M) under Government Code section 54956.9(d)(1) (IBEW unfair labor practice charges).

X. Adjournment

Posted and Mailed, 09/07/18



LaRue Griffin
Secretary to the Board

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

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



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
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: September 12, 2018
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: September 12, 2018
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: III
Subject: Introduction of New Agency Staff

Background

Opportunity for the Board of Directors to meet new full-time staff members and be informed of their roles and duties within the Agency.

- Tiffany Hambrick – Buyer

Fiscal Impact

None.

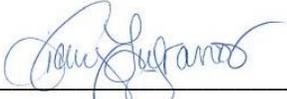
Attachments

None.

Recommendation

No action required.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: IV
Subject: Professional Achievements & Awards

Background

Acknowledgement of staff for professional achievements and awards received the previous calendar month.

Professional Achievement

- Kristin Schrandt, Laboratory – Promoted to Chemist
- Mark Messerschmidt, Maintenance Department – Promoted to Mechanic III
- Tyler Penn, Operations Department – Promoted to WWTP Operator II
- Philip Fay, Maintenance Department – Promoted to Mechanic III

Fiscal Impact

Salary increases per professional achievement.

Attachments

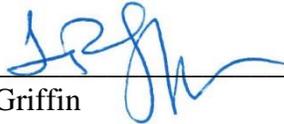
None.

Recommendation

No action required.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: V-1
Subject: Approval of the minutes of the special Board meeting on August 16, 2018

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 special Board meeting on August 16, 2018.

Recommendation

Approve the minutes of the special Board meeting on August 16, 2018.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

BOARD OF DIRECTORS
SPECIAL MEETING MINUTES

August 16, 2018

I. Call to Order:

President Lewis called the special 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 via teleconference
Blake Tresan, TSD

Staff Present: LaRue Griffin, General Manager
Michael Peak, Operations Manager
Jay Parker, Engineering Manager
Richard Pallante, Maintenance Manager
Bob Gray, Information and Technology Manager
Vicky Lufrano, Human Resources Administrator
Richard P. Shanahan, Agency Counsel
Emily Pindar, Administration Department
Celeste Graves, Administration Department
Aaron Carlsson, Engineering Department
Scott Fleming, Engineering Department
Paul Shouse, Maintenance Department
Jesus Zarate, Maintenance Department

Public Present: None

II. Public Comment:

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

III. Introduction of New Agency Staff

Mrs. Lufrano introduced a new full-time staff member to the Board of Directors and informed them of the roles and duties within the Agency.

IV. Professional Achievements & Awards

Mrs. Lufrano acknowledged agency staff whom obtained professional achievements and awards for the previous calendar month to the Board of Directors.

Most of the Agency employees left the meeting following the acknowledgement.

V. Consent Agenda

1. Approval of the minutes of the regularly scheduled Board meeting on July 11, 2018.
2. Approval of general fund warrants.
3. Approval of financial statements and status of investments.
4. Approval of progress pay estimate no. 2 for the 2018 Clarifier Painting project.
5. Approval of progress pay estimate no. 1 for the 2018 Roof Repair project.

MOTION by Director Cox, **SECOND** by Director Northrop to approve the Consent Agenda items; unanimously approved.

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

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

Motion passed.

VI. Regular Agenda

1. Appeal of charges for APN N18-590-38-000.

The Board of Directors heard and discussed the customer appeal for relief of a connection fee and back sewer service charges concerning Ms. Denise d'Ambra, owner of the property on APN N18-590-38-000.

MOTION by Director Cox, **SECOND** by Director Tresan to deny Ms. d'Ambra's appeal for relief; unanimously approved.

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

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

Motion passed.

2. Appeal of charges for APN N19-090-02-000A.

Mr. Griffin informed the Board of Directors there is a correction to the APN to reflect APN N19-090-02-000A. The Board of Directors heard and discussed the customer appeal for relief of compound interest and penalties on past unpaid sewer service charges concerning Union Pacific Railroad, owner of the property on APN N19-090-02-000A.

MOTION by Director Cox, **SECOND** by Director Tresan to reduce compound interest and penalties to amend the current balance due to \$5,094.06, provided Union Pacific Railroad submit payment in full within 60 days, and that if the adjusted balance is not paid in full by that deadline, the past due balance will revert to the former amount of \$8,605.48.

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

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

Motion passed.

10. Discussion regarding Classification and Compensation Study.

Mrs. Lufrano provided an overview of a Classification and Compensation Study to the Board of Directors and stated it would be beneficial to have such study be performed in conjunction with the updated Employee Handbook.

MOTION by Director Tresan, **SECOND** by Director Cox to approve the issuance of a request for proposals to select a consultant to prepare the Classification and Compensation Study; unanimously approved.

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

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

Motion passed.

VII. Management Team Report

1. Department Reports

Mr. Peak provided an update on current and past projects for the operations department and reported there was a violation in the waste discharge requirements for the month due to

WWTP operator error. The error has been corrected and the plant has returned to compliance.

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.

No action was taken by the Board.

2. 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.

VIII. Board of Director Comment

Director Tresan acknowledged his appreciation of Mr. Griffin's presence at the recent CASA conference.

No action was taken by the Board.

IX. Closed Session

The Board went into closed session with legal counsel and Mr. Griffin at 10:02 AM

1. 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 pursuant to Government Code Section 54956.8.
2. Conference with real property negotiator concerning proposed lease price and terms of payment relating to: real property – Agency property in Truckee, CA located west of the TTSA Water Reclamation Plant, north of Joerger Drive, and south of the Truckee River (Nevada County APNs 49-330-04, 49-040-24 and 19-440-81); Agency negotiator – General Manager LaRue Griffin; and, other negotiating party – A. Teichert & Son, Inc. (dba Teichert Aggregates).
3. Closed session conference with legal counsel regarding existing adjudicatory administrative proceedings, IBEW Local 1245 v. Agency (Public Employee Relations Board Case Nos. SA-CE-1017-M & SA-CE-1056-M) under Government Code section 54956.9(d)(1) (IBEW unfair labor practice charges).

The meeting was reopened at 10:38 AM. Nothing to report from closed session.

X. ADJOURNMENT:

There being no further business, the meeting adjourned at 10:38 AM.

LaRue Griffin
Secretary to the Board

Approved: _____

DRAFT



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: V-2
Subject: Approval of general fund warrants

Background

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

Fiscal Impact

Decrease in Agency general fund per the warrant amounts.

Attachments

Report of general fund warrants.

Recommendation

Approve general fund warrants paid and payable.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

A/P CHECK REGISTER

US ADMIN & GENERAL CHECKING

FROM 8/01/18 THRU 8/31/18

RUN DATE 9/05/18
 RUN TIME 13:04:18

(APM025)
 PAGE 1

CHECK NUMBER	DATE	STATUS	VENDOR	VENDOR NAME	CHECK AMT	COMMENT
*CHECKS 1 - 76676 CHECK SEQUENCE BREAK						
76677	8/28/18	MAN VOID	01204	TAHOE FOREST HOSP. DIST./TAHOE WORK	1,131.00-	CHECK WAS ISSUED ON 7/18/18
*CHECKS 76678 - 76697 CHECK SEQUENCE BREAK						
76698	8/08/18	REG PAID	00146	CSRMA & ALLIANT INSURANCE SERVICES	154,477.00	
76699	8/08/18	REG PAID	00678	ALLIANT INSURANCE SERVICES	2,525.00	CHECK HAS BEEN VOIDED
76699	8/08/18	REG VOID	00678	ALLIANT INSURANCE SERVICES	2,525.00-	CHECK WAS ISSUED ON 8/08/18
76700	8/08/18	REG PAID	00847	ALLIED ELECTRONICS	199.70	
76701	8/08/18	REG PAID	00020	ALPINE LOCK & KEY	225.34	
76702	8/08/18	REG PAID	01900	AMAZON CAPITAL SERVICES	4,806.56	
76703	8/08/18	REG PAID	00032	AMERIPRIDE UNIFORM SERVICES	2,305.80	
76704	8/08/18	REG PAID	01901	ASBURY ENVIRONMENTAL SERVICES	160.00	
76705	8/08/18	REG PAID	01885	AT&T ACCT 831-000-6939 380	1,323.93	
76706	8/08/18	REG PAID	01886	AT&T ACCT #171-800-7674 001	957.73	
76707	8/08/18	REG PAID	01383	AT&T 530 582-0827 966 5	734.14	
76708	8/08/18	REG PAID	00763	NANCY BARKER	390.00	
76709	8/08/18	REG PAID	00085	BRANOM INSTRUMENT CO.	130.51	CHECK HAS BEEN VOIDED
76709	8/08/18	REG VOID	00085	BRANOM INSTRUMENT CO.	130.51-	CHECK WAS ISSUED ON 8/08/18
76710	8/08/18	REG PAID	00717	PAUL CHARBONEAU	800.00	
76711	8/08/18	REG PAID	00002	CH2M HILL	7,459.04	
76712	8/08/18	REG PAID	02000	COLLIER BUILDING SPECIALTIES	3,577.33	
76713	8/08/18	REG PAID	00149	CWEA	464.00	
76714	8/08/18	REG PAID	01934	BRIAN DOYLE	1,080.00	
76715	8/08/18	REG PAID	00191	ENVIRONMENTAL EXPRESS	2,750.90	
76716	8/08/18	REG PAID	01172	FILTER CONNECTION	143.60	
76717	8/08/18	REG PAID	00203	FISHER SCIENTIFIC COMPANY	356.09	
76718	8/08/18	REG PAID	00225	GRAINGER INC., W.W.	2,396.74	
76719	8/08/18	REG PAID	00742	ROBERT GRAY	212.95	
76720	8/08/18	REG PAID	01663	LARUE GRIFFIN	170.00	
76721	8/08/18	REG PAID	00232	HACH CHEMICAL COMPANY	1,749.85	
76722	8/08/18	REG PAID	02003	HUNT & SONS INC.	4,460.28	
76723	8/08/18	REG PAID	01738	ILEANA VASSILIOU	2,000.00	
76724	8/08/18	REG PAID	01573	INFOSEND	15,089.93	
76725	8/08/18	REG PAID	00538	IRON MOUNTAIN	253.57	
76726	8/08/18	REG PAID	00275	J&L PRO KLEEN, INC.	2,300.00	
76727	8/08/18	REG PAID	01988	KONICA MINOLTA BUSINESS SOLUTIONS U	116.38	
76728	8/08/18	REG PAID	01259	LHOIST NORTH AMERICA	16,228.40	
76729	8/08/18	REG PAID	01992	LIBERTY PROCESS EQUIPMENT, INC.	5,413.18	
76730	8/08/18	REG PAID	00346	MCMaster-CARR	822.09	
76731	8/08/18	REG PAID	01669	MCVICARS CONSULTING	1,850.00	
76732	8/08/18	REG PAID	00376	MOUNTAIN HARDWARE	184.93	
76733	8/08/18	REG PAID	01971	MRC GLOBAL	1,418.08	
76734	8/08/18	REG PAID	00851	MSC INDUSTRIAL SUPPLY	141.92	
76735	8/08/18	REG PAID	00353	NAPA- SIERRA	141.89	
76736	8/08/18	REG PAID	00893	NEOPOST	173.66	
76737	8/08/18	REG PAID	00383	NEVADA RUBBER STAMP CO.	82.00	
76738	8/08/18	REG PAID	01821	NEWEGG, INC.	1,696.66	
76739	8/08/18	REG PAID	00959	OFFICE DEPOT	1,590.16	
76740	8/08/18	REG PAID	00780	JAY PARKER	205.56	
76741	8/08/18	REG PAID	00455	PINNACLE TOWERS INC.	1,375.22	
76742	8/08/18	REG PAID	01641	PLATT ELECTRIC COMPANY	45.58	
76743	8/08/18	REG PAID	00452	TRUCKEE DONNER PUD	68,229.81	
76744	8/08/18	REG PAID	01062	SAVE MART SUPERMARKETS	200.71	

CHECK NUMBER	DATE	STATUS	VENDOR	VENDOR NAME	CHECK AMT	COMMENT
76745	8/08/18	REG PAID	01035	SEAL ANALYTICAL, INC.	512.51	
76746	8/08/18	REG PAID	00963	SHERWIN-WILLIAMS	15.62	
76747	8/08/18	REG PAID	01744	SHRED-IT USA	378.00	
76748	8/08/18	REG PAID	00619	SIERRA SYSTEMS, INC.	600.00	
76749	8/08/18	REG PAID	01264	SIERRA NV MEDIA GROUP ACCT#1066714	335.16	
76750	8/08/18	REG PAID	01442	SIERRA OFFICE SOLUTIONS	18.54	
76751	8/08/18	REG PAID	01926	SOCIETY FOR HUMAN RESOURCE MANAGEME	209.00	
76752	8/08/18	REG PAID	00655	SOLENIS	11,527.00	
76753	8/08/18	REG PAID	00117	SUDDENLINK PAYMENT CENTER	172.18	
76754	8/08/18	REG PAID	00401	TEXAS REFINERY CORP.	358.31	
76755	8/08/18	REG PAID	01894	THATCHER COMPANY OF CA, INC.	42,591.31	
76756	8/08/18	REG PAID	00427	TIP INC.	126.65	
76757	8/08/18	REG PAID	00449	TRUCKEE BAGEL CO.	98.00	
76758	8/08/18	REG PAID	00522	UNDERGROUND SERVICE ALERT	226.83	
76759	8/08/18	REG PAID	00525	UNITED RENTALS	3,172.02	
76760	8/08/18	REG PAID	00540	VARIED PRODUCT LINES	1,467.02	
76761	8/08/18	REG PAID	00551	VERIZON WIRELESS	402.22	
76762	8/08/18	REG PAID	00560	VWR SCIENTIFIC, INC.	562.88	
76763	8/08/18	REG PAID	00569	WARD TECHNICAL PRODUCTS	8,514.79	
76764	8/08/18	REG PAID	00578	WESTERN NEVADA SUPPLY	49.69	
76765	8/08/18	REG PAID	00570	YP	10.64	
76766	8/02/18	MAN PAID	02017	PATRICIA HERZIG	306.00	
76767	8/02/18	MAN PAID	01813	ZACK ACADEMY, INC.	1,213.80	
76768	8/02/18	MAN PAID	00786	STANDARD INSURANCE-DENTAL	7,857.12	
*CHECKS 76769 - 76769 CHECK SEQUENCE BREAK						
76770	8/02/18	MAN PAID	00678	ALLIANT INSURANCE SERVICES	2,525.00	
76771	8/03/18	MAN PAID	00746	PETTY CASH	287.67	
76772	8/08/18	MAN PAID	00851	MSC INDUSTRIAL SUPPLY	130.51	
76773	8/08/18	MAN PAID	01798	ROSHELLE CHAVEZ	42.80	
76774	8/08/18	MAN PAID	00614	LIBERTY UTILITIES	94.98	
76775	8/08/18	MAN PAID	01672	PROGRESSIVE BUSINESS PUBLICATIONS	598.00	
76776	8/08/18	MAN PAID	01237	TAHOE FOREST HOSPITAL	195.06	CHECK HAS BEEN VOIDED
76776	8/08/18	MAN VOID	01237	TAHOE FOREST HOSPITAL	195.06-	CHECK WAS ISSUED ON 8/08/18
76777	8/08/18	MAN PAID	01894	THATCHER COMPANY OF CA, INC.	2,102.75	
76778	8/08/18	MAN PAID	00124	CHOUINARD & MYHRE, INC.	4,020.00	
76779	8/08/18	MAN PAID	00019	ALPHA ANALYTICAL	175.00	
76780	8/08/18	MAN PAID	01064	JUSTIN PARRISH	460.00	
76781	8/08/18	MAN PAID	00969	MARK MESSERSCHMIDT	195.00	
76782	8/08/18	MAN VOID	01760	TYLER PENN	225.00-	CHECK WAS ISSUED ON 6/06/18
76783	8/08/18	MAN PAID	01760	TYLER PENN	225.00	
76784	8/08/18	MAN PAID	00717	PAUL CHARBONEAU	265.00	
76785	8/08/18	MAN PAID	01237	TAHOE FOREST HOSPITAL	262.78	
76786	8/09/18	MAN PAID	00695	JON NORTHROP	454.00	
76787	8/09/18	MAN PAID	00603	WILEY, PRICE & RADULOVICH	15,172.68	
76788	8/09/18	MAN PAID	01695	DHI WATER & ENVIRONMENT	2,520.00	
76789	8/09/18	MAN PAID	01946	INNOVATIVE HYDRAULICS	300.00	
76790	8/14/18	MAN PAID	01609	PAYMENTUS GROUP, INC.	14,952.00	
76791	8/16/18	MAN PAID	01967	BLAKE TRESAN	100.00	
76792	8/16/18	MAN PAID	01849	DANIEL WILKINS	100.00	
76793	8/16/18	MAN PAID	00695	JON NORTHROP	100.00	CHECK HAS BEEN VOIDED
76793	8/17/18	MAN VOID	00695	JON NORTHROP	100.00-	CHECK WAS ISSUED ON 8/16/18
76794	8/16/18	MAN PAID	00692	DALE COX	100.00	
76795	8/16/18	MAN PAID	00694	S. LANE LEWIS	100.00	
76796	8/16/18	MAN PAID	01985	FD THOMAS	90,204.00	

CHECK NUMBER	DATE	STATUS	VENDOR	VENDOR NAME	CHECK AMT	COMMENT
76797	8/16/18	MAN PAID	00058	BARTKIEWICZ, KRONICK & SHANAHAN	6,428.20	
76798	8/16/18	MAN PAID	00671	TAHOE TRUCKEE DISPOSAL	29,549.69	
76799	8/16/18	MAN PAID	00153	DAMORE, HAMRIC & SCHNEIDER	8,715.00	
76800	8/16/18	MAN PAID	02021	KATHERINE PARENTI	153.00	
76801	8/16/18	MAN PAID	01151	CODALE ELECTRIC SUPPLY, INC.	92.78	
76802	8/16/18	MAN PAID	01610	EUROFINS CALSCIENCE, INC.	2,464.00	
76803	8/16/18	MAN PAID	00311	PLACER COUNTY LAFCO	8,109.79	
76804	8/16/18	MAN PAID	01202	ZONES, INC.	659.45	
76805	8/16/18	MAN PAID	01259	LHOIST NORTH AMERICA	25,188.40	
76806	8/16/18	MAN PAID	02007	ROY SMITH COMPANY	20,663.29	
76807	8/16/18	MAN PAID	00200	FEDERAL EXPRESS CORP.	33.32	
76808	8/16/18	MAN PAID	00200	FEDERAL EXPRESS CORP.	77.59	
76809	8/16/18	MAN PAID	01894	THATCHER COMPANY OF CA, INC.	13,713.38	
76810	8/16/18	MAN PAID	00015	AIRGAS USA, LLC	137.76	
76811	8/16/18	MAN PAID	00524	UNITED PARCEL SERVICE, UPS	55.15	
76812	8/16/18	MAN PAID	00565	SAFEWAY INC.	499.10	
76813	8/16/18	MAN PAID	00032	AMERIPRIDE UNIFORM SERVICES	877.83	
76814	8/16/18	MAN PAID	00478	TRUCKEE TAHOE LUMBER	78.88	
76815	8/16/18	MAN PAID	00353	NAPA- SIERRA	18.46	
76816	8/16/18	MAN PAID	00449	TRUCKEE BAGEL CO.	24.00	
76817	8/16/18	MAN PAID	01062	SAVE MART SUPERMARKETS	148.40	
76818	8/16/18	MAN PAID	00639	SOUTHWEST GAS CORP.	326.04	
76819	8/16/18	MAN PAID	01442	SIERRA OFFICE SOLUTIONS	8.53	
76820	8/16/18	MAN PAID	01269	CENTIMARK	120,561.65	
76821	8/16/18	MAN PAID	00692	DALE COX	134.00	
76822	8/17/18	MAN PAID	01663	LARUE GRIFFIN	1,038.01	
76823	8/17/18	MAN PAID	01663	LARUE GRIFFIN	1,160.17	
76824	8/17/18	MAN PAID	00695	JON NORTHROP	100.00	
76825	8/20/18	MAN PAID	00692	DALE COX	984.10	
76826	8/22/18	MAN PAID	02024	MARTYS CAFE	274.68	
76827	8/22/18	MAN PAID	02025	TOM LOCKE	17.60	
76828	8/22/18	MAN PAID	02026	TAHOMBOYS LLC	153.00	
76829	8/22/18	MAN PAID	01179	JOSEPH LANZA	270.14	
76830	8/22/18	MAN PAID	00050	B & L BACKFLOW TESTING	540.00	
76831	8/22/18	MAN PAID	01735	HDR ENGINEERING, INC.	4,884.81	
76832	8/22/18	MAN PAID	02027	ROBERT & BECCA GALLERY	3,713.82	
76833	8/22/18	MAN PAID	01035	SEAL ANALYTICAL, INC.	4,295.00	
76834	8/24/18	MAN PAID	02023	BATTERY SYSTEMS OF RENO	2,468.45	
76835	8/31/18	MAN PAID	02029	JOSHUA BERESFORD	306.00	
76836	8/31/18	MAN PAID	00746	PETTY CASH	342.79	
*CHECKS 76837 - 10076768 CHECK SEQUENCE BREAK						
10076769	8/02/18	MAN PAID	00681	STANDARD INSURANCE-LIFE	2,149.66	
** FINAL TOTAL					786,933.09	138 CHECKS

CHECK NUMBER	DATE	STATUS	VENDOR	VENDOR NAME	CHECK AMT	COMMENT
*CHECKS 1 - 1112435 CHECK SEQUENCE BREAK						
1112436	8/14/18	MAN VOID	01609	PAYMENTUS GROUP, INC.	325.00-	CHECK WAS ISSUED ON 7/18/18
*CHECKS 1112437 - 1112443 CHECK SEQUENCE BREAK						
1112444	8/01/18	MAN PAID	01005	PERS 457 PLAN	7,452.18	
1112445	8/01/18	MAN PAID	01038	FIRST US COMMUNITY CREDIT UNION	3,000.00	
1112446	8/01/18	MAN PAID	00679	NATIONWIDE RETIREMENT SOLUTIONS	3,118.56	
1112447	8/01/18	MAN PAID	00809	EMPLOYMENT DEVELOPMENT DEPARTMENT	11,770.14	
1112448	8/01/18	MAN PAID	01004	FEDERAL TAXES/EFTPS	30,279.51	
1112449	8/06/18	MAN PAID	01006	PERS-RETIREMENT	37,917.96	
1112450	8/07/18	MAN PAID	01007	PERS-HEALTH PREMIUM	126,436.03	
1112451	8/07/18	MAN PAID	01532	NAVIA BENEFIT SOLUTIONS	136.74	
1112452	8/16/18	MAN PAID	01004	FEDERAL TAXES/EFTPS	31,574.09	
1112453	8/16/18	MAN PAID	01532	NAVIA BENEFIT SOLUTIONS	65.88	
1112454	8/16/18	MAN PAID	01005	PERS 457 PLAN	7,702.18	
1112455	8/16/18	MAN PAID	00679	NATIONWIDE RETIREMENT SOLUTIONS	3,118.56	
1112456	8/16/18	MAN PAID	01038	FIRST US COMMUNITY CREDIT UNION	3,000.00	
1112457	8/16/18	MAN PAID	00809	EMPLOYMENT DEVELOPMENT DEPARTMENT	12,322.79	
1112458	8/17/18	MAN PAID	01006	PERS-RETIREMENT	38,767.36	
1112459	8/31/18	MAN PAID	00809	EMPLOYMENT DEVELOPMENT DEPARTMENT	12,506.81	
1112460	8/31/18	MAN PAID	00679	NATIONWIDE RETIREMENT SOLUTIONS	3,118.56	
1112461	8/31/18	MAN PAID	01038	FIRST US COMMUNITY CREDIT UNION	3,000.00	
1112462	8/31/18	MAN PAID	01005	PERS 457 PLAN	7,702.18	
1112463	8/31/18	MAN PAID	01004	FEDERAL TAXES/EFTPS	32,064.57	
*CHECKS 1112464 - 1112464 CHECK SEQUENCE BREAK						
1112465	8/31/18	MAN PAID	00513	U.S. BANK BANK CARD DIVISION	13,927.44	
** FINAL TOTAL					388,656.54	21 CHECKS

TAHOE-TRUCKEE SANITATION AGENCY - PAYROLL CHECK REGISTER

CHECK#	CHECK DATE	EMP #	EMPLOYEE NAME	CHECK AMOUNT	DIRECT DEPOSIT
55080	8/1/2018	9906			
55081	8/1/2018	1196			X
55082	8/1/2018	1929			
55083	8/1/2018	1980			X
55084	8/1/2018	4225			X
55085	8/1/2018	3741			X
55086	8/1/2018	6626			X
55087	8/1/2018	3286			X
55088	8/1/2018	7570			X
55089	8/1/2018	671			X
55090	8/1/2018	8897			X
55091	8/1/2018	8710			X
55092	8/1/2018	2133			X
55093	8/1/2018	8400			X
55094	8/1/2018	5982			X
55095	8/1/2018	1352			X
55096	8/1/2018	3464			X
55097	8/1/2018	934			X
55098	8/1/2018	992			X
55099	8/1/2018	3059			X
55100	8/1/2018	612			X
55101	8/1/2018	411			X
55102	8/1/2018	6171			X
55103	8/1/2018	9815			X
55104	8/1/2018	1730			X
55105	8/1/2018	9478			X
55106	8/1/2018	4817			X
55107	8/1/2018	9268			X
55108	8/1/2018	6930			X
55109	8/1/2018	1567			X
55110	8/1/2018	5526			X
55111	8/1/2018	9357			X
55112	8/1/2018	63			X
55113	8/1/2018	65			X
55114	8/1/2018	3328			X
55115	8/1/2018	890			X
55116	8/1/2018	572			X
55117	8/1/2018	2375			X
55118	8/1/2018	3433			X
55119	8/1/2018	743			X
55120	8/1/2018	6715			X
55121	8/1/2018	3359			X
55122	8/1/2018	8131			X

TAHOE-TRUCKEE SANITATION AGENCY - PAYROLL CHECK REGISTER

CHECK#	CHECK DATE	EMP #	EMPLOYEE NAME	CHECK AMOUNT	DIRECT DEPOSIT
55123	8/1/2018	6833			X
55124	8/1/2018	773			X
55125	8/1/2018	7232			X
55126	8/1/2018	1766			X
55127	8/1/2018	9056			X
55128	8/1/2018	5476			X
55129	8/1/2018	4177			X
55130	8/16/2018	9906			
55131	8/16/2018	1929			
55132	8/16/2018	1980			X
55133	8/16/2018	4225			X
55134	8/16/2018	3741			X
55135	8/16/2018	6626			X
55136	8/16/2018	3286			X
55137	8/16/2018	7570			X
55138	8/16/2018	671			X
55139	8/16/2018	8897			X
55140	8/16/2018	8710			X
55141	8/16/2018	2133			X
55142	8/16/2018	8400			X
55143	8/16/2018	5982			X
55144	8/16/2018	1352			X
55145	8/16/2018	3464			X
55146	8/16/2018	934			X
55147	8/16/2018	992			X
55148	8/16/2018	3059			X
55149	8/16/2018	612			X
55150	8/16/2018	411			X
55151	8/16/2018	1248			X
55152	8/16/2018	6171			X
55153	8/16/2018	9815			X
55154	8/16/2018	1730			X
55155	8/16/2018	9478			X
55156	8/16/2018	4817			X
55157	8/16/2018	9268			X
55158	8/16/2018	6930			X
55159	8/16/2018	1567			X
55160	8/16/2018	5526			X
55161	8/16/2018	9357			X
55162	8/16/2018	63			X
55163	8/16/2018	65			X
55164	8/16/2018	3328			X
55165	8/16/2018	890			X

TAHOE-TRUCKEE SANITATION AGENCY - PAYROLL CHECK REGISTER

CHECK#	CHECK DATE	EMP #	EMPLOYEE NAME	CHECK AMOUNT	DIRECT DEPOSIT
55166	8/16/2018	572			X
55167	8/16/2018	2375			X
55168	8/16/2018	3433			X
55169	8/16/2018	743			X
55170	8/16/2018	6715			X
55171	8/16/2018	3359			X
55172	8/16/2018	8131			X
55173	8/16/2018	6833			X
55174	8/16/2018	773			X
55175	8/16/2018	1196			X
55176	8/16/2018	7232			X
55177	8/16/2018	1766			X
55178	8/16/2018	9056			X
55179	8/16/2018	5476			X
55180	8/16/2018	4177			X
55183	8/31/2018	9906			
55184	8/31/2018	1929			
55185	8/31/2018	1980			X
55186	8/31/2018	4225			X
55187	8/31/2018	3741			X
55188	8/31/2018	6626			X
55189	8/31/2018	3286			X
55190	8/31/2018	7570			X
55191	8/31/2018	671			X
55192	8/31/2018	8897			X
55193	8/31/2018	8710			X
55194	8/31/2018	2133			X
55195	8/31/2018	8400			X
55196	8/31/2018	5982			X
55197	8/31/2018	1352			X
55198	8/31/2018	3464			X
55199	8/31/2018	934			X
55200	8/31/2018	992			X
55201	8/31/2018	3059			X
55202	8/31/2018	612			X
55203	8/31/2018	411			X
55204	8/31/2018	1248			X
55205	8/31/2018	6171			X
55206	8/31/2018	9815			X
55207	8/31/2018	1730			X
55208	8/31/2018	9478			X
55209	8/31/2018	4817			X
55210	8/31/2018	9268			X

TAHOE-TRUCKEE SANITATION AGENCY - PAYROLL CHECK REGISTER

CHECK#	CHECK DATE	EMP #	EMPLOYEE NAME	CHECK AMOUNT	DIRECT DEPOSIT
55211	8/31/2018	6930			X
55212	8/31/2018	1567			X
55213	8/31/2018	5526			X
55214	8/31/2018	9357			X
55215	8/31/2018	63			X
55216	8/31/2018	65			X
55217	8/31/2018	3328			X
55218	8/31/2018	890			X
55219	8/31/2018	572			X
55220	8/31/2018	2375			X
55221	8/31/2018	3433			X
55222	8/31/2018	743			X
55223	8/31/2018	6715			X
55224	8/31/2018	3359			X
55225	8/31/2018	8131			X
55226	8/31/2018	6833			X
55227	8/31/2018	773			X
55228	8/31/2018	1196			X
55229	8/31/2018	7232			X
55230	8/31/2018	1766			X
55231	8/31/2018	9056			X
55232	8/31/2018	5476			X
55233	8/31/2018	4177			X
				<u>\$461,739.21</u>	



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Item: V-3
Subject: Approval of financial statements and status of investments

Background

Financial statements and status of investments for the previous calendar month(s).

Fiscal Impact

Decrease in Agency general fund per the warrant amounts.

Attachments

Report of financial statements and status of investments.

Recommendation

Approve financial statements and status of investments.

Review Tracking

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager

BUDGETED EXPENDITURES	BUDGET CURRENT YEAR	CURRENT MONTH	YEAR TO DATE	BALANCE	BUDGET %
ADMINISTRATIVE FUND					
45010 SALARIES AND WAGES	825,000.00	45,883.98	91,768.00	733,232.00	11.12
45020 EMPLOYEE BENEFITS	465,000.00	21,570.85	136,307.78	328,692.22	29.31
45030 DIRECTOR FEES	7,000.00	500.00	1,000.00	6,000.00	14.29
45060 TRANSPORTATION GAS AND OIL	6,000.00	0.00	0.00	6,000.00	0.00
45070 INSURANCE	90,000.00	0.00	80,197.50	9,802.50	89.11
45080 MEMBERSHIPS	30,000.00	0.00	209.00	29,791.00	0.70
45090 OFFICE EXPENSE	62,500.00	1,888.23	3,833.70	58,666.30	6.13
45095 FEES, LICENSES & PERMITS	150,000.00	8,109.79	8,109.79	141,890.21	5.41
45110 CONTRACTUAL SERVICES	168,000.00	13,629.00	16,682.34	151,317.66	9.93
45120 PROFESSIONAL SERVICES	265,000.00	27,923.94	35,382.98	229,617.02	13.35
45130 PRINTING AND PUBLICATIONS	0.00	1,431.30	1,903.11	(1,903.11)	0.00
45140 RENTS AND LEASES	0.00	0.00	1,507.23	(1,507.23)	0.00
45170 TRAINING	15,000.00	1,177.39	1,577.39	13,422.61	10.52
45180 UNCOLLECTIBLE ACCOUNTS	5,000.00	0.00	0.00	5,000.00	0.00
45190 UTILITIES	103,000.00	131.60	584.54	102,415.46	0.57
45300 EQUIPMENT	0.00	309.43	425.81	(425.81)	0.00
TOTAL ADMINISTRATIVE FUND	2,191,500.00	122,555.51	379,489.17	1,812,010.83	17.32
OPERATIONS AND MAINTENANCE FUND					
45010 SALARIES AND WAGES	4,295,000.00	380,984.67	759,421.12	3,535,578.88	17.68
45020 EMPLOYEE BENEFITS	2,815,000.00	197,306.94	1,229,825.56	1,585,174.44	43.69
45060 TRANSPORTATION GAS AND OIL	42,000.00	1,659.64	3,216.87	38,783.13	7.66
45080 MEMBERSHIPS	15,000.00	1,548.00	2,012.00	12,988.00	13.41
45090 OFFICE EXPENSE	96,000.00	0.00	0.00	96,000.00	0.00
45100 SUPPLIES	550,000.00	140,063.03	212,247.74	337,752.26	38.59
45110 CONTRACTUAL SERVICES	1,655,000.00	67,335.08	82,173.59	1,572,826.41	4.97
45120 PROFESSIONAL SERVICES	100,000.00	0.00	0.00	100,000.00	0.00
45140 RENTS AND LEASES	0.00	867.85	2,243.07	(2,243.07)	0.00
45150 REPAIRS AND MAINTENANCE	0.00	28,986.63	61,810.67	(61,810.67)	0.00
45155 INSTRUMENTATION & ELECTRICAL	0.00	4,409.83	7,149.11	(7,149.11)	0.00
45160 RESEARCH & MONITORING	0.00	2,801.24	7,891.74	(7,891.74)	0.00
45170 TRAINING	25,000.00	2,989.77	5,306.99	19,693.01	21.23
45190 UTILITIES	927,000.00	117,909.28	117,875.95	809,124.05	12.72
45300 EQUIPMENT	0.00	0.00	41.00	(41.00)	0.00
TOTAL OPERATIONS & MAINTENANCE	10,520,000.00	946,861.96	2,491,215.41	8,028,784.59	23.68
TOTAL	12,711,500.00	1,069,417.47	2,870,704.58	9,840,795.42	22.58
SRF DEBT SERVICE					

BALANCE

CASH ON HAND	

CASH ACCOUNT (US BANK)	81,316.31
CASH - PETTY CASH	1,600.00
CASH - TAX REVENUE (US BANK)	148,296.49
CHK ACCT (WELLS FARGO/PAYROLL)	3,537.81
SERVICE CHARGE MUNI INV(US BANK)	74,325.60
WASTEWATER SAVINGS-WELLS FARGO	519,317.18
CASH - WWCRF (US BANK)	79,076.91
STATE LOCAL AGENCY INVESTMT FUND	54,136,228.61

TOTAL CASH ON HAND	55,043,698.91
	=====

CURRENT MONTH	INCOME	EXPENSES	ACCOUNTS PAYABLE
ADMINISTRATIVE	145,636.47	122,555.51	3,648.38
OPERATION & MAINTENANCE	49,612.14	946,861.96	237,268.68
W.W.C.R.F.	182,299.29	22,536.79	22,536.79
UPGRADE REHAB	0.00	241,960.57	16,656.99
	-----	-----	-----
TOTAL	377,547.90	1,333,914.83	280,110.84
	=====	=====	=====

	BEGINNING BALANCE	YEAR TO DATE RECEIVED	YEAR TO DATE EXPENDED	CURRENT BALANCE
ADMINISTRATIVE	50,000.00	335,602.07	414,785.64	150,816.43
OPERATIONS & MAINTENANCE	250,000.00	5,296,322.65	2,647,493.12	2,898,829.53
WASTEWATER CAPITAL RESERVE	19,565,544.32	498,128.42	2,982.60	20,060,690.14
SRF WASTEWATER CAP RESERVE	2,951,689.60	14,063.05	0.00	2,965,752.65
UPGRADE/REHAB	29,397,504.26	121,964.50	371,858.60	28,967,610.16
	-----	-----	-----	-----
TOTAL	52,214,738.18	6,266,080.69	3,437,119.96	55,043,698.91
	=====	=====	=====	=====

JOB INTINCOME
STR INTERINC
ROUNDING- 0

INTEREST INCOME
FINANCIAL STATEMENT
PERIOD ENDING 8/31/18

RUN DATE 9/06/18 PAGE 0001 (GLPRTN)
RUN TIME 15:08:54

YEAR TO DATE

INTEREST INCOME	

00 ADMINISTRATIVE	66.11
01 OPERATION & MAINTENANCE	5.29
02 W.W.C.R.F.	1,017.06

TOTAL INTEREST INCOME	1,088.46
=====	

FUND INVESTMENTS:	T.C.D.	T-BILLS	L.A.I.F
ADMINISTRATIVE	0.00	0.00	9,466.75
OPERATION & MAINTENANCE	0.00	0.00	2,731,103.00
W.W.C.R.F.	0.00	0.00	19,462,296.05
SRF WCRF	0.00	0.00	2,965,752.65
UPGRADE REHAB	0.00	0.00	28,967,610.16

TOTAL FUND INVESTMENTS	0.00	0.00	54,136,228.61
=====			

JOB FUNDCHANGE
 STR FUNDCHANGE
 ROUNDING- 0

TAHOE-TRUCKEE SANITATION AGENCY
 SUMMARY OF YEAR TO DATE CHANGES IN FUND BALANCES
 PERIOD ENDING 8/31/18

RUN DATE 9/06/18 PAGE 0001 (GLPRN)
 RUN TIME 15:08:54

	ADMIN	OPERATIONS & MAINTENANCE	WASTEWATER CAP RESERVE	SRF WASTEWTR CAP RESERVE	UPGRADE REHAB	TOTAL
CASH BEG BAL	50,000.00	250,000.00	19,565,544.32	2,951,689.60	29,397,504.26	52,214,738.18
TRANSFERS	180,000.00	0.00	0.00	0.00	180,000.00-	0.00
BEG A/R	214,589.43	491,025.61	120,471.14	14,063.05	121,964.50	962,113.73
INCOME	133,066.64	6,308,670.04	421,303.24	0.00	0.00	6,863,039.92
END A/R	12,054.00-	1,503,373.00-	43,645.96-	0.00	111,136.97	356,495.23-
BEG A/P	28,858,368.72	1,472,651.81	2,982.60	0.00	142,175.94	30,476,179.07
EXPENSES	379,489.17	2,491,215.41	22,536.79	0.00	246,339.65	3,139,581.02
END A/P	28,823,072.25-	1,316,374.10-	22,536.79-	0.00	16,656.99-	30,178,640.13-
CASH END BAL	150,816.43 =====	2,898,829.53 =====	20,060,690.14 =====	2,965,752.65 =====	28,967,610.16 =====	55,043,698.91 =====

TAHOE-TRUCKEE SANITATION AGENCY
FINANCIAL STATEMENT
Summary
August 31, 2018

SUMMARY OF PAID & PAYABLE

Administrative and General Paid: \$1,175,814.63

Administrative and General Payable: \$250,197.27

Total Administrative and General Paid and Payable: \$1,426,011.90

Total Administrative and General Payroll Paid: \$461,739.21

ASSETS		YEAR TO DATE
CURRENT ASSETS		
CASH & CASH EQUIVALENTS		
01 10010	CASH U.S.BANK CHECKING	81,316.31
00 10020	CASH WELLS FARGO/PAYROLL	407.56
01 10020	CASH WELLS FARGO/PAYROLL	3,130.25
00 10030	CASH - PETTY CASH	1,600.00
00 10045	CASH - TAX REVENUE U.S. BANK	139,342.12
01 10045	CASH - TAX REVENUE U.S. BANK	8,954.37
01 10050	CASH - SERV CHARGE MUNI CHECKG	74,325.60
00 10070	CASH - L.A.I.F.	9,466.75
01 10070	CASH - L.A.I.F.	2,731,103.00
06 10070	CASH - L.A.I.F.	28,967,610.16
CASH & CASH EQUIVALENTS		32,017,256.12
ACCRUED INTEREST RECEIVABLE		
ACCOUNTS RECEIVABLE		
00 11280	A/R BROWN ACT REFORM REIMBSMT	12,054.00
01 11020	A/R SERVICE CHARGES	1,051,755.46
01 11021	SERVICE CHARGE REFUNDS	2,843.27
01 11065	A/R LAB FEES	2,470.00
01 11070	A/R-TEMP DISCHARGE	50.00-
01 11075	A/R-COBRA	85.99-
ACCOUNTS RECEIVABLE		1,068,986.74
INVENTORY		
01 12550	CHEMICAL INVENTORY	78,433.73
01 12560	CHEMICAL INVENTORY	32,703.24
INVENTORY		111,136.97
01 13060	DUE FROM GOVERNMENT AGENCIES	335,303.29
DUE FROM GOVT AGENCIES		335,303.29
TOTAL CURRENT ASSETS		33,532,683.12

YEAR TO DATE

RESTRICTED ASSETS

02 10065	WASTEWATER SAVINGS-WELLS FARGO	519,317.18
02 10066	CASH - WWCRF U.S. BANK	79,076.91
02 10070	CASH - L.A.I.F.	19,462,296.05
04 10070	CASH - L.A.I.F.	2,965,752.65
	CASH & EQUIVALENTS	23,026,442.79

02 11030	A/R CONNECTION FEES PMT PLANS	43,645.96
	A/R CONNECTION FEES	43,645.96

	TOTAL RESTRICTED ASSETS	23,070,088.75

PROPERTY PLANT & EQUIPMENT

00 16010	LAND	2,174,726.00
00 16020	PLANT FENCING	244,732.11
00 16040	SEWAGE COLLECTION FACILITIES	14,418,693.59
00 16050	SEWAGE TRMT AND DISP FACILITY	125,447,006.59
00 16060	GEN PLANT & ADMIN FACILITIES	4,190,330.38
00 16090	VEHICLES	1,209,946.21
00 16550	ACCUM DEPRECIATION FACILITIES	58,834,055.80-
00 16580	ACCUM DEPREC- GENERAL PLANT	4,859,020.81-
	NET CAPITAL ASSETS	83,992,358.27

00 16810	DEFERRED PENSION OUTFLOWS	3,427,897.00
	DEFERRED PENSION OUTFLOWS	3,427,897.00

	TOTAL ASSETS	144,023,027.14
		=====

		YEAR TO DATE
LIABILITIES		
CURRENT LIABILITIES		
00 20350	ACCOUNTS PAYABLE	3,648.38-
01 20350	ACCOUNTS PAYABLE	237,268.68-
06 20350	ACCOUNTS PAYABLE	16,656.99-

ACCOUNTS PAYABLE		257,574.05-

00 20810	ACCRUED LIA FOR COMP ABSENCE	34,618.60-
01 20810	ACCRUED LIA FOR COMP ABSENCE	1,001,712.75-

COMPENSATED ABSENCES		1,036,331.35-

00 20820	ACCRUED LIA FOR HRA	2,304.53-
01 20820	ACCRUED LIA FOR HRA	73,481.40-

HEALTH REIMB ACCOUNT		75,785.93-

01 22010	CUSTOMER DEPOSITS TEMP DISCHARGE	200.00-

CUSTOMER DEPOSITS		200.00-

ACCRUED EXPENSES		
01 20760	LIFE INSURANCE	183.30-
01 20770	MEDICARE DEDUCTION/O & M	0.01
00 20780	SURVIVOR BENEFITS/O & M	4.00-
01 20780	SURVIVOR BENEFITS/O & M	46.00-
00 20786	PERS EMPLOYEE PAID CONTRIB	650.04-
01 20786	PERS EMPLOYEE PAID CONTRIB	3,481.98-

TOTAL ACCOUNTS PAYABLE		4,365.31-

TOTAL LIAB FROM CURRENT		1,374,256.64-

CURRENT LIAB FROM RESTRICTED		
00 20395	ACCRUED INTEREST PAYABLE SRF	490,117.28-
00 23010	SRF LOAN CURRENT PORTION	2,512,321.28-
00 20410	RETENTION PAYABLE	15,732.63-
02 20350	ACCOUNTS PAYABLE	22,536.79-

ACCOUNTS PAYABLE RESTRICTED		3,040,707.98-

CURRENT LIAB RESTRICTED		3,040,707.98-

LONG TERM LIABILITIES		
00 23020	SRF LOAN PAYABLE/LONG TERM	25,763,675.51-

JOB NETASSETS
STR NETASSETS
ROUNDING-

0

ACCOUNT NUMBERS INDICATED ON
STATEMENT OF NET ASSETS
TAHOE-TRUCKEE SANITATION AGENCY
PERIOD ENDING 8/31/18

RUN DATE 9/06/18 PAGE 0004 (GLPRTN)
RUN TIME 14:51:48

	YEAR TO DATE
00 24010 NET PENSION LIABILITY	13,722,519.00-

LONG TERM LIABILITIES	39,486,194.51-

DEFERRED PENSION INFLOWS	
00 24020 DEFERRED PENSION INFLOWS	1,342,483.00-

TOTAL DEFERRED PENSION INFLOWS	1,342,483.00-

TOTAL LIABILITIES	45,243,642.13-
	=====

YEAR TO DATE

CAPITAL

		CAPITAL ASSETS	
00	25050	CONTRIBUTED CAPITAL-CAP GRANTS	28,336,343.44-
00	25051	CONTRIBUTED CAPITAL-LOCAL DIST	1,330,176.82-
00	25052	CONTRIBUTED CAPITAL-US FOREST	223,315.00-
00	25053	CONTRIBUTED CAPITAL-STATE PARK	16,341.91-
00	26020	NET PROFIT AND LOSS	66,422.53
00	26010	RETAINED EARNINGS	13,855,296.81-

		CAPITAL ASSETS	43,695,051.45-

		RESTRICTED FOR WWCR	
02	26020	NET PROFIT AND LOSS	398,766.45-
02	26010	RETAINED EARNINGS	19,683,032.86-

		RESTRICTED FOR WWCR	20,081,799.31-

		RESTRICTED FOR STATE LOAN	
04	26010	RETAINED EARNINGS	2,965,752.65-

		STATE REVOLVING FUND WCR	2,965,752.65-

		UNRESTRICTED	
01	26020	NET PROFIT AND LOSS	3,817,454.63-
01	26010	RETAINED EARNINGS	731,626.20
06	26020	NET PROFIT AND LOSS	426,339.65
06	26010	RETAINED EARNINGS	29,377,292.82-

		UNRESTRICTED	32,036,781.60-

		TOTAL NET ASSETS	98,779,385.01-

		TOTAL LIABILITIES & NET ASSETS	144,023,027.14-
			=====

	CURRENT MONTH	YEAR TO DATE
STATEMENT OF REVENUES & EXPENSES		
ADMINISTRATION REVENUE		
00 32030	TAX REVENUE CURRENT SECURED	128,259.85-
00 32031	TAX REVENUE CURRENT UNSECURED	11,148.15-
00 32032	TAX REVENUE PRIOR YEARS	1,414.66-
00 32050	INTEREST INCOME	233.27-
00 32065	IN LIEU OF TAX REV OTHER NOTAX	65.96-
00 32070	TAX REVENUE HOPTR	66.11-
00 32090	TAX REVENUE OTHER NON-OPERATIO	0.00
		118,602.00-
		845.57-
		1,713.25-

	TOTAL ADMINISTRATION REVENUE	145,636.47-
		133,066.64-
ADMINISTRATION EXPENSES		
00 45010	SALARIES AND WAGES	45,883.98
00 45020	EMPLOYEE BENEFITS	91,768.00
00 45030	DIRECTOR FEES	21,570.85
00 45070	INSURANCE	136,307.78
00 45080	MEMBERSHIPS	500.00
00 45090	OFFICE EXPENSE	0.00
00 45095	FEES, LICENSES & PERMITS	80,197.50
00 45110	CONTRACTUAL SERVICES	0.00
00 45120	PROFESSIONAL SERVICES	209.00
00 45130	PRINTING AND PUBLICATIONS	1,888.23
00 45140	RENTS AND LEASES	3,833.70
00 45170	TRAINING	8,109.79
00 45190	UTILITIES	8,109.79
00 45300	EQUIPMENT	13,629.00
		16,682.34
		27,923.94
		35,382.98
		1,431.30
		1,903.11
		1,507.23
		1,577.39
		584.54
		425.81

	TOTAL ADMINISTRATION EXPENSES	122,555.51
		379,489.17
ADMINISTRATION TRANSFERS		
00 45540	TRANSFER BETWEEN FUNDS	180,000.00-
		180,000.00-

	TOTAL ADMINISTRATION TRANSFERS	180,000.00-
		180,000.00-

	NET PROFIT/LOSS	203,080.96-
		66,422.53
		=====

		CURRENT	YEAR TO
		MONTH	DATE
STATEMENT OF REVENUE & EXPENSES			
OPERATIONS & MAINT REVENUE			
01 31010	INCOME FROM SERVICE CHARGES	47,032.68-	6,304,682.25-
01 31015	NSF RETURN CHECK FEE	15.00-	15.00-
01 31020	INCOME FROM TEMP DISCHARGES	90.00-	417.50-
01 31040	INCOME-OTHER	2,470.00-	3,550.00-
01 32050	INTEREST INCOME	4.46-	5.29-
TOTAL OP & MAINT REVENUE		49,612.14-	6,308,670.04-
OPERATIONS & MAINT EXPENSES			
01 45010	SALARIES AND WAGES	380,984.67	759,421.12
01 45020	EMPLOYEE BENEFITS	197,306.94	1,229,825.56
01 45060	TRANSPORTATION GAS AND OIL	1,659.64	3,216.87
01 45080	MEMBERSHIPS	1,548.00	2,012.00
01 45100	SUPPLIES	140,063.03	212,247.74
01 45110	CONTRACTUAL SERVICES	67,335.08	82,173.59
01 45140	RENTS AND LEASES	867.85	2,243.07
01 45150	REPAIRS AND MAINTENANCE	28,986.63	61,810.67
01 45155	INSTRUMENTATION & ELECTRICAL	4,409.83	7,149.11
01 45160	RESEARCH & MONITORING	2,801.24	7,891.74
01 45170	TRAINING	2,989.77	5,306.99
01 45190	UTILITIES	117,909.28	117,875.95
01 45300	EQUIPMENT	0.00	41.00
TOTAL OP & MAINT EXPENSES		946,861.96	2,491,215.41
OP & MAINT TRANSFERS			
TOTAL NET PROFIT/LOSS		897,249.82	3,817,454.63-

	CURRENT MONTH	YEAR TO DATE	
STATEMENT OF REVENUES & EXPENSES			
* WASTEWATER CAPITAL RESERVE *			
WASTEWATER CAPITAL RES REVENUE			
02 31030	INCOME FROM CONNECTION FEES	185,500.00-	401,000.00-
02 31035	INCOME CONN FEE PMT PLANS	0.00	23,000.00-
02 31040	INCOME-OTHER	3,713.82	3,713.82
02 32050	INTEREST INCOME	513.11-	1,017.06-
	TOTAL WWCR REVENUE	182,299.29-	421,303.24-
WWCR EXPENSES			
02 45120	PROFESSIONAL SERVICES	22,536.79	22,536.79
	TOTAL WWCR EXPENSES	22,536.79	22,536.79
WASTEWATER CAP RES TRANSFERS			
	TOTAL NET PROFIT/LOSS	159,762.50-	398,766.45-

JOB S04PL
STR 04SRPL
ROUNDING-

0

TAHOE-TRUCKEE SANITATION AGENCY
RESERVED FOR STATE LOAN
PERIOD ENDING 8/31/18

RUN DATE 9/06/18 PAGE 0001 (GLPRN)
RUN TIME 15:01:10

CURRENT
MONTH

YEAR TO
DATE

STATEMENT OF REVENUE & EXPENSES

STATE LOAN RESERVE REVENUE

STATE LOAN RESERVE EXPENSES

STATE LOAN RESERVE TRANSFERS

STATEMENT OF REVENUE & EXPENSES		CURRENT MONTH	YEAR TO DATE
UPGRADE REVENUE			
UPGRADE EXPENSES			
06 45110	CONTRACTUAL SERVICES	126,907.00	126,907.00
06 45120	PROFESSIONAL SERVICES	19,985.46	19,985.46
06 45150	REPAIRS AND MAINTENANCE	95,068.11	99,320.19
06 45155	INSTRUMENTATION & ELECTRICAL	0.00	41.00
06 45300	EQUIPMENT	0.00	86.00
TOTAL UPGRADE EXPENSES		241,960.57	246,339.65
UPGRADE TRANSFERS			
06 45540	TRANSFER BETWEEN FUNDS	180,000.00	180,000.00
TOTAL UPGRADE TRANSFERS		180,000.00	180,000.00
TOTAL NET PROFIT/LOSS		421,960.57	426,339.65



Tahoe-Truckee Sanitation Agency Investment Status Report

TO: LaRue

FROM: Michelle

RE: Investments for the

Month Ending August 31, 2018

		AVERAGE INTEREST RATE		AMOUNT INVESTED
<hr/>				
L.A.I.F.		2.000%		\$54,136,228.61
SAVINGS	Wells Fargo Investment	0.1900%	Weighted Yield	\$519,317.18
	U.S. Bank Service Charge			\$74,325.60
	U.S. Bank Tax Revenue			\$148,296.49
	U.S. Bank W.W.C.R.F.			\$79,076.91
CHECKING	U.S. Bank General Checking	0.000%		\$81,316.31
	Wells Fargo Payroll			\$3,537.81
<hr/>				
		TOTAL CASH ON HAND		<u>\$55,042,098.91</u>

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

www.treasurer.ca.gov/pmia-laif/laif.asp
 September 04,
 2018

TAHOE TRUCKEE SANITATION AGENCY

TREASURER
 13720 BUTTERFIELD DRIVE
 TRUCKEE, CA 96161

PMIA Average Monthly Yields

Account Number:
 70-31-001

Tran Type Definitions

August 2018 Statement

Effective Date	Transaction Date	Tran Type	Confirm Number	Authorized Caller	Amount
8/8/2018	8/7/2018	RD	1581368	DAWN DAVIS	680,000.00
8/8/2018	8/7/2018	RW	1581369	DAWN DAVIS	-750,000.00
8/15/2018	8/14/2018	RW	1581838	DAWN DAVIS	-340,000.00
8/24/2018	8/24/2018	RD	1582555	DAWN DAVIS	10,000.00
8/24/2018	8/24/2018	RD	1582556	DAWN DAVIS	123,000.00
8/27/2018	8/27/2018	RD	1582679	DAWN DAVIS	270,000.00

Account Summary

Total Deposit:	1,083,000.00	Beginning Balance:	54,143,228.61
Total Withdrawal:	-1,090,000.00	Ending Balance:	54,136,228.61





TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: V-4
Subject: Approval of progress pay estimate no. 3 for the 2018 Clarifier Painting project

Background

The 2018 Clarifier Painting project consists of rehabilitating the coating in the following facilities: primary clarifier no. 2, primary clarifier no. 3, and chemical clarifier no. 2. The contractor has completed 100% of the work on all three clarifiers.

Work was completed for less than the total estimated contract price and ahead of schedule. Staff is currently withholding 5% of the revised contract amount and will pay the contract in full once the contractor has satisfied all final payment terms.

Fiscal Impact

Withholding 5% for retention from progress pay estimate no. 3 would yield a payment to the contractor of \$89,795.06.

Attachments

Progress pay estimate no. 3.

Recommendation

Approve progress pay estimate no. 3 for the 2018 Clarifier Painting project.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager

**Tahoe-Truckee Sanitation Agency
2018 Clarifier Painting Project**

**Original Contract Amount: \$291,475.00
C.M #1: (\$2,957.10)
1st Revised Contract Amount: \$288,517.90
C.M #2: (\$6,251.20)
2nd Revised Contract Amount: \$282,266.70**

Progress Pay Estimate No. 3

July 20, 2018 to August 20, 2018

OWNER:

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

CONTRACTOR:

F.D. Thomas, Inc
217 Bateman Dr
Central Point, OR, 97502

ITEM NO.	BID ITEM DESCRIPTION	UNIT PRICE	CONTRACT QUANTITY	UNIT	CONTRACT TOTAL	PERCENTAGE	TOTAL EARNED
General							
1.	The total lump sum including all labor materials, etc., for mobilization.	N/A	1	LUMP SUM	\$13,500.00	100%	\$13,500.00
2.	The total lump sum including all labor materials, etc., for demobilization.	N/A	1	LUMP SUM	\$13,500.00	100%	\$13,500.00
3.	Additive bid item for climatic controls. The unit price per day for the operation of dehumidification system, and/or other system for the control of the environmental conditions.	\$717.00	1	DAY	\$717.00	100%	\$717.00
Primary Clarifier No. 2							
4.	Primary Clarifier No. 2: The total lump sum for all labor, materials, equipment, and tools to install dust containment system before the start of work and removal after completion of work in Primary Clarifier No. 2 (Work Area 1).	N/A	1	LUMP SUM	\$17,900.00	100%	\$17,900.00
5.	Primary Clarifier No. 2: The total lump sum, including all labor, materials, equipment, and tools to remove and dispose of the existing scale and surface contamination from items specified to be coated in Primary Clarifier No. 2.	N/A	1	LUMP SUM	\$4,325.00	100%	\$4,325.00
6.	Primary Clarifier No. 2: The total lump sum, including all labor, materials, equipment, and tools to perform inspection blast on areas where the coating has failed in Primary Clarifier No. 2.	N/A	1	LUMP SUM	\$16,500.00	100%	\$16,500.00
7A	Primary Clarifier No. 2: Perform welding repairs as directed by Agency. This bid item shall include 20 hours of welding (see Technical Specifications, Section 01020 for more information).	\$187.00	20	HRS.	\$3,740.00	100%	\$3,740.00
7B	Primary Clarifier No. 2: Perform welding repairs as directed by Agency. This bid item shall include \$1,000 for material (see Technical Specifications, Section 01020 for more information).	N/A	1	LUMP SUM	\$1,000.00	100%	\$1,000.00
8.	Primary Clarifier No. 2: The total lump sum, including all labor, materials, equipment, and tools for surface preparation to remove and dispose of the existing coating of specified items in Primary Clarifier	N/A	1	LUMP SUM	\$18,000.00	100%	\$18,000.00
9.	Primary Clarifier No. 2: The unit price per hour for grinding work in Primary Clarifier No. 2.	\$108.00	12	HRS.	\$1,296.00	100%	\$1,296.00
10.	Primary Clarifier No. 2: The total lump sum, including all labor materials, equipment, and tools to apply the specified coating to specified items in Primary Clarifier No. 2.	N/A	1	LUMP SUM	\$20,200.00	100%	\$20,200.00
11.	Primary Clarifier No. 2: The unit price per linear foot for caulking in Primary Clarifier No. 2.	\$8.00	150	L.F.	\$1,200.00	100%	\$1,200.00
Primary Clarifier No. 3							
12.	Primary Clarifier No. 3: The total lump sum for all labor, materials, equipment, and tools to install dust containment system before the start of work and removal after completion of work in Primary Clarifier No. 3 (Work Area 3).	N/A	1	LUMP SUM	\$17,900.00	100%	\$17,900.00
13.	Primary Clarifier No. 3: The total lump sum, including all labor, materials, equipment, and tools to remove and dispose of the existing scale and surface contamination from items specified to be coated in Primary Clarifier No. 3.	N/A	1	LUMP SUM	\$4,325.00	100%	\$4,325.00

14.	Primary Clarifier No. 3: The total lump sum, including all labor, materials, equipment, and tools to perform inspection blast on areas where the coating has failed in Primary Clarifier No. 3.	N/A	1	LUMP SUM	\$16,500.00	100%	\$16,500.00
15A	Primary Clarifier No. 3: Perform welding repairs as directed by Agency. This bid item shall include 20 hours of welding (see Technical Specifications, Section 01020 for more information).	\$187.00	20	HRS.	\$3,740.00	100%	\$3,740.00
15B	Primary Clarifier No. 3: Perform welding repairs as directed by Agency. This bid item shall include \$1,000 for material (see Technical Specifications, Section 01020 for more information).	N/A	1	LUMP SUM	\$1,000.00	100%	\$1,000.00
16.	Primary Clarifier No. 3: The total lump sum, including all labor, materials, equipment, and tools for surface preparation to remove and dispose of the existing coating of specified items in Primary Clarifier No.3.	N/A	1	LUMP SUM	\$18,000.00	100%	\$18,000.00
17.	Primary Clarifier No. 3: The unit price per hour for grinding work in Primary Clarifier No. 3.	\$108.00	12	HRS.	\$1,296.00	100%	\$1,296.00
18.	Primary Clarifier No. 3: The total lump sum, including all labor materials, equipment, and tools to apply the specified coating to items specified items in Primary Clarifier No. 3.	N/A	1	LUMP SUM	\$20,200.00	100%	\$20,200.00
19.	Primary Clarifier No. 3: The unit price per linear foot for caulking in Primary Clarifier No. 3.	\$8.00	150	L.F.	\$1,200.00	100%	\$1,200.00

Chemical Clarifier No. 2

20.	Chemical Clarifier No. 2: The total lump sum for all labor, materials, equipment, and tools to install dust containment system before the start of work and removal after completion of work in Chemical Clarifier No.2 (Work Area 2).	N/A	1	LUMP SUM	\$17,900.00	100%	\$17,900.00
21.	Chemical Clarifier No. 2: The total lump sum, including all labor, materials, equipment, and tools to remove and dispose of the existing scale and surface contamination from items specified to be coated in Chemical Clarifier No. 2.	N/A	1	LUMP SUM	\$13,000.00	100%	\$13,000.00
22.	Chemical Clarifier No. 2: The total lump sum, including all labor, materials, equipment, and tools to perform inspection blast on areas where the coating has failed in Chemical Clarifier No. 2.	N/A	1	LUMP SUM	\$16,000.00	100%	\$16,000.00
23A	Chemical Clarifier No. 2: Perform welding repairs as directed by Agency. This bid item shall include 20 hours of welding (see Technical Specifications, Section 01020 for more information).	\$187.00	20	HRS.	\$3,740.00	100%	\$3,740.00
23B	Chemical Clarifier No. 2: Perform welding repairs as directed by Agency. This bid item shall include \$1,000 for material (see Technical Specifications, Section 01020 for more information).	N/A	1	LUMP SUM	\$1,000.00	100%	\$1,000.00
24.	Chemical Clarifier No. 2: The total lump sum, including all labor, materials, equipment, and tools for surface preparation to remove and dispose of the existing coating of specified items in Chemical	N/A	1	LUMP SUM	\$18,000.00	100%	\$18,000.00
25.	Chemical Clarifier No. 2: The unit price per hour for grinding work in Chemical Clarifier No. 2.	\$108.00	12	HRS.	\$1,296.00	100%	\$1,296.00
26.	Chemical Clarifier No. 2: The total lump sum, including all labor materials, equipment, and tools to apply the coating to specified items in Chemical	N/A	1	LUMP SUM	\$23,700.00	100%	\$23,700.00
27.	Chemical Clarifier No. 2: The unit price per linear foot for caulking in Chemical Clarifier No. 2.	\$8.00	100	L.F.	\$800.00	100%	\$800.00

Gray shaded rows indicate where original Bid Item quantity was an estimate. Actual quantities will be revised via Contract Modification (typical for entire pay request).

Contract Modifications						
Contract Modification No. 1						(\$2,957.10)
Contract Modification No. 2						(\$6,251.20)
TOTAL					\$291,475.00	\$282,266.70

TOTAL EARNED TO DATE:	\$282,266.70
LESS PREVIOUS BALANCE	\$178,358.30
5% TOTAL RETENTION TO DATE:	\$14,113.34
TOTAL AMOUNT DUE CONTRACTOR:	\$89,795.06

ACCEPTED BY:
F.D. Thomas, Inc

APPROVED BY:
Tahoe-Truckee Sanitation Agency

BY: Cory Hall
DATE: 8/30/18

BY: _____
DATE: _____



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: Jay Parker, Engineering Manager
Item: V-5
Subject: Approval of progress pay estimate no. 1 for the TRI MH 81-MH 83 Improvements project

Background

The Truckee River Interceptor MH81 to MH83 Improvements project includes the demolition of an existing section of 24-inch reinforced concrete and ductile iron gravity sewer interceptor pipe and replacement with a 36-inch reinforced concrete gravity sewer interceptor pipe from Manhole 81 to Manhole 83, for approximately 1,810 feet. Work includes manhole construction, traffic control, sanitary sewer bypass pumping, surface restoration, and all associated work as described in the Contract Documents.

Work has commenced and progress pay estimate no. 1 is for the period 08/01/18 to 08/24/18.

Fiscal Impact

Withholding 5% for retention from progress pay estimate no. 1 would yield a payment to the contractor of \$484,267.26.

Attachments

Progress pay estimate no. 1.

Recommendation

Approve progress pay estimate no. 1 for the TRI MH 81-MH 83 Improvements project.

Review Tracking

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager

Tahoe Truckee Sanitation Agency
13720 Butterfield Dr, Truckee CA96161

Contractor **Burdick Excavating Company**
Address **P.O.Box 22330**
City, State ZIP **Carson City, NV 89721**

Pay Estimate No. **1**
Period: **8/01/18-8/24/18**
Date: **8/29/2018**

Project Name: **Truckee River Interceptor Manhole B1 to Manhole B3 Improvements**

Project #:

Item No.	Item Description	Est. Qty.	Units	CONTRACT		PREVIOUS TOTALS		THIS ESTIMATE		TOTAL TO DATE	
				Unit Price	Amount	Quantity	Amount	Quantity	Amount	Quantity	Amount
10	Temporary Erosion, Sediment Control	1	LS	25,000.00	\$25,000.00						
10.1	Permits, SWPPP	1	LS	5,000.00	\$5,000.00		\$0.00	75.00%	\$3,750.00	75%	\$3,750.00
10.2	Install Silt Fence, Wattles	2000	LF	5.00	\$10,000.00		\$0.00	1500.00	\$7,500.00	1500	\$7,500.00
10.3	Install Temporary Fence, Tree Protection	2000	LF	5.00	\$10,000.00		\$0.00	1500.00	\$7,500.00	1500	\$7,500.00
20	Temporary Odor Control Mobilization	1	LS	33,000.00	\$33,000.00						
20.1	Temporary Odor Control Mobilization	1	LS	33,000.00	\$33,000.00		\$0.00		\$0.00	0%	\$0.00
30	Temporary Odor Control Operation	90	DY	1,250.00	\$112,500.00						
30.1	Temporary Odor Control Operation	90	DY	1,250.00	\$112,500.00		\$0.00		\$0.00	0.00	\$0.00
40	Temporary Traffic Control	1	LS	280,000.00	\$280,000.00						
40.1	Install Construction Signs	1	LS	17,000.00	\$17,000.00		\$0.00	100.00%	\$17,000.00	100%	\$17,000.00
40.2	Flagging	20	DY	3,700.00	\$74,000.00		\$0.00	5.00	\$18,500.00	5	\$18,500.00
40.3	Place K-Rail	2500	LF	36.81	\$92,025.00		\$0.00	2500.00	\$92,025.00	2500	\$92,025.00
40.4	Remove Existing, Install Temporary Striping	1	LS	26,000.00	\$26,000.00		\$0.00	100.00%	\$26,000.00	100%	\$26,000.00
40.5	Remove K-Rail	2500	LF	18.41	\$46,025.00		\$0.00		\$0.00	0.00	\$0.00
40.6	Remove Temporary, Install Permanent Striping	1	LS	24,950.00	\$24,950.00		\$0.00		\$0.00	0%	\$0.00
50	Excavation and Trench Safety	1	LS	20,000.00	\$20,000.00						
50.1	Engineering	1	LS	1,900.00	\$1,900.00		\$0.00	100.00%	\$1,900.00	100%	\$1,900.00
50.2	Excavation and Trench Safety	1810	LF	10.00	\$18,100.00		\$0.00	0.00	\$0.00	0.00	\$0.00
60	Bypass Pumping	1	LS	490,000.00	\$490,000.00						
60.1	Pumping Mobilization Installation	1	LS	250,000.00	\$250,000.00		\$0.00	85.00%	\$212,500.00	85%	\$212,500.00
60.2	Pumping Operation	40	DY	6,000.00	\$240,000.00		\$0.00		\$0.00	0.00	\$0.00
70	36" Truckee River Interceptor Pipe	1	LS	1,195,500.00	\$1,195,500.00						
70.1	Clear and Grub, Tree Removal	34	EA	900.00	\$30,800.00		\$0.00	32.00	\$28,800.00	32.00	\$28,800.00
70.2	Construct Pipeline Access	1810	LF	42.00	\$76,020.00		\$0.00	1050.00	\$44,100.00	1050.00	\$44,100.00
70.3	Pothole Utilities	1810	LF	8.00	\$14,480.00		\$0.00	1050.00	\$8,400.00	1050.00	\$8,400.00
70.4	Demo Existing Pipeline	1810	LF	65.00	\$117,850.00		\$0.00		\$0.00	0.00	\$0.00
70.5	Install Pipeline	1810	LF	386.00	\$698,660.00		\$0.00		\$0.00	0.00	\$0.00
70.6	Install Manholes	5	EA	11,798.00	\$58,990.00		\$0.00	1.50	\$17,697.00	1.50	\$17,697.00
70.7	Restore Pipeline Alignment	1810	LF	100.00	\$181,000.00		\$0.00		\$0.00	0.00	\$0.00
70.8	Pipe Flushing, Cleaning, Testing	1810	LF	10.00	\$18,100.00		\$0.00		\$0.00	0.00	\$0.00
80	Private Propert Driveway	1	LS	130,000.00	\$130,000.00						
80.1	Private Property Demo, Clear and Grub	1	LS	5,200.00	\$5,200.00		\$0.00		\$0.00	0%	\$0.00
80.2	Restore Pavers	2600	SF	23.50	\$61,100.00		\$0.00		\$0.00	0.00	\$0.00
80.3	AC Paving	2750	sf	7.40	\$20,350.00		\$0.00		\$0.00	0.00	\$0.00
80.4	Restore Gravel Surfacing	800	SF	4.75	\$2,850.00		\$0.00		\$0.00	0.00	\$0.00
80.5	Replace Culverts, Conduit	200	LF	58.50	\$11,700.00		\$0.00		\$0.00	0.00	\$0.00
80.6	Staging, Misc Restoration	6400	SF	4.50	\$28,800.00		\$0.00		\$0.00	0.00	\$0.00
Change Orders											
	Contract Modification #1, No Increase				\$0.00		\$0.00		\$0.00	0	\$0.00
	Contract Modification #2	1.00	LS	112,014.00	\$112,014.00		\$0.00	21.50%	\$24,083.01	21.50%	\$24,083.01
	Contract Modification #3, No Increase				\$0.00		\$0.00		\$0.00	0	\$0.00
	Contract Modification #4, No Increase				\$0.00		\$0.00		\$0.00	0	\$0.00
					\$0.00		\$0.00		\$0.00	0	\$0.00

Total Amount	\$2,286,000.00	\$0.00	\$485,672.00	\$485,672.00
Change Orders	\$112,014.00	\$0.00	\$24,083.01	\$24,083.01
Total Contract Amount, To Date	\$2,398,014.00		\$509,755.01	\$509,755.01
	Total Billing this Period		\$509,755.01	
Less 5% Retention			\$25,487.75	\$25,487.75
Payment Total		\$0.00	\$484,267.26	\$484,267.26
Less Previous Payments			\$0.00	\$0.00
Total Amount Due To Contractor			\$484,267.26	\$484,267.26

Accepted:

[Signature]

Contractor, Burdick Excavating Co., Inc

Date:

8/19/18

Checked:

[Signature]

Date:

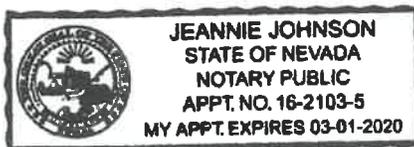
8/30/18

Approved:

Date:

Approved:

Date:





TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: Vicky Lufrano, Human Resources Administrator
Item: VI-1
Subject: Discussion and award of Classification and Compensation Study

Background

At the special Board meeting of August 16, 2018, the Board of Directors approved the issuance of a request for proposals (RFP) to select a consultant to prepare an Agency Classification and Compensation Study.

The following is a breakdown of the proposals received:

Consultant Name	Proposal Amount
Pontifex Consulting Group, LLC	\$15,800
Bryce Consulting	\$39,240 - \$41,960
Koff & Associates	\$63,918

Staff is currently contacting references and awaiting responses to general questions. An assessment and recommendation will be provided at the meeting.

Fiscal Impact

Per approved proposal as identified above.

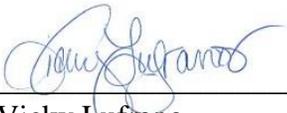
Attachments

Submitted proposals from the above consultants.

Recommendation

Approval to enter into an agreement with one of the above consultants as recommended by staff.

Review Tracking

Submitted By: 
Vicky Lufrano
Human Resources Administrator

Approved By: 
LaRue Griffin
General Manager



September 5, 2018

Vicky Lufrano
Human Resources Administrator
Tahoe-Truckee Sanitation Agency
13720 Butterfield Drive
Truckee, CA 96161

Dear Vicky:

Please accept the attached proposal in response to your inquiry on the performance of a comprehensive classification and compensation study for jobs at the Tahoe-Truckee Sanitation Agency. The Pontifex Consulting Group is experienced in conducting studies similar to yours in comparable organizations both as practitioners and consultants. We are confident that we can deliver quality service that is second to none.

We have attached a concise proposal that will provide the following information:

- Firm Background
- Staff Resumes
- References
- Scope of Services
- Description of Deliverables
- Project Timeline
- Study Fees

We very much appreciate the opportunity to submit this information and look forward to assisting you in performing these consulting services. Should you need any additional information or have questions regarding our attached proposal or fee schedule, please call me at 612.803.3516 or email at pronza@pontifex-hr.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Ronza".

Peter Ronza, CCP, SPHR
President

FIRM BACKGROUND

The Pontifex Consulting Group LLC was formed over thirteen years ago by human resources professionals who have extensive experience as both practitioners and consultants in compensation, benefits and other human resources disciplines.

We recognize that your employees are your greatest investment and that they are the key element to the success of your organization. That fact alone requires that you employ a consultant who is experienced and accountable. Our goal is to provide a service experience that is second to none. You should experience nothing less.

Our goal is to satisfy our customer's needs with solutions that will work in relation to your culture. **We do not believe in recommending "cookie-cutter" products or automated programs that are revised to adapt to your organization.** There are as many different methods of classifying and compensating employees as there are different varieties of organizations. That kind of service takes time and effort and is the only way we know of to provide you with the quality professional products that get you where you want to be.

We provide personalized services that are reasonably priced. Your project is serviced from beginning to end with service to you, our customer, as our primary objective. Compensation is a very sensitive issue and we treat it as such. For an employer it is their largest investment and for employees it means putting food on the table and a roof over their head. We take our responsibility very seriously.

Our services are reasonably priced due to the fact that we do not have extensive overhead that we are relying on our clients to support. Through the efficient and effective use of technology and our experience, we can give our clients first class service at affordable prices. We expect to deliver the same value as what we would expect if we were in our client's shoes.

The consultants assigned to your project are the people who are committed to your project's success. We do not dazzle you on-site with talent and then come back home to assign your project to a room full of neophyte employees. Our consultants have many years of professional experience in performing services similar to what is being proposed to your organization. If you have a question or issue, your consultant will be able to address it to your satisfaction.

Published articles and resources may be accessed on our website at:

http://www.pontifex-hr.com/resources_publications.htm

Key differentiators from our competitors:

- Expertise – The depth of professional experience and skills of staff assigned to this project (as outlined in resume section) is second to none. We have provided services to a wide variety of industries both as consultants and practitioners. We also “give back” to the professional community through publishing, speaking at professional conferences and teaching.
- Custom Solutions – There is no “one solution” for an organization or industry. We take the time to assess your culture, needs, and objectives. There are many different methods by which to compensate employees and the solution for your organization must “fit” your organization to be successful. We will never recommend an “off-the-shelf” product that we have used for all our clients. That is against our professional ethics and would ask that you retain another firm if you desire that kind of deliverable.
- Service – What you see is what you get. The practitioners who will appear on your worksite at the project implementation meetings will be the individuals who service your contract from beginning to end. We do not have a cadre of neophyte analysts who will be given your project once the team has returned from your organization. If you need to contact us, we will be available. If you need changes, they will be discussed and executed. This is not our project, it is your project.
- Honesty – We are being engaged to ensure quality and success. That requires that we engage in a professionally honest relationship. We will present you with options, opinions and recommendations. We are being retained due to our professional experience as your consultants and will engage in such a manner.

How can Tahoe-Truckee Sanitation Agency (Agency) assess the Consultant’s performance?

- Consultant’s understanding of the Agency’s culture, mission and strategy.
- Consultant’s understanding of the Agency’s current issues surrounding the classification and compensation systems.
- Consultant’s professionalism in dealing with the Agency’s questions and concerns.
- Consultant’s understanding of the Agency’s jobs and how they function.
- How well the recommended classification structure fits the Agency’s compensation philosophy.
- Agency’s understanding of the new compensation structure.
- How well the recommended salary structure and pay practices fit the Agency’s total compensation philosophy.
- How the transition plan meets the needs and considers the financial resources of the Agency.

STAFF RESUMES

PETER RONZA, CCP, SPHR – *President*

Mr. Ronza will be responsible for managing the project and providing consulting services. He has over thirty years of experience in health care, banking, higher education, government and as a consultant for a variety of industries. He also has been called upon as a resource based on his expertise by print and video media (NBC Nightly News, Wall Street Journal, US News & World Report).

Mr. Ronza is an Adjunct Professor for graduate and undergraduate programs at the Human Resources and Industrial Relations Department of the Carlson School of Management at the University of Minnesota. He also served as an Adjunct Professor at the Organizational Learning and Development Department at the University of St. Thomas.

Mr. Ronza is also an expert on regulatory issues such as the Fair Labor Standards Act (FLSA). He has assisted a variety of clients in ensuring that they are in compliance with overtime and equal pay provisions of the act. He advises clients on designing their workforce structures to ensure that they are in compliance with regulations while at the same time achieving organizational objectives.

Mr. Ronza has a Master's degree in Human Resources/Industrial Relations from the University of Minnesota.

Mr. Ronza is a member of:

- WorldatWork (formerly American Compensation Association) and has his Certified Compensation Professional (CCP) certification.
- Society for Human Resources Management and has his Senior Professional Human Resources (SPHR) certification. He also served on the Total Rewards Special Expertise Panel (2005-2008) and the Ethics Special Expertise Panel (2010-2012) that provided advice and professional services to the 250,000 members of SHRM.

ROBERT GREENE, Ph.D. – Consulting Principal

Dr. Greene is a Consulting Principal with our compensation and human resources management consulting practice. He will be responsible for cultural assessment, quality assurance and composition of the final report. He has over forty years of human resources consulting experience with a wide variety of organizations.

Dr. Greene is an expert on consulting with organizations on formulating human resources management strategies and designing, implementing, administering and evaluating performance and compensation management programs. He also provides counsel on defining, assessing and reshaping organizational culture and the effective management of cross-cultural workforces.

Dr. Greene has published over 100 articles, white papers and book chapters on HR and compensation management, performance management, organizational culture and change management. He was awarded the first Keystone Award for attaining the highest level of excellence in the field by the American Compensation Association (now WorldatWork). He serves as adjunct faculty at DePaul University and a faculty member for the CPHRC certification program offered in countries around the world.

Mr. Greene has a Ph.D. in Applied Behavioral Science from Northwestern University and an MBA from the University of Chicago.

Dr. Greene is a member of:

- WorldatWork (formerly ACA) and has his Certified Compensation Professional (CCP), Certified Benefits Professional (CBP) and Global Remuneration Professional (GRP) certifications.
- Society for Human Resources Management (SHRM) and has his Senior Professional Human Resources (SPHR), Global Professional Human Resources (GPHR) and SHRM-SCP certifications. He has served as a designer and faculty member for SHRM's professional development programs and was a principal designer of the PHR/SPHR certifications.
- Society for Industrial and Organizational Psychology (SIOP), a division of the American Psychological Association.
- Mensa Society

DAVID GRAMER, CCP, GRP, PHR - Consultant

Mr. Gramer will be responsible for providing market analysis and compensation system design services on this project. He has over eighteen years of compensation experience, which include external and internal consulting, and ten of which have been working with global compensation and expatriate programs. He has conducted studies covering well over 30 countries for a variety of Fortune 500 companies as well as smaller corporations.

Mr. Gramer has served as an adjunct professor of Global Business and Human Resources programs. He has also served as a guest speaker on these topics at colleges and universities as well as professional associations.

Mr. Gramer has a Master's degree in Business Administration from the University of St. Thomas.

Mr. Gramer is a member of:

- WorldatWork (formerly American Compensation Association) and has his Certified Compensation Professional (CCP) certification, as well as his Global Remuneration Professional (GRP) certifications.
- Society for Human Resources Management and has his Professional Human Resources (PHR).

KRISTEN IRELAND, SPHR, GPHR - Consultant

Ms. Ireland provides workplace and organizational analyses, facilitation of group meetings, and job description development services. She has over seventeen years of experience as a practitioner and consultant in private and not-for-profit organizations.

Ms. Ireland has worked extensively with senior management staff in the development and implementation of total compensation programs both in domestic and international settings. She has assisted clients with talent management processes including performance management, succession planning, calibration of compensation strategies and annual salary review processes.

Ms. Ireland has a Master's degree in Business Administration from the University of St. Thomas.

Ms. Ireland is a member of:

- Society for Human Resources Management and has obtained her Senior Professional Human Resources (SPHR) and Global Professional Human Resources (GPHR) certifications.

REFERENCES

Recent clients served on projects similar in scope:

Beaufort-Jasper Water & Sewer Authority, South Carolina

We have conducted numerous classification and compensation studies for staff and management positions. This has involved compensation analyses based upon custom and published surveys. We recently assisted them with the design and implementation of compensation policies to address regular maintenance issues (new hires, equity adjustments, compression, etc.). We have also had extensive discussion into the design and implementation of a pay-for-performance compensation system. In addition, we have partnered with the Board and designed executive compensation programs for key staff.

We are on retainer to provide new job descriptions, job grading, market placement, salary ranges, compensation philosophy and pay practices for the organization.

Contact: Ed Saxon, General Manager, 843.987.8040
eds@bjwsa.org

Las Vegas Valley Water District, Nevada

We have been retained to conduct classification and compensation services for the District. This included a combination of analyses that involve the design of new salary ranges, addressing pay compression issues, compensation philosophy and pay practices for the organization. We have also provided recommendations on how to administer the plan in anticipation of growth in mission and workforce.

Contact: Jerry Keating, Assistant Human Resources Director, 702.785.7062
Jerry.keating@lvvwd.com

Lyon County, Nevada

We were retained to conduct a classification and compensation study for 350 represented and non-represented staff. All staff completed job questionnaires from which classification descriptions were composed. This study included a combination of compensation and benefits analyses based upon custom and published survey sources. The end result was the composition of a compensation philosophy and strategies, new classification descriptions, a new classification structure, and compensation programs. We met with elected officials and management to discuss recommendations. We also provided collective bargaining support to the Human Resources Director.

Contact: Christie Reeder, Human Resources Director, 775.463.6510
creeder@lyon-county.org

Greater Cincinnati Sewer District, Ohio

Robert Greene led a team that provided a variety of compensation analyses and services to include completion of classification descriptions and labor market analyses based upon custom and published survey sources.

We were subsequently retained to advise on the merger of water and sewer authorities.

Contact: Jerry Wilkerson, Executive Director, 513.448.5854
Jerry.wilkerson@cinicinnati-oh.org

Carson City, Nevada

We conducted a compensation and classification study for 500 represented and non-represented staff, to include public safety. This included completion of PDQs, review of draft classification descriptions, a combination of labor market analyses based upon custom and published survey sources. The result was the design of new classification descriptions, classification structure, salary ranges, compensation philosophy and pay practices for the organization to include union and non-union jobs.

We were subsequently retained to design and implement a performance management program. This included the design, implementation and training of supervisors and staff at the City.

Contact: Melanie Bruketta, Director Human Resources, 775.283.7088,
mbruketta@carson.org

Douglas County, Nevada

We were retained to conduct a classification and compensation study for 500 represented and non-represented staff. This included a combination of analyses based upon custom and published survey sources. The end result was the composition of a compensation philosophy and strategies, new classification, and compensation programs. We briefed County management and elected officials.

Contact: Wendy Lang, Human Resources Director, 775.782.9866
wlang@co.douglas.nv.us

SCOPE OF SERVICES

The purpose of the comprehensive compensation study is to evaluate the internal equity and labor market competitiveness of the compensation and classification plans at the Tahoe-Truckee Sanitation Agency (Agency).

Given our desire to provide customized service to the Agency, we believe our proposal is straightforward and identifies the core elements of the study. Our services are flexible so as to take into account your needs and any conclusions or requirements during the project. The Pontifex Consulting Group (Consultant) will perform the following tasks to achieve the Agency's objectives:

Phase I

- **Project Initiation** – The Consultant will meet with the Agency to discuss organizational objectives and cultural perspectives to ensure that they are taken into account in the development of programs that will serve your needs today and in the future. We will also meet with executives and managers to thoroughly understand their organizational structure, mix of jobs, issues and concerns.
- **Examination of Current Programs** - The Consultant will review existing job descriptions, organization charts, job evaluation and salary administration methodology, and all other relevant job classification material, as well as conduct meetings with executives, managers, and Human Resources staff. These actions will allow us to provide recommendations on how to guide the study to a successful completion.
- **Total Compensation Philosophy** – The Consultant will confirm the Agency's Total Compensation (compensation and benefits) philosophy and assist in the drafting of an official document, if required. It is critical for the success of the study for the Consultant to completely understand how the Agency utilizes its resources to attract, retain and motivate its employees.
- **Initial Employee Communication** - The Consultant will conduct onsite employee, supervisor and manager briefing sessions onsite at locations and times determined by the Agency. These meetings will communicate the study's objectives and allow for employee input. We will also walk through the questionnaire and explain its use and intent. This will lessen anxiety and increase the quality of input.
- **Project Administration** – The Consultant will work with the Agency to confirm the schedule of deliverables for the study. We will also clarify involvement of the Agency's staff to ensure timely completion of tasks, meeting logistics, approval of documents and distribution of communication materials.

Phase II

- **Position Information** – Consultant will provide a Position Description Questionnaire (PDQ) that will be distributed to all employees for them and their supervisor to complete with relevant information in regard to their job’s duties, responsibilities and requirements. Based on analysis of the PDQs, Consultant will perform selected on site visits and phone conferences with supervisors to gain a complete understanding of operations and the Agency’s jobs.
- **Finalize Job Descriptions** – Consultant will develop new/revised job descriptions, ensuring all requirements regarding essential functions and minimum qualifications are included. Job descriptions will also include requirements for the ADA, EEO standards, and other legally required information in a clearly identified format that is appropriate for each classification. Consultant will also determine the appropriate Fair Labor Standards Act (FLSA) overtime eligibility status of each job using current United States Department of Labor FLSA guidelines.
- **Review Phase** – Agency management and Human Resources staff will review and comment on job description drafts. Consultant will revise, as necessary, and produce final versions.
- **Outline Job Analysis Methodology and Structure** - The Consultant will then develop a classification structure and methodology that is appropriate for the Agency’s organizational structure and culture. We do not sell a “one-size-fits-all” methodology as a solution to your needs. The structure must also be constructed in a way that will allow the Agency to maintain and administer the system after the study is completed.

Phase III

- **Collect Labor Market Data** - The Consultant will work together with the Agency to identify the appropriate competitive labor market and comparable organizations from which to obtain compensation data. The Consultant will design custom market survey(s) as required to collect compensation data from targeted organizations identified by the Agency as direct labor market competitors/comparators. We also have professionally published surveys at our disposal for use in the market analysis.
- **Market Data Analysis** - The Consultant will collect and analyze data to ensure accuracy and reliability of data. We will then analyze the current compensation of the Agency’s employees in relation to the competitive labor market data to determine the Agency’s positioning, both on an individual and aggregate basis.
- **Salary Structure Design & Implementation** - The Consultant will develop compensation ranges that will be joined to the classification structure to provide internal and external equity for the Agency’s compensation system. The recommendations will also be designed to avoid possible salary compression in the future. Consultant will also provide financial impact scenarios to assist the Agency in the implementation of said recommendations.

- **Compensation Practices** - The Consultant will develop recommendations for the Agency in regard to salary increases, adjustments and movement that ensure consistency and market alignment. All recommendations will be provided with awareness of Agency's philosophy, objectives and financial resources.
- **Employee Training and Maintenance** – The Consultant will provide training to key employees and other staff regarding how to maintain the classification and compensation programs. Again, our goal is to provide you a system that requires little outside involvement from a consultant. This training includes the ability to classify and price jobs within the recommended system. Included with this training are policies and manuals that will address procedures, adjustment practices and career progression processes.

DESCRIPTION OF DELIVERABLES

The Consultant will prepare a report summarizing the processes used to conduct the study and the findings and recommendations of the study. The Agency will have an opportunity to review and discuss the report with the Consultant. Based on these discussions, the Consultant will update and finalize the report.

The report will include:

1. A detailed summary of the classification (internal equity) analysis.
2. Results of the comparative compensation (external equity) analysis.
3. FLSA analyses and documentation.
4. New/updated job descriptions for all jobs.
5. A complete classification system for all jobs.
6. A base compensation structure(s) for all jobs.
7. Recommendations on how to transition from the current to the new system.
8. Recommendations on a process to update and keep the system current.
9. Recommendations and compensation increase practices and policies.
10. Manuals and other communications materials for managers and employees.
11. Training for key Agency staff on the system's policies and procedures and maintenance practices.
12. Financial impact analyses on the implementation of Consultant's recommendations.

The end result is to design, implement and maintain a compensation system that allows for the recruitment, retention and recognition of employees while adhering to the compensation philosophy of the Agency.

Consultant will be available to make presentations to the Board of Directors, management and staff as required.

PROJECT TIMELINE

The proposed timeline is based upon the Agency's deliverables. The Consultant is prepared to commence the study upon receipt of the Agency's authorization to proceed and after all deliverables and requirements have been contractually agreed upon. The schedule below assumes an October 1, 2018 start date.

<u>Deliverable</u>	<u>Week of:</u>
Onsite project initiation meetings	October 1, 2018
Questionnaires distributed to employees	October 1, 2018
Questionnaires on job classifications returned to Consultant	October 22, 2018
Draft classification descriptions for review	November 12, 2018
Classification Review edits and comments to Consultant	November 19, 2018
Draft structure and allocation recommendations for Agency review	November 26, 2018
Classification structure edits and comments to Consultant	December 3, 2018
Draft compensation structure for Agency review	December 10, 2018
Compensation structure comments returned to Consultant	December 17, 2018
Final report draft to Agency	December 31, 2018
Final report with Agency edits and comments to Consultant	January 7, 2019
Onsite Presentations	January 21, 2019

LIABILITY INSURANCE

The Consultant carries the following liability insurance limits:

Liability & Medical Expenses	\$1,000,000
Personal Liability	\$1,000,000
General Aggregate	\$2,000,000
Auto Liability	\$1,000,000

STUDY FEES

Total cost for the study is proposed at \$15,800. This is an estimate based upon the employee population and services mentioned in your RFP. All travel and out-of-pocket expenses to be incurred by the Consultant are included in the proposal pricing.

The following line item schedule summarizes the different study tasks costs:

Project Initiation and On-site Presentations	\$ 2,800
Classification Analysis	\$ 5,500
Compensation Analysis	\$ 5,000
Summary Report & Presentations	<u>\$ 2,500</u>
TOTAL COST	\$ 15,800

The proposal includes three (3) onsite visits as required by the RFP. Reduction of those visits would result in a reduction of fees of \$2,500 per visit.

Consultant will invoice the Agency upon completion and acceptance of project phase deliverables. Payment is due to Consultant within thirty (30) days of the Agency receiving invoice for payment.

The Consultant agrees to answer questions and provide implementation assistance at no additional cost pertaining to this study for a minimum of twelve (12) months following the date of study completion to ensure that the system/products that we have provided are administered properly.

Ongoing Consulting Services

We would be happy to quote a flat rate that is more equitable to the achievement of desired tasks and mindful of the financial resources of the Agency.

- Job description grading and FLSA analysis = \$200 per job
- Market Analysis and recommendations = \$100 per job
- Hourly Rate = \$200
- Onsite consulting = \$2,500 per day includes travel and expenses.

**BRYCE
CONSULTING**

**PROPOSAL TO CONDUCT A CLASSIFICATION AND
COMPENSATION STUDY FOR THE TAHOE-
TRUCKEE SANITATION AGENCY**



3436 American River Drive, Ste. 7A
Sacramento, CA 95864
(916) 974-0199

www.bryceconsulting.com

September 5, 2018

Ms. Vicky Lufrano
Human Resources Administrator
13720 Butterfield Drive
Truckee, CA 96161

Ms. Lufrano

Thank you very much for the opportunity to submit a proposal to conduct a comprehensive classification and compensation study for the Tahoe-Truckee Sanitation Agency.

Bryce Consulting brings to this assignment over twenty-five years of experience in providing management consulting services to local government clients. We recognize the importance of maintaining a meaningful classification plan reflective of today's organization as well as a competitive compensation plan. The firm will devote all necessary resources to undertake a successful comprehensive study Agency positions. Furthermore, we will work with you and the Agency at every step during the project to maintain open communication, provide status up-dates, and ensure the successful accomplishment of the study's objectives.

Again, thank you for the opportunity to be considered for this project. If you need additional information, please contact me at (916) 974-0199 or Sanderson@bryceconsulting.com.

Sincerely,

A handwritten signature in blue ink that reads "Shellie Anderson". The signature is written in a cursive, flowing style.

Shellie Anderson
Principal

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I. EXECUTIVE SUMMARY

The Tahoe-Truckee Sanitation Agency is seeking consulting assistance to conduct a comprehensive classification and compensation study of approximately 50 positions assigned to 38 classifications. The specific study objectives would include the following:

Classification Study

The classification phase of the study would result in:

- Detailed job analysis of each position.
- Development of a classification structure for Agency classes that reflects the Agency's current and future human resources needs.
- Review and modification of class specifications to ensure they are up-to-date, accurate, and reflect the Agency's organization as it currently exists and supportive of the Agency's plans for the future. The class specifications will include, in addition to appropriate job definitions, distinguishing characteristics, and duty statements, a qualifications section that addresses minimum qualifying level knowledge, skills and abilities for each of the classifications as well as ADA-compliant language.
- Allocation of each position to the appropriate classification based on the duties and responsibilities being performed.
- A review process that will permit each employee to review the draft classification recommendations and to submit concerns directly to the consultant.

Compensation Study

This phase of the study would result in:

- Review and analysis of an appropriate labor market and recommended benchmark job classes.
- The collection and analysis of base salary and benefit survey data for the selected survey classes.
- Assignment of a salary range to each classification included in the study that reflects the results of the market survey and is consistent with an analysis of the Agency's internal relationships.
- Development of a sound performance evaluation system.

II. STUDY METHODOLOGY

This section of the proposal is intended to provide a background to the overall assignment and includes:

- Discussion of classification and compensation methodology
- Discussion of the roles the study participants may assume during the study process

CLASSIFICATION AND COMPENSATION METHODOLOGY

In conducting a classification and compensation study, we would propose to use the following methodology.

Classification Methodology

Our proposal assumes the utilization of the whole job method of classification. This is the system preferred by and is most common to most local government employers. In summary, the classifications of work are created and individual positions are allocated based on a series of well-defined allocation standards. These standards are tailored to each organization's needs but typically include the following:

Decision Making

This standard consists of (a) the decision making responsibility and degree of independence or latitude that is inherent in the position and (b) the impact of decisions.

Scope and Complexity

This standard defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.

Contact With Others Required By the Job

This standard measures (a) the types of contacts and b) the purpose of the contacts.

Supervision Received and Exercised

This standard describes the level of supervision received from others and the nature of supervision provided to other workers.

Knowledge, Skills and Abilities

This standard defines the KSA's that are inherent in a given classification. Distinctions are made between what is required to meet job requirements versus what may be learned on the job.

Once the above standards are refined to meet the Agency's particular needs, they are fully described prior to their application to the Agency's jobs. The allocation standards then become the fundamental building block for the study of the classes. These standards form the basic criteria for:

- Developing the overall classification structure.
- Defining various levels within class series.
- Allocating individual positions to the appropriate level in a series.
- Establishing internal pay relationships within series and among related classes.

Discussion of Labor Market Survey Criteria

The overall objective in selecting survey employers is to define as accurately as possible the Agency's "Labor Market". A labor market consists of those employers with whom the Agency competes for employees. Bryce will conduct a review of agencies and recommend those to be surveyed. The criteria typically utilized in identifying those employers includes the following:

Employer Size - As a general rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, agencies of similar size to the Agency are likely to have departmental structures and organization of positions more similar to the Agency than organizations that are significantly different in size. The specific criteria utilized to evaluate size include population served, services provided, and number of employees.

Geographic Proximity - Geographic proximity is another factor utilized in identifying an appropriate labor market. This factor is particularly important because it identifies those employers with which the Agency must directly compete to recruit and retain quality staff. Furthermore, by selecting employers within reasonably close geographic proximity, it helps to ensure that the resulting labor market will be indicative of the region's cost of living.

Nature of Services Provided - As a general rule similar organizations are selected as survey employers, because they provide similar services. This is important for the following reasons:

- Employers who provide similar services are most likely to compete with one another for employees.
- These employers are most likely to have comparable jobs.
- These employers are most likely to have similar organizational characteristics.

Data Collection Methodology

After the Agency reviews the recommended labor market, the consultants would apply the following data collection methodology.

- Determine the exact functional scope and organization level of each Agency survey class.
- Prepare information packets for the labor market agencies that describe in detail the survey class.
- Contact each survey agency to ensure cooperation and participation in the survey process.
- Collect salary and benefit data and then determine comparability by reviewing the scope, reporting relationship, and content of each classification.
- Compile raw salary and benefit data by survey class and calculate the labor market mean, median or other percentile and the percent the Agency is from the market.

INVOLVEMENT OF STUDY PARTICIPANTS

The precise involvement of the various study participants needs to be carefully defined at the beginning of the assignment. This is critical to ensure that the study results meet the Agency's needs and can be implemented. While there is no one way to approach participation, the following outlines an approach which has been successful, with various modifications, for other organizations that are similar to the Agency in size and complexity.

General Manager and Human Resources Administrator: The General Manager and Human Resources Administrator would normally provide the consultant with the day-to-day guidance and administrative direction. In most cases, the key contact is with the Human Resources Administrator while the General Manager is consulted on significant decisions and review processes.

Board of Directors: The Board of Directors normally participates on policy level decisions affecting the classification and compensation study. The consultants will meet periodically with the Board of Directors to update them on the project status and at critical milestones to ensure participation and understanding of all recommendations.

Management: The extent of involvement by management can vary significantly from client to client. Typical points of contact include an initial briefing concerning the study objectives and process; a detailed review with the consultant of the Agency's organization structure, reporting relationships, and staffing patterns; and a review of classification study findings and recommendations.

Ad Hoc Committee: It is not uncommon for agencies to develop an ad hoc committee comprised of employee representatives to participate in the study process. Bryce has developed a methodology that we have found to be successful for consideration by the Agency.

Study Participants: The study process has been carefully designed to provide for employee involvement. Specific activities include attendance at a study briefing to ensure understanding of the study process and methodology, the completion of Position Inventory Questionnaires, participation in the interview process, review of draft findings and recommendations and, where appropriate, follow-up interviews.

III. STUDY PROCESS

The study process presented below is designed to achieve the specific objectives presented in the previous section. Each task has been carefully tailored to meet the Agency's needs and is intended to insure:

Client Involvement - All study participants are provided an appropriate opportunity to be involved in the study process.

Quality - All study results are based on sound technical methods and provide the Agency with quality classification and compensation recommendations that are acceptable and can be implemented.

Service And Value - The assignment is completed on time and in the most efficient and effective manner possible to ensure that the Agency receives the greatest value for its consulting dollar.

PHASE I - CLASSIFICATION STUDY

This phase of the assignment will result in the study of all study classes. Study tasks include the project initiation and orientation, completion of Position Inventory Questionnaires by employees, the analyses of questionnaires and interviews with employees, the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

Task 1 - Project Initiation

This task involves all the steps required to initiate the project and includes:

- Consultant review of class specifications, organizational charts, salary schedules, and other documentation related to the study. The consultant will request these materials prior to the project initiation meeting so that the consultant has an understanding of the scope of the study, an understanding of the Agency's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Review and finalization of the study objectives, study process, Position Inventory Questionnaire, and project schedule with the Human Resources Administrator.

Task 2 – Conduct Interviews with Department Heads

This task will involve meeting with the each department head to develop an understanding of the structure of the departments, how classifications are used, and to hear and respond to their questions. This interview will also help to identify positions where possible classification issues are occurring and are in need of further review through the interview process.

Task 3 – Conduct Employee Orientations

This task involves conducting orientation meetings for study participants to review the overall study process and to answer questions. In addition, detailed instructions will be provided to study participants regarding the completion of the Position Inventory Questionnaire.

Task 4 - Study Participants Complete Position Inventory Questionnaires

Every study participant will have an opportunity to complete a detailed Position Inventory Questionnaire that is designed to clearly document the assigned duties, responsibilities, and qualification standards. Once the questionnaires are completed, they are reviewed by appropriate management staff and forwarded to the consultant for analysis.

Task 5 - Conduct Employee and Supervisor Interviews

The completion of the Position Inventory Questionnaires by employees will provide the consultant with important job analysis information. This information will then be supplemented by interviews with a large majority of the study participants. The purpose of these interviews is to clarify and supplement questionnaire data, resolve any differences of perception concerning the role and responsibility of a position, and to provide an opportunity for employees to participate in the study process. Typically approximately 60% of incumbents are interviewed.

Task 6 - Develop Classification Plan Structure

Based on the results of the previous tasks, the consultant will develop the basic framework for the classification plan. This will include:

- Definition of terms.
- Development of career ladders and series.
- Initial allocation of positions to classes.

Task 7 - Review Classification Plan Structure with the Agency

Following the completion of the above task, the consultant will meet with the General Manager and Human Resources Administrator, and appropriate management to review the proposed structure for the classification plan. This critical review step will ensure that no factual information is overlooked and that the ultimate recommendations are fair and consistent with the Agency's overall classification and compensation needs.

Task 8 - Prepare Preliminary Draft of Classification Plan

Based on the results of the above review process, the consultant will finalize the basic classification structure and develop revised job descriptions. All the components of the classification structure and the revised job descriptions will then be compiled into a preliminary draft of the classification plan. The job descriptions will be written in a consistent format reflecting distinguishing

characteristics, essential job functions, minimum qualifications including education, experience, and certification/licensure requirements, working conditions including standby and call-out responsibilities, and mental and physical requirements.

Task 9 - Review Preliminary Draft of the Classification Plan with the Agency

The preliminary draft will then be submitted to the Agency for a thorough technical review. This review would be completed by the Human Resources Administrator with the assistance of management staff.

Task 10 - Conduct Employee Review Process

This task will provide each study participant with an opportunity to review the consultant's draft recommendations. This review process is intended to be consistent with the Agency's policies and practices and would include:

- Review of the recommendations by each employee.
- An opportunity for each employee to submit written comments to the consultant.
- Follow-up interviews with the consultant to clarify employee concerns and resolve questions of fact, as required.

Once the above steps are complete, the consultant will prepare a response to each employee which outlines the nature of the concern and the consultant's findings and final recommendations.

Task 11 – FLSA Analysis

Once the job descriptions have been finalized, the consultant will conduct an FLSA analysis of each classification to determine which qualify for exemption from overtime consistent Federal law.

Task 12 - Finalize Classification Plan

Following the completion of the review process, the consultant will finalize the classification plan. This document will include:

- Classification plan structure.
- Allocation of positions.
- Modified and up-dated job descriptions.

PHASE II - COMPENSATION STUDY

This phase of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. Specific study tasks include the analysis and recommendation of the labor market and survey classes, the collection and analysis of survey data, preparation of salary recommendations, and development of an implementation plan.

Task 1 – Review and Recommend Compensation Survey Parameters

This task will result in the confirmation of all the compensation survey parameters. These parameters will be consistent with the Agency’s overall classification and compensation plan and will include the following:

Labor Market - The consultant will research and recommend survey participants to ensure the labor market includes employers that are similar to the Agency in size, complexity, and service structure and represent significant competitors in an appropriate geographic area.

Survey Classes - The consultant will also recommend job classes that should be used as survey classifications. These survey classes would be representative of all levels of classifications and job series.

Survey Methodology - The third key survey parameter is the clear definition of what data will be collected, how it will be analyzed, and in what form it will be presented. It is our understanding the Agency wants to consider base salary and total compensation benefits in the survey data collection.

Task 2 - Review Compensation Survey Parameters with the Agency

Prior to initiating the compensation survey, the consultant will review the survey parameters with the General Manager and Human Resources Administrator. This key review step will ensure that the survey results meet the Agency’s needs and will facilitate the implementation of the results. It is not uncommon for the labor market parameters, specifically the survey agencies, to be presented to the Board of Directors prior to data collection.

Task 3 - Review Compensation Survey Parameters with Ad Hoc Committee

Should the Agency decide to utilize an ad hoc committee comprised of employee representatives, the consultant will review the compensation parameters with the ad hoc committee to allow for comments and questions and to gain buy in on the survey agencies, survey classifications and data elements.

Task 4 - Finalize Compensation Survey Parameters

Based on any feedback received during the review of the survey parameters, Bryce will finalize the compensation parameters and present them to the Agency.

Task 5 - Contact Survey Employers and Prepare Information Packet

Once the above task is completed, the consultant will contact each survey employer. The purpose of the call will be to elicit cooperation, explain the scope of the survey, and explain who will collect the data. Following the completion of the calls, the consultant will prepare and distribute a comprehensive survey packet to each employer that includes the criteria for establishing comparability, descriptions of the survey classes, and a list of the required survey information.

Task 6 - Collect and Analyze Salary Survey Data

Once the data is collected it will be thoroughly analyzed utilizing an electronic spreadsheet. It is anticipated that this analysis would include a detailed presentation of base salary and benefit information for each survey class including the name of the comparable class, the top step salary, the labor market mean, median, or other percentile of top step salary, and a comparison between the Agency and the labor market for each survey classification. The spreadsheet will also show the total compensation calculations and a comparison between the Agency and the labor market.

Task 7 - Review Preliminary Survey Results with the Agency

Following the preliminary analysis of the survey data, the consultant will conduct an in-depth review of the survey results with the General Manager, Human Resources Administrator, and management staff, as appropriate. The purpose of this review is to identify any additional information needs or areas that require further analysis.

Task 8 – Conduct Data Review Meetings with Ad Hoc Committee

If an ad hoc committee is utilized, the consultant will review the draft data with the committee to provide an opportunity for them to be involved in the study and address their questions with the goal of developing transparency and acceptance regarding the findings. The ad hoc committee would be provided with the datasheets and the job descriptions from the survey agencies for the classes that have been determined to be comparable and have an opportunity to review the job descriptions and ask questions. The consultant would then research each question and meet with the committee a second time to provide the response.

Task 9 – Follow Up Data Collection

Throughout the review phase of the study the consultant will collect any additional information needed or requested.

Task 10 – Prepare Preliminary Salary Plan and Internal Relationship Analysis

The project consultant will prepare salary range recommendations for all classifications included in this study based on relevant labor market data and internal relationship guidelines recommended by the consultant. The salary plan will include recommendations for an appropriate salary schedule,

consistent with the philosophy of the Agency, including range width, type of range (open or steps), number of steps, and movement within the range. At this time, the consultant will also develop a performance evaluation system that will provide means and methods for the evaluation of each staff classification.

Task 11 – Review and Revise Salary Plan with the Agency

Following the completion of the above, the consultant will review the draft salary plan and internal relationship analysis with the General Manager and Human Resources Administrator.

Task 12 - Prepare and Present Final Report

Following the completion of the above review, the consultant will prepare the final report. This report will fully document all survey activities and recommendations including:

- Discussion of the labor market survey parameters.
- Presentation and analysis of the survey results.
- Presentation and discussion of the salary structure recommendations.
- Recommendations for implementation.

IV. INSURANCE

Bryce Consulting maintains the following insurance policies:

- Comprehensive General Liability Insurance - Two Million Dollars (\$2,000,000) for each occurrence, combined single limit, against any personal injury, death, loss or damage resulting from the wrongful or negligent acts by Bryce Consulting.
- Vehicle Liability Insurance - Covering personal injury and property damage, with a limit of One Million Dollars (\$1,000,000) per occurrence combined single limit, covering any vehicle utilized by Bryce Consulting in performing the Scope of Work.
- Professional Liability Insurance (errors and omissions) - Limit of Two Million Dollars (\$2,000,000) per claim and in the aggregate.

A valid waiver of Workers' Compensation Insurance will be provided.

V. PROJECT STAFFING, TIMING AND COST

PROJECT STAFFING

Shellie Anderson will serve as project manager for this study and will assume responsibility for on-going client contact, survey design, and preparation and presentation of reports. Ms. Anderson will be joined by Jean Sullivan, who brings a solid background of human resources consulting experience and will be responsible for assisting with project data collection and analysis. Both consultants bring to the assignment extensive experience working with both employees and Union Representatives in the collection and review of classification and compensation data. In addition, Stacy James will provide professional support. All of the consultants bring to the assignment extensive experience working with both employees and management in the collection and review of classification and compensation data. **Exhibit A** includes project staff resumes.

TIMING

We are prepared to begin immediately upon the execution of a contract. We can complete all study tasks outlined in this proposal in approximately 20 - 24 weeks, depending on whether an ad hoc committee is utilized. All efforts will be directed to an early completion date. **Exhibit B** includes a project schedule.

Bryce Consulting takes its commitment to clients very seriously. The firm will not present a proposal if the consultant cannot dedicate themselves to a successful conclusion because of prior or conflicting commitments.

COST

The fees for professional services for the classification phase would cost \$21,420 and the compensation phase would cost \$16,320 - \$19,040, depending on the survey scope. This cost includes 222 - 238 hours of professional services as outlined on **Exhibit C**. The only additional charges would be for reimbursement of mileage related to travel, estimated at \$1,500. Bryce does not charge for travel time. The not to exceed total for a comprehensive classification and compensation study plus expenses would amount to \$39,240 - \$41,960. Professional service costs and reimbursable expenses would be billed and paid monthly.

REFERENCES

Please see **Exhibit D** for references of current and past clients.

EXHIBIT A

CORPORATE QUALIFICATIONS

Bryce Consulting was formed in July 1995 to provide the full range of human resource consulting services to governmental clients. We offer comprehensive and integrated advisory services in the areas of human resources management, recruitment and selection, organization development and training. Our scope and approach to consulting is based on a solid foundation of professional experience in providing consulting services to local governments. Bryce Consulting can be reached at:

Bryce Consulting, Inc.
3436 American River Drive, Suite 7A
Sacramento, CA 95864
Phone – (916) 974-0199
Fax – (916) 974-0224
sanderson@bryceconsulting.com
www.bryceconsulting.com

SERVICES

Bryce Consulting offers a comprehensive range of human resource consulting services including:

Classification and Compensation - This area of the practice includes the development, installation, and modification of all or part of an agency's classification plan and compensation program. Typical study results include compensation policy development; the preparation of class specifications and career ladders that are in compliance with the ADA; internal salary relationship analysis; external compensation surveys; and the development of a revised compensation plan.

Training - This service provides both off-the-shelf and custom designed training programs on a wide variety of salient topics to organizations. Depending on the needs of the organization, we provide employee, mid-management, executive management or agency-wide training on topics such as supervisory skills, negotiation and conflict resolution skills, performance development and evaluation, communicating with your boss and interpersonal skills.

Human Resources Systems - Typical assignments in this area result in the development or modification of the basic policy and administrative framework for the agency's human resource management system. Study results include the preparation of personnel rules, policies, and procedures, and employee handbooks.

Performance Appraisal - This service area involves the development and installation of comprehensive performance appraisal systems for both management and non-management staff. These systems are complete and include the necessary forms, procedure manuals, and the training of management and supervisory staff.

STAFF RESUMES

Our consulting team has extensive experience dealing with local government service delivery, restructuring, and personnel management efforts. The team includes:

SHELLIE ANDERSON

Shellie Anderson is a consultant with the firm who brings nearly twenty years of human resources consulting experience, specifically within the public sector. Her background includes managing and participating in compensation and classification studies, organizational analyses, recruitment and selection, and training. Ms. Anderson has worked with a variety of public agencies including the State of California, cities, counties, and water districts.

Ms. Anderson earned her Bachelor's degree in Psychology and Master's degree in Industrial and Organizational Psychology from the California State University, Sacramento. In addition, Ms. Anderson is a Certified Senior Professional in Human Resources.

JEAN SULLIVAN

Jean Sullivan is a consultant with the firm who brings a broad background of over twenty-five years of human resources and management consulting experience. Her background includes providing consulting services in the areas of classification and compensation, development and administration of assessment centers, selection and recruitment, and training to a wide variety of public sector agencies including cities, counties, school and special districts. Ms. Sullivan has personally been involved in over 800 classification and compensation consulting assignments over the last two decades.

Ms. Sullivan earned her Bachelor's degree in Applied Behavioral Science from the University of California, Davis with an emphasis in organizational development.

STACY JAMES

Stacy James is a consultant with ten years of professional human resources experience including classification and compensation, recruitment and selection, development of work policies and procedures, and performance appraisal design. Ms. James previously oversaw the personnel practices in nine California Counties for social services and child support services departments which included serving as a business partner, conducting recruitments, determining and

developing a variety of assessment processes, conducting job analyses, conducting classification studies, and providing training on rules and regulations governing the departments' merit system. In addition, Ms. James has served as consultant to a variety of State agencies, counties, cities, non-profits, and special districts in the State of California.

EXHIBIT B

**TAHOE-TRUCKEE SANITATION AGENCY
CLASSIFICATION AND COMPENSATION STUDY
PROJECT SCHEDULE**

TASK	WEEK
<i>PHASE I CLASSIFICATION STUDY</i>	
1. Project Initiation	1
2. Conduct Interview with Department Heads	1
3. Conduct Employee Orientations	1
4. Study Participants Complete Position Inventory Questionnaire	2 – 4
5. Conduct Employee and Supervisor Interviews	5
6. Develop Classification Plan Structure	6 – 7
7. Review Classification Plan Structure with the Agency	8 – 9
8. Prepare Preliminary Draft of Classification Plan	10 – 12
9. Review Preliminary Draft of the Class Plan with the Agency	13 – 14
10. Conduct Employee Review Process	15 – 16
11. Conduct FLSA Analysis	17
12. Finalize Classification Plan	18
<i>PHASE II COMPENSATION STUDY</i>	
1. Review and Recommend Compensation Survey Parameters	9
2. Review Compensation Survey Parameters with the Agency	10
3. Review Compensation Survey Parameters with Ad Hoc Committee <i>optional</i>	11
4. Finalize Compensation Parameters	12
5. Contact Survey Employers and Prepare Information Packet	13
6. Collect and Analyze Salary Survey Data	13 – 15
7. Review Preliminary Survey Results with the Agency	16 – 17
8. Conduct Data Review Meetings with Ad Hoc Committee <i>optional</i>	18 - 20
9. Follow Up Data Collection	21
10. Prepare Preliminary Salary Plan and Internal Relationship Analysis	22
11. Review and Revise Salary Plan with the Agency	23
12. Prepare and Present Final Report	24

Note: If an ad hoc committee is not utilized, the schedule will reduced by 4 weeks

EXHIBIT C

**TAHOE-TRUCKEE SANITATION AGENCY
CLASSIFICATION AND COMPENSATION STUDY
PROJECT WORK PLAN**

TASK	HOURS	COST
<i>PHASE I CLASSIFICATION STUDY</i>		
1. Project Initiation	2	\$340
2. Conduct Interviews with Department Heads	6	\$1,020
3. Conduct Employee Orientations	2	\$340
4. Study Participants Complete Position Inventory Questionnaire	----	
5. Conduct Employee and Supervisor Interviews	30	\$5,100
6. Develop Classification Plan Structure	8	\$1,360
7. Review Classification Recommendations with the Agency	8	\$1,360
8. Prepare Preliminary Draft of Classification Plan	40	\$6,800
9. Review Preliminary Draft of the Class Plan with the Agency	8	\$1,360
10. Conduct Employee Review Process	8	\$1,360
11. Conduct FLSA Analysis	8	\$1,360
12. Finalize Classification Plan	6	\$1,020
Total Classification Hours	126	\$21,420
<i>PHASE II COMPENSATION STUDY</i>		
1. Review and Recommend Compensation Survey Parameters	4	\$680
2. Review Compensation Survey Parameters with the Agency	2	\$340
3. Review Compensation Survey Parameters with Ad Hoc Committee <i>optional</i>	0 - 4	\$0 - \$680
4. Finalize Compensation Parameters	2	\$340
5. Contact Survey Employers and Prepare Information Packet	4	\$680
6. Collect and Analyze Salary and Benefit Survey Data	46	\$7,820
7. Review Preliminary Survey Results with the Agency	8	\$1,360
8. Conduct Data Review Meetings with Ad Hoc Committee <i>optional</i>	0 - 12	\$0 - \$2,040
9. Follow Up Data Collection	8	\$1,360
10. Prepare Preliminary Salary Plan and Internal Relationship Analysis	8	\$1,360
11. Review and Revise Salary Plan with the Agency	8	\$1,360
12. Prepare and Present Final Reports	6	\$1,020
Total Compensation Hours	96 - 112	\$16,320 - \$19,040

EXHIBIT D

REFERENCES

City of Roseville

Gayle Satchwell, Human Resources Director
(916) 774-5475

GSatchwell@roseville.ca.us

The City of Roseville is a past and current client. Bryce conducted a City-wide classification study that was phased over multiple years and completed in 2012. Bryce also conducted a City-wide total compensation study in 2015 which included water, wastewater, and electric utility classifications. The study took approximately 3 months. Bryce is currently updating the compensation study and continues to assist the City with classification reviews.

Town of Truckee

Kim Szczurek, Administrative Services Director
(530) 582-2913

kszczurek@townoftruckee.com

10183 Truckee Airport Road
Truckee, CA 96161

Bryce Consulting completed a Town-wide classification and compensation study involving 95 positions and 10 survey agencies. The study began in February 2014 and was completed in June 2014. The study included working with a Compensation and Classification Committee. Bryce more recently conducted a Town-wide compensation study in 2017. The study began in February and was finalized in November.

Truckee Donner Public Utility District

Kim Harris, Human Resources/Risk Manager
(530) 582-3903

kimharris@tdpud.org

11570 Donner Pass Road
Truckee, CA 96161

Bryce Consulting recently conducted a compensation study on behalf of TDPUD including 16 survey agencies and 23 survey classifications including administrative, electric and water operations. The project also included the development of a performance evaluation system. The study began in August 2017 and was presented to the Board of Directors in August 2018; however, the report was provided to the District in March.



September 5, 2018

Classification and Total Compensation Study Proposal

Tahoe-Truckee Sanitation Agency

Submitted by:

Koff & Associates

GEORG S. KRAMMER
Chief Executive Officer

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September 5, 2018

Ms. Vicki Lufrano
Human Resources Administrator
Tahoe-Truckee Sanitation Agency
13720 Butterfield Drive
Truckee, CA 96161

Dear Ms. Lufrano:

Thank you for the opportunity to respond to your Request for Proposals for a **Classification and Total Compensation Study, and Development of a Performance Appraisal System**, for the **Tahoe-Truckee Sanitation Agency** ("TTSA"). We are most interested in assisting TTSA with this important study and feel that we are uniquely qualified to provide value to your organization based on our extensive experience over thirty-four (34) years working with countless other sanitation and water agencies/districts, cities, counties, JPAs, and non-profit agencies throughout California, including many clients in the Tahoe-Truckee region, including our prior work for TTSA.

Koff & Associates has achieved a reputation for working successfully with management, employees, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. That extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies.

Koff & Associates ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As Chief Executive Officer of the firm, I would assume the role of Project Director and be responsible for the successful completion of this project. I can be reached at our Berkeley address and the phone number listed on the cover page. My email is gkrammer@koffassociates.com.

This proposal will remain valid for at least ninety (90) days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to again provide professional services to the **Tahoe-Truckee Sanitation Agency**.

Sincerely,



Georg S. Krammer
Chief Executive Officer



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PROPOSER QUALIFICATIONS

Koff & Associates (“K&A”) is a full-spectrum, public-sector human resources consulting firm that was founded in 1984 by Gail Koff; K&A has been assisting cities, counties, special districts, other public agencies, and non-profit organizations with their classification and compensation needs for over thirty-four (34) years.

We are a **private California corporation, #2785458**, and our legal name is **Kaneko and Krammer Corp. dba Koff & Associates, Inc.** We were incorporated on September 23, 2005. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, and the Sacramento Region as well as Arizona and Oregon.

We are a California State-certified Small Business Enterprise, and through the County of Alameda, we are also a locally certified Local, Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments (including service as the management representative in meet & confer and negotiation meetings), working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Merit Boards, and Joint Power Authorities.

The firm’s areas of focus are classification and compensation studies (approximately 70% of our workload); organizational development/assessment studies; performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; training and development; executive search and staff recruitments; public agency consolidations and separations; Human Resources audits; and serving as off-site Human Resources Director for smaller public agencies that need the expertise of a Human Resources Director but do not need a full-time, on-site professional.

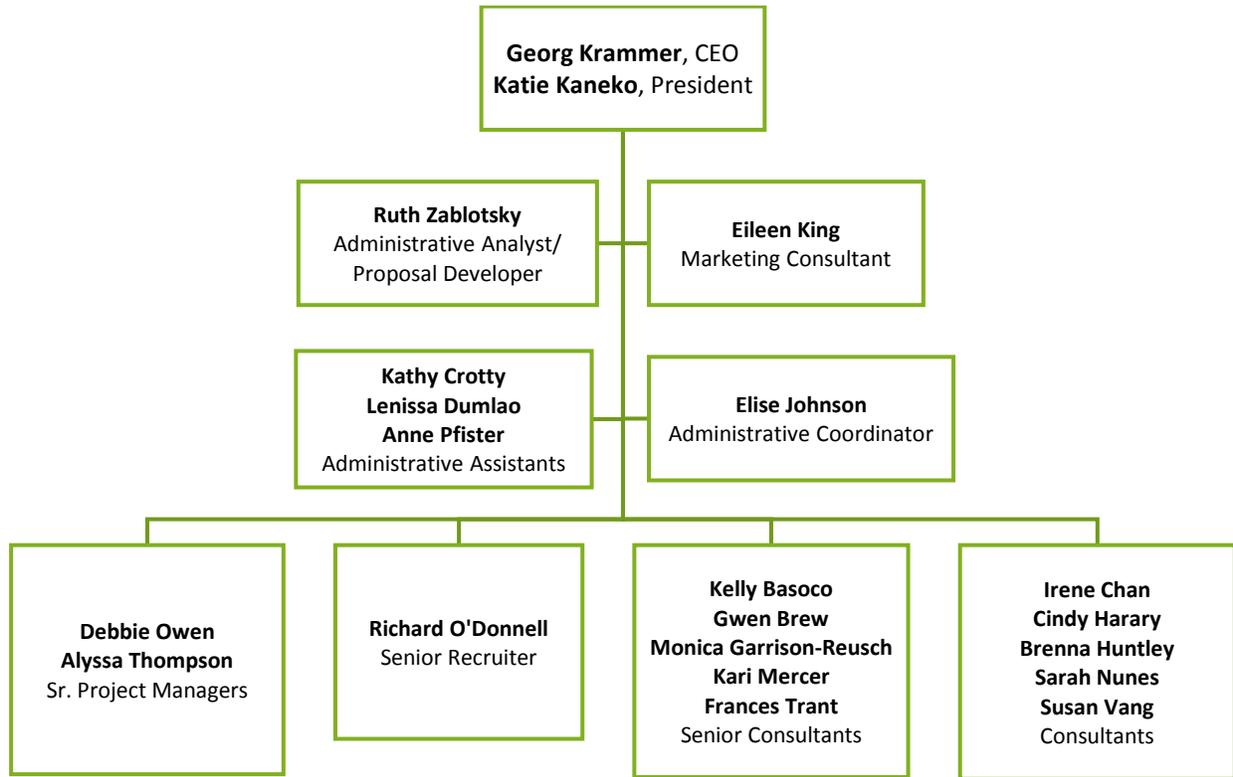
Without exception, all of our classification and compensation studies have successfully met all of our intended commitments; communications were successful with employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations. All studies were brought to completion within stipulated time limits and proposed budgets.

Our long list of clients is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. K&A has a reputation for being “hands on” with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments.

K&A relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that we have not had any formal appeals in our entire history, working with hundreds of public agency clients and completing hundreds of classification and/or compensation, organizational, and other types of studies.



Our entire team consists of twenty-one (21) employees as shown below in our organizational chart.



No subcontractors will be assigned to this study.

TEAM MEMBER QUALIFICATIONS

All members of our team have worked on multiple classification and total compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, as well as the challenges and issues that arise when conducting studies such as this one for the Tahoe-Truckee Sanitation Agency.

Following are short biographies of the specific staff who will be assigned to this study (their full résumés may be found in the Appendix):

Catherine “Katie” Kaneko, C.P.A., P.H.R. President

Katie is one of the two principals of Koff & Associates. She brings 25 years of management-level human resources and consulting experience to K&A. She has extensive experience in classification analysis and evaluation techniques, compensation, performance incentive programs, recruitment, and organizational studies.

Armed with her Bachelor of Business Administration degree, and as a CPA (Certified Public Accountant), Katie began her career in an international accounting/consulting firm. She transitioned into Human



Resources within the firm to become the Human Resources Director of the San Francisco office. She next moved into the high-tech industry where she served in leadership positions for high-growth companies, startup firms, and organizations in transition. Katie then moved to the public sector, joining K&A in 2003 and has been the firm's President since 2005; over the last fifteen (15) years, she has overseen hundreds of compensation, classification, organizational and other studies for cities, counties, and special districts throughout California.

Agencies for whom classification and/or compensation studies, or HR Services (such as organizational assessments, executive performance evaluations, etc.) were led by Katie, as Project Director, during the last two years, include, but are not limited to, the following:

- **Cities:** Calistoga, Carmel, Coachella, Crescent City, Cupertino, Dinuba, Fairfield, Galt, Hayward, Morgan Hill, Newman, Palo Alto, Piedmont, Sacramento, San Pablo, Santa Rosa, Seaside, Sonoma, Tracy.
- **Counties:** El Dorado and Merced.
- **State:** California State Compensation Insurance Fund; California State Auditor's Office.
- **Special Districts:** California State Auditor's Office, Castro Valley Sanitary District, Central Fire District of Santa Cruz County, Coastside County Water District, Contra Costa County Employees' Retirement Association, Cosumnes Community Services District, Discovery Bay Community Services District, Dublin San Ramon Services District, East Palo Alto Sanitary District, Encina Waste Water Authority, Fairfield Suisun Sewer District, First 5 Santa Clara, Hartnell College, Indian Wells Valley Water District, Mendocino Coast Recreation & Park District, Midpeninsula Regional Open Space District, Monterey Regional Water Pollution Control Agency, Mt. View Sanitary District, Municipal Pooling Authority, North Coast County Water District, Northern California Power Agency, Oakland Housing Authority, Public Agency Risk Sharing Authority of California, Rancho Murieta Community Services District, Retirement Office of City of San José, Salinas Valley Solid Waste Authority, San Francisco County Transportation Authority, Santa Clara Valley Open Space Authority, Santa Clara Valley Water District, Solano Transportation Authority, Sonoma County Open Space District, Southwestern Community College District, Superior Court of San Joaquin County, Travis Unified School District, West Valley Sanitation District of Santa Clara County.

Katie will be key personnel and serve as the Co-Project Director for this project; she will coordinate all of K&A's efforts, will attend all meetings with TTSA, and will be responsible for all work products and deliverables.

Debbie Owen, CCP
Senior Project Manager

Debbie has over twenty (20) years of experience providing classification and compensation consulting services to public sector agencies; she has worked with clients across local government including cities, counties, special districts, and transit agencies. Her project roles include serving in the capacity of either project team member or project manager. Prior to beginning her public sector consulting career, Debbie worked as a Compensation and Benefits Specialist in the private sector for five (5) years.



In 1992, Debbie obtained her certification as a Certified Compensation Professional (CCP) from the American Compensation Association (now *WorldatWork*); to ensure current knowledge of compensation and benefits program trends and best practices, she maintains active membership in the *WorldatWork* organization.

Her specialized, diverse experience includes serving as a project team member on classification projects by facilitating employee orientation sessions, conducting employee job evaluation meetings, researching/evaluating classification concepts, analyzing data for employee allocations, developing/revising classification specifications and preparing classification reports.

Her compensation experience includes base salary or total compensation survey development, labor market agency research and recommendations, comparable agency job matching, compensation data analysis, salary recommendations and preparing compensation reports. In addition to serving as a team member, Debbie has often served as a project manager, working with clients to evaluate their classification and compensation needs, directing the work of teams to provide high quality deliverables consistent with best practices, presenting study findings to client stakeholders, and addressing feedback from the client.

Debbie has worked on classification and/or compensation studies for the following agencies, either as Co-Project Director or as Senior Project Manager:

- **Cities:** Campbell (included an FLSA Analysis); Coachella; Murrieta; Redwood City; National City; Newman; Palm Desert; and San Jose (Retirement Agency).
- **Counties:** El Dorado; Mendocino; and Trinity.
- **Special Districts:** Alameda-Contra Costa Transit; Beaumont-Cherry Valley Water District; Contra Costa County Employee Retirement System; Eastern Municipal Water District; El Dorado County Transportation Authority; El Dorado Hills Community Services District; Housing Authority of Santa Clara County; Livermore Area Recreation and Parks District; Napa Sanitation; Riverside Community College District; SFBAWETA (San Francisco Bay Area Water Emergency Transportation Authority; Sonoma County Water Agency; Sweetwater Authority; Trabuco Canyon Water District (included an FLSA Analysis); Truckee Sanitary District; and Western Municipal Water District (retirement system practices survey).

Debbie will serve as the Co-Project Director for this study; together with Katie, she will coordinate all of K&A's efforts, will attend all meetings with TTSA, and will be responsible for all work products and deliverables. She will provide consultant support for this project, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, performance evaluation development, development of recommendations, and implementation strategies.

Monica Garrison-Reusch, B.A., M.B.A.
Senior Consultant

Monica has over thirteen (13) years of human resource program experience, all of which have been spent serving as either a team consultant or project manager on projects working with public sector agencies.



Monica's primary professional focus over the last several years has been on classification and compensation practices.

Prior to joining K&A, Monica performed classification and compensation consulting services as either a team member or project manager on varied projects including large scale studies done for the Counties of Madera, Sacramento, Bernalillo (in New Mexico), and the California State Department of Personnel Administration. Monica also developed and served as a Co-Trainer for a two-day course on Classification and Compensation.

Monica's depth of experience allows her to provide a broad range of human resources services to public agencies. She specializes in compensation projects focusing on both base salary and total compensation analysis studies. Monica has also worked on project teams conducting classification studies and organizational analysis, including performing the full range of classification analysis and conducting in-depth survey and analysis of organizational structures and past organizational practices.

Since joining K&A, Monica has worked on studies for the following clients:

- **Cities:** Cotati, Crescent City, Pleasant Hill, Sacramento, and Vallejo.
- **Counties:** El Dorado, Mendocino, and Trinity.
- **State:** California State Auditor's Office.
- **Special Districts:** AC Transit, Cosumnes Community Services District, East Bay Municipal Utility District, Eastern Municipal Water District, El Dorado County Transit Authority, First 5 Contra Costa, First 5 Santa Clara, Livermore Amador Valley Transit Authority, Mojave Water Agency, Orange County Transportation Authority, State Water Contractors, and Trabuco Canyon Water District.

She earned an MBA with an emphasis in Marketing at Golden Gate University and a Bachelor of Science in Business Administration from the University of Southern California.

Monica will provide consultant support for this project, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, performance evaluation development, development of recommendations, and implementation strategies.

Brenna Huntley, M.S.
Consultant

Prior to joining the K&A team in early 2017, Brenna worked in human services and education to connect people with the services and information most important to them. Her transition into human resources consulting allows her to continue this trend, focusing on classification and compensation studies to deliver sound market data and recommendations to clients. In addition to her professional pursuits, Brenna has spent several years conducting research studies in academic laboratories, investigating questions surrounding leadership effectiveness, organizational culture, and employee selection.



Since joining K&A, Brenna has worked on classification and/or compensation studies for the following agencies:

- **Cities:** Palm Desert, and Redlands.
- **Special Districts:** Alameda Housing Authority, Costa Mesa Sanitary District, Encina Wastewater Authority, Foothill-DeAnza Community College District, Habeas Corpus Resources Center, Leucadia Wastewater Authority, Marina Coast Water District, Midpeninsula Regional Open Space District, Mid-Peninsula Water District, Rancho Murieta Community Services District, Riverside County Transportation Commission, SACOG (Sacramento Area Council of Governments), Santa Clara County Housing Authority, and Santa Clarita Valley Water Agency.

Brenna earned her B.A. degree in Psychology from San Diego State University, and her M.S. degree in Industrial/Organizational Psychology from San Francisco State University.

She will provide consultant support throughout this effort for TTSA, including classification analysis, interviews with employees and management, compensation analysis, internal job analysis, development of recommendations, performance evaluation development, and implementation strategies.



REFERENCES

Please note: we are currently conducting a Classification and Compensation Study for North Tahoe Public Utilities District.

Agency & Project	Contact
<p>South Tahoe Public Utility District</p> <p>District-wide Total Compensation Study, completed in 2007-08; update completed in 2012. Additional Compensation work completed in 2014.</p>	<p>Ms. Nancy Hussmann Human Resources Director (530) 544-6474 1275 Meadow Crest Drive South Lake Tahoe, CA 96150 nhussman@stpud.dst.ca.us</p>
<p>Truckee Donner Recreation and Parks District</p> <p>Compensation Study, completed 2016.</p>	<p>Mr. Brandon Perry Human Resources Mgr./District Clerk (530) 550-4442- 8924 Donner Pass Road Truckee, CA 96161 brandon@tdrpd.org</p>
<p>Truckee Sanitary District</p> <p>Organizational Study, completed 2016.</p> <p>Various Classification and Compensation Studies, completed in 2005, 2008, 2014, 2015, and 2017.</p> <p>HR Policy Handbook in 2014, and a General Manager recruitment.</p>	<p>Mr. Blake Tresan General Manager (530) 550-3804 12304 Joerger Drive Truckee, CA 96161 rruby@truckeesan.org</p>
<p>California Association of Sanitation Agencies (CASA)</p> <p>Executive Director Compensation Study Update, completed 2017.</p> <p>Compensation Study, completed 2016.</p> <p>Executive Director Compensation Study, completed 2015.</p>	<p>Ms. Roberta “Bobbi” Larson Executive Director (916) 446-0388 1215 K Street, Suite 940 Sacramento, CA 95814 blarson@casaweb.org</p>
<p>Incline Village General Improvement District</p> <p>Total Compensation Study, completed 2017.</p>	<p>Mr. Curtis Trujillo Sr. H.R. Analyst/Risk Management (775) 832-1263 893 Southwood Blvd. Incline Village, NV 89451 cgt@ivgid.org</p>
<p>Las Gallinas Valley Sanitary District</p> <p>Classification and Compensation Study, currently underway.</p> <p>Total Compensation Study, completed 2014.</p>	<p>Ms. Susan McGuire Administrative Services Manager (415) 472-1033 Ext 19 300 Smith Ranch Road San Rafael, CA 94903 smcguire@lgvdsd.org</p>



<p>Mt. View Sanitary District</p> <p>Classification and Compensation Study (District Engineer/GM position), completed 2017.</p>	<p>Mr. Neal Allen District Manager (925) 228-5635 3800 Arthur Road Martinez, CA 94510 Nallen@mvsd.org</p>
<p>Napa Sanitation District</p> <p>Districtwide Classification Study, completed 2017.</p> <p>Ongoing since 1998: Class and Comp Studies; Policy Procedures, Employee Handbook, Recruitment efforts, HR Assistance.</p>	<p>Ms. Cheryl Schuh Human Resources Officer (707) 258-6003 1515 Soscol Ferry Road Napa, CA 94559 cschuh@napasan.com</p>
<p>Vallejo Flood & Wastewater District</p> <p>Classification Study (HR Technician), completed 2017.</p> <p>Class & Comp Study (District Clerk), completed 2017.</p>	<p>Ms. Melissa Morton District Manager (707) 644- 8949, Ext 211 450 Ryder Street Vallejo, CA 94590 mmorton@vsfcd.com</p>



EXECUTIVE SUMMARY, APPROACH, METHODOLOGY, TIMELINES

The **Tahoe-Truckee Sanitation Agency** (“TTSA”) desires human resources consulting assistance to conduct an objective analysis of the current classification and compensation practices of TTSA; recommend changes that result in equitable, competitive and legally defensible classification and pay practices that will enrich the attraction and retention of qualified individuals as well as enhance opportunities for growth and professional development; evaluate the current employee benefit and compensation plan against local and regional markets, and comparable employers; and provide recommendations for adjustments.

TTSA currently employs approximately fifty (50) full-time regular employees, in thirty-eight (38) classifications. All classifications will be studied at this time.

The 50 employees serve in four (4) departments:

- ❖ Operations;
- ❖ Maintenance;
- ❖ Information Technology; and
- ❖ Engineering & Administrative Services.

Thirty-eight (38) classifications will be studied at this time; several people fill the same job title. There are currently two (2) vacancies with one being filled on September 10, and the other will be filled by the end of October.

The RFP also indicates that TTSA also wishes to have an employee performance evaluation method developed so that TTSA can conduct evaluations that are customized to each classification.

The study’s first level of effort is to initially develop an updated and well-structured classification system and classification descriptions for all study positions that are legally compliant (including Fair Labor Standards Act (“FLSA”) and Americans with Disabilities Act (“ADA”) requirements), internally aligned, reflective of contemporary standards, and accurately descriptive of current roles, responsibilities, duties, and qualifications. The classification analysis process includes orientation and briefing sessions with employees, management, Human Resources, and other stakeholders, as appropriate; the completion of a position description questionnaire by employees; interviews with at least a representative sample of employees in each study classification; and interviews with supervisors and management to address any classification issues. All participating employees will be allocated to an appropriate classification; draft classification descriptions will be developed, and sent back to TTSA and incumbents for additional feedback and concurrence.

A second level of effort will be to review TTSA’s compensation structure for the studied classifications and to conduct a total compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific recommendations for internal equity for non-benchmarked classifications and classifications without a large enough market sampling.



The compensation study will contain specific recommendations regarding the integration of all study classifications into TTSA's compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes TTSA's compensation preferences into consideration (such as appropriate duration between steps of the step-pay system) as well as the appropriate placement of each classification on TTSA's salary schedule.

The study includes a significant number of meetings with the Study Project Team, Human Resources, employees, and the Board of Directors, as desired. We have expertise in labor/management relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and create a collaborative and interactive approach with TTSA that will result in greater buy-in for study recommendations.

This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A's studies.

Study Objectives

Classification:

- To analyze and update TTSA's classification system and each study position's classification description and structure through a comprehensive process of job analysis and evaluation, including review of existing documentation, position description questionnaire completion, employee interviews, management interviews, job audits as needed, analysis of existing positions and working situations, analysis of levels of duties and responsibilities, and other professional methods, as appropriate;
- To recommend each study position for title change or reclassification (as appropriate), create new classifications (if applicable), eliminate outdated classifications (if applicable), and consolidate classifications assigned to similar functional areas (as appropriate);
- To provide for growth and flexibility of assignment within the new classification structure, where feasible, in recognition that some job duties and responsibilities may evolve over time, as well as to provide adequate career paths and class series/job families that will foster career service within TTSA;
- To clearly state definitions of job classifications, the typical job functions, and minimum required and preferred qualifications such as education, prior work experience, knowledge, skills, abilities, licenses, certifications, and physical demands;
- To provide a classification structure that ensures regulatory compliance, including allocation of each study position to the correct classification with appropriate FLSA designation as well as meeting ADA regulations;
- To provide for adequate educational, review, and appeal processes that will result in a product that is understood by all levels of personnel and is internally equitable; and
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate classification and level, methods for logical progression of movement between classifications, classification concepts and distinguishing characteristics, as well as the delivery of final reports and recommendations to guide the organization in implementing, managing, and maintaining the classification system.



Compensation:

- To make recommendations regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to the Study Project Team, Human Resources, management, the Board of Directors, and employees;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes according to generally accepted compensation practices;
- To review TTSA's compensation structure and practices and develop compensation recommendations that will assist TTSA in recruiting, motivating, and retaining competent staff;
- To develop solutions that address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting TTSA's goals, objectives, and budget considerations;
- To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis and best practices;
- To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure;
- To recommend appropriate internal salary relationships and allocate classes to salary ranges in a comprehensive salary range plan; and
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression of movement within the salary scale for each classification, and other practices, so that our recommendations can be implemented and maintained in a competent and fair manner.

Performance Evaluation System Objectives (some objectives are optional, per the District's needs)

- To meet the needs of the District for a performance evaluation system that is congruent with the updated classification and compensation system and is up-to-date with current HR trends;
- To develop a Performance Management System that ties individual employee performance to organizational goals and core and functional competencies;
- To ensure that the performance appraisal program is fair and equitable across the organization;
- To facilitate a workshop with District leadership (management, Human Resources, etc.) to understand the District's overall strategic needs, goals, and objectives and compensation philosophy, to discuss best management practices, and to receive general direction as to their compensation preferences;
- To conduct an organizational assessment, including focus groups with representatives of all staff levels and all functional areas, to understand the history, culture, and foundation of the District, and to analyze and examine knowledge, skills, abilities, and competencies required of current staff members;



- To develop and implement the new Performance Management System and train and educate the organization through classes and workshops regarding the fair and objective administration of the new system;
- To ensure sufficient documentation and training throughout the project so that the plan can be implemented and maintained in a competent and fair manner.

Overall Objectives:

- To review and understand all current documentation, rules, regulations, policies, procedures, budgets, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- To conduct start-up Study Project Team meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of classification and compensation recommendations; finalize study plans and timetables; conduct employee orientation sessions with management and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- To work collaboratively and effectively with TTSA and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- To develop a classification and compensation structure that meets all legal requirements, is totally non-discriminatory, and easily accommodates organizational change, growth, and operational needs;
- To document all steps in the process and provide documentation and training for Human Resources and other staff, as appropriate, in classification and compensation analysis methodologies so that TTSA can integrate, maintain, administer, and defend any recommended changes after the initial implementation;
- To provide effective ongoing communications throughout the duration of the project and continued support after implementation; and
- To develop an effective employee performance evaluation method so that TTSA can conduct evaluations for each staff classification.

Methodology / Work Plan / Deliverables

This section of the proposal identifies the actual work plan. We believe that our detailed explanation of methodology and work tasks clearly distinguishes our approach and comprehensiveness.

Our approach is to complete the classification and job evaluation before completing the compensation review. The reasons for this include:

- The description of the work performed and the requirements for that work are, in the minds of the employees and their supervisors, inextricably associated with the “worth of that work” or compensation, which is often a highly emotional issue. Separating the two phases of the study, even though elements of phases may be conducted concurrently, tends to produce more objective classification results.



- The compensation review will be completed when there is a full understanding of the work of TTSA, thereby ensuring that data developed from the labor market and TTSA's classifications is accurate.

Given these parameters, our approach is as follows:

PHASE I: CLASSIFICATION STUDY

Deliverable A: Meetings with Study Project Team and Management Staff for Initial Documentation Review

This phase includes identifying TTSA's Study Project Team, contract administrator, and reporting relationships. Our team will conduct an orientation and briefing session with the Study Project Team to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, management, and the Board of Directors; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, identifying current incumbents, and assembling current class descriptions, organizational charts, salary schedules, budgets, memoranda of understanding ("MOU"), personnel policies, previous classification and compensation studies, and any other relevant documentation to gain a general understanding of TTSA operations.

TTSA terminology and methods of current classification and compensation procedures, as well as the written questionnaire instrument for the classification study that will be used in the job analysis phase will be reviewed and agreed to. We will discuss methodology, agree to formats for class descriptions and compensation results, identify appropriate comparator agencies, benchmark classifications, and benefits to be surveyed for compensation survey purposes. We will respond to any questions that may arise from the various stakeholders.

Deliverable B. Orientation Meetings with Employees and Distribution of Position Description Questionnaire

The Position Description Questionnaire ("PDQ") will be discussed with the Study Project Team and customized as needed to meet the study objectives prior to distributing copies to employees.

We will facilitate orientation meetings with employees (within the same time frame as the initial project kick-off meeting) and distribute the PDQ to start the classification portion of the study. While these meetings are not mandatory, they form the beginning of the educational process that continues throughout the study. We will discuss the importance of the employees' involvement in the study and their participation in PDQ completion and job analysis interviews. Project processes will be explained, expectations will be clarified, and elements that are not a part of the study will also be covered. Questions will be answered and a detailed explanation and examples for completing the PDQ will be given.

Each PDQ will be handed out with the incumbent's current class description attached to the questionnaire so the employee can use this as a tool for completing the questionnaire.



Deliverable C. Collection and Review of Position Description Questionnaires

We recommend giving employees in the same classification the option of collaborating on completing a PDQ together, if the employees so choose. At the same time, we will invite employees to complete an individual PDQ if they prefer and if they wish to be interviewed separately. We provide an electronic version of our questionnaire so that employees can more easily complete it. Employees complete the questionnaire and then send it to their supervisor for review, comment, and signature. Upon receipt of the PDQs in our office, K&A staff will review and analyze the PDQs in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.

Deliverable D. Interviews with Employees, Supervisors, and Management

Interviews will be scheduled with employees, and if necessary, job audits. Because this is a critical step in the information-gathering and educational process, we typically recommend scheduling interviews with all employees in each classification.

Typically, we employ the following approach and interview:

- All employees in single-position classifications;
- An adequate sampling of employees in multiple-position classifications; and
- Any employee who requests an interview.

We will offer employees the option to be interviewed in a focus group session with incumbents in the same classification or to request an individual interview if they prefer. We recommend individual interviews only if the employee wants to discuss certain issues (e.g., out of class responsibilities, etc.) in privacy with the consultant.

Interviews will then be held with supervisory and management staff (department heads, etc.), who will clarify their own responsibilities and/or confirm the information we have received in the interviews with their staff (we allow more time for these interviews).

The purpose of the interviews is to clarify and supplement the questionnaire data and to respond to potential perception differences regarding roles, tasks, scope, and supervisory responsibilities. The appropriateness of the following will be assessed:

- Work being completed and relationships of positions to each other within a division/department as well as across the organization; and
- Classification structure and reporting structure.

Deliverable E. Classification Concept and Preliminary Allocation

Prior to developing detailed class descriptions, our job evaluation will result in a classification concept and employee allocation document that will be submitted to TTSA for review and approval. We will compare changes in business need and operations, as well as any reorganizations, with the established classification system and job families as well as review internal relationships between classifications to define the reasons for, and effects of, the proposed changes.



Our job analysis method is the whole position analysis approach. Objective factors in the whole position classification methodology include:

1. Education, Training, and Certifications/Licenses
2. Required Experience
3. Problem Solving/Ingenuity
4. Attention/Stress (Concentration/Time Pressure & Interruptions)
5. Independence of Action/Responsibility
6. Contacts with Others/Internal/External
7. Supervision Received and/or Given to Others
8. Consequences of Action/Decisions Made on the Job
9. Equipment Used
10. Working Conditions
11. Physical/Mental Demands

Our analysis will include written documentation of our assessment methodology and assessment for each position surveyed.

This document will list broad class concepts and highlight where significant changes may be recommended, such as creating or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze potential career ladders and promotional opportunities. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification – upgrade or downgrade, title change, or no change).

After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Team.

Deliverable F. Draft Class Description Development

After preliminary approval of the class concepts and allocation lists, new and/or updated class descriptions will be developed for each proposed classification, following the format approved by TTSA.

From the review of the PDQs and employee interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary. We will develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly, and/or if we recommend new classifications/class levels, and/or if operational changes, business needs, or reorganizations, have occurred.

We will review, analyze, and update, as appropriate, knowledge, skills, abilities, education and experience, position definitions, purpose, distinguishing characteristics, supervision received and exercised, position functions and special requirements including licensing and certification requirements. We will address relevance and hierarchical consistency.



We will also review and update physical demands based on the most typical job functions of each classification in accordance with the ADA.

Finally, we will review each classification's typical job functions and determine exempt vs. non-exempt status in accordance with "white collar" exemptions under the FLSA.

Deliverable G. Facilitation of Draft Class Description Review and Informal Appeals Support

A draft copy of the revised/new class description with allocation recommendation will be submitted to the Project Team and subsequently to each manager, supervisor, and employee, to give each stakeholder group an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications. Our experience has been that this is one of the most critical phases of the project (as well as one of the most time-consuming). Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts at the conclusion of our studies.

Each employee whose position was studied will receive a memorandum from us outlining what has been accomplished, how to best review the draft classification specification that will be attached, and how to provide feedback to us. Supervisors and managers receive a copy of their employees' draft class descriptions and will be asked to review their employees' comments and feedback to verify and concur with, or recommend changes to, the information provided.

We will ask employees to submit their written concerns (via their supervisor/manager) to our office. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue learning the reasons specific recommendations were made.

Significant employee comments will be reviewed with management prior to making any significant changes to the proposed class plan. These discussions will be by email, telephone, or additional direct personal contact with employees, depending upon the extent of the response.

Allocation and/or class description changes will be made as required and the class specifications will be finalized and submitted for approval. All employees who submitted their comments during the review process will be notified in writing regarding the outcome of their concerns.

Deliverable H. Classification Plan and Draft of Interim Report and Final Report

A Draft Interim Report of the Classification Study will be completed and submitted to the Study Project Team for review and comment. The report will contain:

- Classification recommendations for each studied position, including documentation regarding study goals and objectives, classification methodology, approach, and process as well as all findings, analysis, and resulting recommendations;
- The recommended allocation list, classification title changes, job family and career ladder/career growth issues, reporting relationships, and other factors will all be included; and



- Classification concepts and guidelines as well as methods used to determine appropriate classification and level, methods for logical progression of movement between classifications, distinguishing characteristics and other pertinent information for implementation and continued maintenance of the recommendations will be detailed.

Once we have received TTSA's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed.

PHASE II: TOTAL COMPENSATION STUDY

Deliverable A. List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected

During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. We will identify appropriate comparator agencies that will be included in the external market survey, which will be the foundation of ensuring that the agencies' salaries for the studied classifications are competitively aligned with the external labor market.

We will also identify those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed.

Finally, we will determine the list of benefits that TTSA wants to include in the total compensation data gathering process.

1. Determination of Comparator Agencies

The selection of comparator agencies is a critical step in the study process. We typically use the following factors to identify appropriate comparators and will receive approval before proceeding with the total compensation survey.

Our recommended methodology is that we involve the Board of Directors, management, Human Resources, and employee representation in the decision-making process of selecting which comparable agencies are included, **PRIOR** to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:

- **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, TTSA current/previous list of comparators and the advantages/disadvantages of including them or others will be discussed.
- **Similarity of population served, TTSA demographics, TTSA staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.



- **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis.
- **Labor market** – The reality of today’s labor market is that many agencies are in competition for the same pool of qualified employees. Individuals often do not live in the community they serve. Therefore, the geographic labor market area (where TTSA may be recruiting from or losing employees to) will be taken into consideration when selecting potential comparator organizations.
- **Cost-of-living** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets. We will review overall cost-of-living of various geographic areas, median house prices, and median household incomes to determine the appropriateness of various potential comparator agencies.

We typically recommend using ten to twelve (10-12) comparator agencies for all survey benchmarks in order to achieve statistical significance but are flexible and can easily use a different approach based on TTSA’s preferences.

2. Determination of Benchmark Classifications

In the same collaborative manner as described in Step 1 above, we will work with TTSA; stakeholders to select those classifications that will be surveyed.

“Benchmark classes” are ordinarily chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid data sample for analysis.

Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes. Due to the fact that the labor market typically yields reliable data, we recommend using approximately 60-65% of all classifications as benchmarks but we are happy to use a different model.

3. Determination of Salary and Benefits Data to Be Collected

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification):

- **Monthly Salary** – The top of the normal, published salary range. All figures are presented on a monthly or annual basis. We normalize the salary data to reflect number of hours in the work week and/or roll-up of retirement or other benefits in base salaries.
- **Employee Retirement** – This includes two figures: the amount of the employee’s State or other public or private retirement contribution that is contributed by the agency and the amount of the agency’s Social Security contribution.
- **Retiree Healthcare** – With healthcare costs rising and retiree healthcare and liabilities increasing for many public agencies, we also collect this information.
- **Insurance** – This typically includes Health, Dental, Vision, Life, Long-Term Disability, Short-Term Disability, and other insurance coverage.



- **Leave** – Other than sick leave, which is usage-based, leave is the amount of days off for which the organization is obligated. All days will be translated into direct salary costs.
 - ❖ **Vacation:** The number of vacation days available to all employees after five (5) years of employment.
 - ❖ **Holidays:** The number of holidays (including floating) available to the employee on an annual basis.
 - ❖ **Administrative/Personal Leave:** Administrative leave is normally the number of days available to management staff to compensate for the lack of payment for overtime. Personal leave may be available to other groups of employees to augment vacation or other time off.
- **Deferred Compensation** – We report any employer contribution made on the employee’s behalf, whether dollar amount or percentage of salary, that does not require an employee-matching contribution. We can also report employer contributions that do require an employee match and would do so as a separate report.
- **Other** – This category includes any other benefits that are available to all employees within a classification and not already specifically detailed.

In addition, we will collect the bi-weekly, monthly, or annual minimum and maximum base salary for each existing classification.

Deliverable B. Data from Comparators

K&A does not collect market compensation data by merely sending out a written questionnaire. We find that such questionnaires are often delegated to the individual in the department with the least experience in the organization and given a low priority. Our experienced compensation analysts conduct all of the data collection and analysis to ensure validity of the data and quality control. This approach also ensures that we compare job description to job description and not just job titles, therefore ensuring true “matches” of at least 70%, which is the percentage we use to determine whether to include a comparator classification or not. As mentioned above in the Classification methodology, our job analysis method is the whole position analysis approach.

Our analysis will include written documentation of our assessment methodology and assessment for each position surveyed.

We typically collect classification descriptions, organization charts, salary schedules, personnel policies, MOUs, and other information via website, by telephone, or by an onsite interview. With the prior knowledge from the data gathered directly from each comparator agency and our experience in the public sector human resources field, our professional staff makes preliminary “matches” and then schedules appointments by telephone, or sometimes in person, with knowledgeable individuals to answer specific questions. We find that the information collected using these methods has a very high validity rate and allows us to substantiate the data for employees, management, and the Board of Directors.

Deliverable C. Analysis and Preliminary Review of Data

Data will be entered into spreadsheet format designed for ease of interpretation and use. The information will be presented in a format that will identify the comparator positions used for each classification



comparison. Information will be calculated based upon both average and median figures allowing TTSA to make informed compensation decisions.

Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the TTSA's salary range is above/below the market values.

In addition, we will include any type of statistical representation and analysis that TTSA desires such as 60th, 70th, or any other percentiles.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect "other" benefits, which we typically report on a separate spreadsheet.

Deliverable D. Draft Compensation Findings/Additional Analysis/Study Project Team Meetings

We distribute our draft findings to the Study Project Team. After their preliminary review, K&A will meet with the Study Project Team and other stakeholders (including management, employees, and Human Resources) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for the Study Project Team and other stakeholders to review and question any of our recommended benchmark comparator matches.

If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections as appropriate.

Deliverable E. Analysis of Internal Relationships and Alignment

To determine internal equity for all studied positions, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. Again, we utilize the whole position analysis methodology described earlier.

By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series, for example, as well as across departments. This analysis will be integrated with the results of the compensation survey and TTSA's existing compensation plan.

The ultimate goal of this critical step in the process is to address any potential internal equity issues and concerns with the current compensation system, including compaction issues between certain classifications.

We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system, with pay differentials between levels that allow employees to progress on a clear path of career growth and development. Career ladders will be looked at vertically, as well as horizontally, to reflect TTSA's classification structure that was developed during the classification phase of the study.



Deliverable F. Compensation Structure and Implementation Plan

Depending on data developed as a result of the internal analysis, we will review and make recommendations regarding internal alignment and the salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon TTSA's preferred compensation model. In addition, we will develop externally competitive benefit comparisons for all classifications. We will also assist TTSA in developing a compensation philosophy and practices relative to the surveyed public jurisdictions. Finally, we will develop a proposed implementation plan based on the study results and recommendations.

We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation structure. We will conduct a comparative analysis to illustrate the relationships between current pay practices and the newly determined market conditions and develop solutions to address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting TTSA's goals, objectives, and budget considerations. We will develop recommendations covering special compensation issues such as salaries above the maximum; seniority; promotions; maintenance of the salary schedules; etc.

Draft recommendations will be discussed with the Study Project Team and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.

Deliverable G. Final Report and Guidelines for Implementation

Volume II (Draft Interim Report of the Compensation Study) will be completed and submitted to the Study Project Team for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include:

- A set of all market data spreadsheets;
- A proposed Salary Range Placement document;
- A procedure to address employees whose base pay exceeds the maximum of their newly assigned pay range;
- A Classification-specific performance evaluation process;
- Implementation issues and cost projections surrounding our recommendations; and
- A guide for rules, policies and procedures for TTSA in implementing, managing and maintaining the compensation system, as appropriate.

Once all of TTSA's questions/concerns are addressed and discussed, a Final Classification and Compensation Report will be created and submitted in TTSA's preferred format. The Final Report will incorporate any appropriate revisions identified and submitted during the review of the draft report.

Deliverable H. Formal Appeals Support

Should TTSA have a formal appeal process regarding the allocation of positions to classifications and of classifications to salary ranges, this proposal does not cover time regarding a formal appeal process.



Should our on-site participation be desired, our stated composite hourly rate will be honored. As mentioned above, however, our internal process usually addresses any appeal issues.

Deliverable I. Final Presentation

Our proposal includes multiple meetings (at least three [3] meetings to be held at TTSA offices) and weekly oral and written status/progress updates to the Study Project Team. Regarding the involvement of the Board of Directors, we recommend at least one initial meeting to identify the comparator agencies to be included in the study, one interim study session (to discuss the initial findings of the compensation study), and one final presentation of our Final Report. Of course, we are flexible regarding having more or less interaction with the Board, based on TTSA's preferences.

PERFORMANCE EVALUATION STRATEGIES/SYSTEM

We have extensive experience in designing and developing performance management programs, including performance incentive compensation systems, strategic management tools, balanced scorecards, etc.

Following are the steps we recommend in developing/updating performance evaluation systems (of course the District may choose a more limited scope and we are happy to adjust our proposal and cost accordingly):

Deliverable A. Development of New Performance Evaluation System

- 1. Initial Review of Current Program:** this will include the review of existing background materials, including classification and compensation plans (as developed during the classification and compensation phases of the project), organizational charts, budgets, District rules and regulations, and related information.

We will conduct orientation and briefing meetings with management and HR staff regarding the anticipated scope of work, preliminary project direction, and cost estimates for the process.

The goal of this first step is to discuss with District staff the system that is currently in place, meet with management staff to discuss parameters, goals, and objectives for the new Performance Management System, and discuss overall options and alternatives of performance management systems, depending on the District's needs.

- 2. Develop/Update Performance Management System:** based on the responsibilities, duties, and requirements for all existing District classifications developed during the classification phase of the project, we will identify core competencies within each job specification and potential metrics associated with those competencies.

This step of the process includes the following:

- Reviewing the current system's performance factors.



- Identifying the competencies (performance factors) according to which each employee will be evaluated, and developing a detailed description of what each competency means to the organization and how they interrelate to each staff level within the District (executive, management, supervisory, and line staff);
- Developing performance ratings, such as excellent, exceeds standards, meets standards, needs improvement, unacceptable (or any alternative systems based on the District's preference and per your current performance management system);
- Developing guidelines and definitions as to what each performance rating means for each competency (again, this will include a review of what the current performance report contains and making recommendations for changes, as appropriate);
- Developing guidelines as to how to develop **SMART** (Specific, Measurable, Attainable, Relevant, and Time-bound) goals and assisting the District in determining goals for each level that interrelate to overall agency goals; and
- Developing a step-by-step performance evaluation process and timelines.

- 3. Review and Update Performance Objectives:** we recommend reviewing the newly developed performance recommendations with the organization; this includes staff work sessions and focus groups for input and review. It is critical to build consensus and organizational understanding and buy-in for any new systems or system updates.

If desired, we will include the entire organization in the process of developing core competencies as well as functional competencies that are based on technical knowledge and abilities in each functional area of the organization. This will ensure that all employees, rank-and-file as well as supervisors and managers, not only understand but also buy into the new Performance Management System. We accomplish this by holding focus group meetings with various groups of employees to learn about which competencies each group feels are at the core of their particular function as well as the District overall. Of course, we will work with Human Resources and other stakeholders to determine the optimal composition of each working group.

- 4. Develop/Customize Performance Management Tools:** this involves working with the District's new performance management system to develop/customize the various components of the Performance Management System, process, timelines, and other tools, including implementing core competencies, functional competencies, ratable metrics for each employee classification, and a SMART goal section.

Deliverable B. Pay-for-Performance Compensation Structure Development (Optional)

This phase, if desired, includes a review of the District's salary structure (developed during the compensation phase of this project) within which the classifications are allocated. We will develop recommendations based on our experience with PFP (pay for performance) appraisal programs and best management practices.

There are many options the District has in terms of remunerating its employees based on performance. Two major factors that play a role in developing performance incentive compensation programs are: 1) the design of individual salary ranges, and 2) how to factor in the level of performance the employee has attained.



Regarding the design of salary ranges, the decision will be as to whether the District has any interest and/or flexibility in modifying its current salary ranges (this question will be asked during the compensation phase of the project). Alternatively, we can look at developing merit-based pay that is non-base building.

Regarding level of performance, the decision will be as to whether employees receive different levels of rewards or incentives for the following performance levels:

1. Excellent/Outstanding/Exemplary;
2. Exceeds Expectations/Standards; or
3. Meets Expectations/Standards.

We will facilitate a discussion among District leadership as to what their considerations should be when it comes to the above factors and assist with presenting best management practices to the District.

Deliverable C. Design Training Programs and Conduct Workshops (Optional)

As mentioned above, organizational buy-in is critical and the general employee population as well as supervisors may need to be trained and educated in the new Performance Management System. Employees will need to understand how their individual performance ties to overall organizational goals and objectives and what they need to do to receive a positive performance rating. Most important for organizational buy-in will be the employees' understanding of how their performance ties into incentive compensation, if the District wishes to integrate the two.

Managers and supervisors will need to be trained on how to make performance and pay decisions that are based on fair, equitable, and consistent practices. The training workshops will include the following:

- Performance core competencies;
- Performance level rating scale;
- How to develop performance goals and objectives and employee work plans;
- How to track, evaluate, and communicate work plan performance;
- How to write and conduct a meaningful performance appraisal;
- How to administer the employee compensation program and apply merit increase guidelines; and
- A review of all performance appraisal and work plan tools and instruments.

Training workshops containing the above components will be held for groups of managers, supervisors, and employees to roll out the new Performance Management System to the entire organization.



Post-Implementation Consultation and Support

We are committed to providing TTSA with the highest-quality product and service. Providing ongoing consultation and support after study implementation is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

We often find that clients will call or email with follow-up questions and to discuss certain aspects of the study, ask why decisions and recommendations were made, and other important components of the study. We consider post-implementation support as part of our customer service.

Should TTSA request any additional onsite meetings and/or training after implementation of the study and/or other specific, identifiable work efforts, such as position reclassification studies, creating new class descriptions, or conducting annual surveys, we would honor our composite hourly rate for actual hours spent at TTSA. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our “Not To Exceed Fee” for this project.

Stakeholder Engagement

The meetings and communications with stakeholders that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and encourage a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A’s studies.

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in of the study throughout the entire process. Following are the major milestones at which we touch base with Human Resources, employees, managers, and other stakeholders, as appropriate:

- Initial study kick-off and employee/management orientation meetings;
- Position description questionnaire completion and review;
- Employee and management interviews;
- Employee, management, and Human Resources review of draft class descriptions;
- Contact with employees and management to address final classification issues;
- Stakeholder input regarding a list of appropriate comparator agencies;
- TTSA stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified for each classification;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.



Time Requirements

Phases I and II: Classification and Compensation:

Our professional experience is that classification and total compensation studies of this scope and for this size organization take approximately four to five (4 - 5) months to complete, allowing for adequate position description questionnaire completion, interview time, classification description review and/or development, compensation data collection and analysis, review steps by TTSA, the development of final reports, any appeals, and presentations.

The following is a suggested timeline (which can be modified based on TTSA's needs):

Deliverables	PHASE I: Classification Study	Week #
A.	Meetings with Study Project Team and Management Staff for Initial Documentation Review	Week 1
B.	Orientation Meetings with Employees and Distribution of Position Description Questionnaire	Week 1
C.	Collection and Review of PDQs	Week 5
D.	Interviews with Employees, Supervisors, and Management	Week 6
E.	Classification Concept & Preliminary Allocation	Week 7
F.	Draft Class Description Development	Week 13
G.	Facilitation of Draft Class Description Review and Informal Appeals Support	Week 16
H.	Classification Plan and Draft of Interim Report and Final Report	Week 18
	PHASE II: Total Compensation Study	
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	Week 1
B.	Data from Comparators	Week 14
C.	Analysis and Preliminary Review of Data	Week 15
D.	Draft Compensation Findings/Additional Analysis/Study Project Team Meetings	Week 18
E.	Analysis of Internal Relationships and Alignment	Week 19
F.	Compensation Structure and Implementation Plan	Week 19
G.	Final Report and Guidelines for Implementation	Week 20
H.	Formal Appeals Support *	As Needed
I.	Final Presentation	As Scheduled



Performance Management Timeline:

Deliverables	Performance Management	Completion by:
A.	Development of New Performance Management System	
	1. <i>Initial Review of Current Program</i>	Week 1
	2. <i>Develop/Update Performance Management System</i>	Week 4
	3. <i>Review and Update Performance Objectives</i>	Week 12
	4. <i>Develop/Customize Performance Management Tools</i>	Week 16
B.	Pay-for-Performance Compensation Structure Development	Week 16
C.	Design Training Programs and Conduct Training Workshops	Week 21



COST PROPOSALS

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with management, governing body, and staff. The time we commit to working with the employees (orientations and briefings, meetings with employees via personal interviews, informal appeal process, etc.) results in significantly greater buy-in throughout the process and no formal appeals at the end of the study.

In fact, our firm has never had a formal appeal to any of our studies in our more than 34 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. The result was a divided organization with hostility and animosity between employees/employee representation and management. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and all-inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our success rate is also attributable to the fact that we have over 34 years of experience working with employees of all types of backgrounds, educational levels, and work experiences, and we are accustomed to successfully communicating with and educating them throughout the process. It is imperative that all employees eventually buy into the study results and recommendations, whether they have been through a process like this before or whether this is the first time for them.

Our clients always provide feedback that our process was professional, comprehensive, understandable, timely, and inclusive. Employees, although not necessarily always happy with our recommendations, have always indicated that we listened to their issues and concerns and were available for discussion, as required. Although time consuming, we also drive the process to ensure that timelines are met and schedules are maintained.

Deliverables	Phase I: Classification Study	Hours
A.	Meetings with Study Project Team and Management Staff for Initial Documentation Review	8
B.	Orientation Meetings with Employees and Distribution of PDQs	12
C.	Collection and Review of PDQs <i>Assumes 1 PDQ per classification, plus 20% of employees submitting individual PDQs (considering that the Agency has 50 employees, we will assume up to 50 PDQs)</i>	20
D.	Interviews with Employees, Supervisors, and Management <i>Assumes 1 interview per classification plus 20% of employees having individual interviews (considering that the Agency has 50 employees, we will assume up to 50 interviews)</i>	40
E.	Classification Concept & Preliminary Allocation	16
F.	Draft Class Description Development (up to 38 classifications)	95



G.	Facilitation of Draft Class Description Review and Informal Appeals Support	16
H.	Classification Plan and Draft of Interim Report and Final Report	16
	Total Professional Hours -- Classification	223
	Combined professional and clerical composite rate: \$134/Hour	\$ 29,882
Deliverables	Phase II: Total Compensation Study	Hours
A.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	12
B.	Data from Comparators <i>Assumes up to 28 benchmarks, up to 12 comparators</i>	65
C.	Analysis and Preliminary Review of Data <i>Assumes up to 28 benchmarks, up to 12 comparators</i>	35
D.	Draft Compensation Findings/Additional Analysis/Study Project Team Meetings	16
E.	Analysis of Internal Relationships and Alignment	8
F.	Compensation Structure and Implementation Plan	12
G.	Final Report and Guidelines for Implementation, including a method for Classification-specific performance evaluations	16
H.	Formal Appeals Support *	0
I.	Final Presentation	8
	<i>Anticipated hours for additional unscheduled meetings and phone calls</i>	8
	Total Professional Hours – Compensation	180
	Combined professional and clerical composite rate: \$134/Hour	\$ 24,120
	Expenses are included in our combined composite rate:	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, fax, supplies, postage, travel expenses, per diem, etc.</i>	
	TOTAL NOT-TO-EXCEED COST FOR CLASSIFICATION AND COMPENSATION PHASES OF THE PROJECT:	\$54,002
	*Additional consulting will be honored at composite rate (\$134/Hour)	



In our experience, the performance management system update is the most challenging to anticipate in terms of the final scope of work. The table below provides a comprehensive approach and, of course, the District may choose a less comprehensive approach. If so, we'll be happy to tailor the scope of work and cost accordingly.

Deliverables	Performance Appraisal Development	Hours
A.	Development of New Performance Management System	--
	1. Initial Review of Current Program	4
	2. Develop/Update Performance Management System	16
	3. Review and Update Performance Objectives (this includes one onsite visit to the District's offices)	20
	4. Develop/Customize Performance Management Tools	10
B.	Pay-for-Performance Compensation Structure Development	8
C.	Design Training Programs and Conduct Training Workshops (this would require onsite training at the District's offices)	16
	Total Professional Hours	74
	Combined professional and clerical composite rate: \$134/Hour	\$ 9,916
	Expenses (included in the hourly composite rate):	N/A
	<i>Expenses include but are not limited to duplicating documents, binding reports, phone, fax, supplies, postage, travel, etc.</i>	
	TOTAL COST FOR PERFORMANCE MANAGEMENT SYSTEM DEVELOPMENT NOT TO EXCEED:	\$ 9,916
	<i>*Additional consulting will be honored at composite rate (\$134)</i>	

The combined total cost for the Class/Comp Study and a Performance Evaluation System, if the District wishes to have them all done concurrently, is \$63,918.



OTHER

Contractual Requirements

We will be pleased to sign a contract or professional services agreement for any Human Resources Consulting work we are asked to perform for TTSA.

Insurance Acknowledgement

We will submit and support the levels of coverage and endorse TTSA with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

Our insurance broker is Ms. Eileen Hollander, Sr. Account Manager/Commercial Lines, Integro Insurance Brokers, 2300 Contra Costa Blvd., Suite 375, Pleasant Hill, CA 94523.



Signature Page

Koff & Associates intends to adhere to all of the provisions described in the RFP.

This proposal is valid for ninety (90) days.

Respectfully submitted,

By: KOFF & ASSOCIATES
State of California

Georg S. Krammer
Chief Executive Officer

September 5, 2018





APPENDIX

Résumés of Participating Staff

Catherine B. Kaneko

SUMMARY

President of Koff & Associates, with experience in managing the planning, development, implementation, and administration of compensation programs, including stock plans, benefits administration, variable pay programs, performance management and employee development, strategic planning, and policy development.

KEY ACHIEVEMENTS AND HIGHLIGHTS

Evaluated, designed, and implemented step system and broadband compensation structures for public agencies and private companies, which accomplished organization goals of controlling costs, attracting and retaining key talent, and ease of administration. Managed and developed organization-wide classification systems. Designed and implemented incentive and variable pay programs. Designed performance appraisal systems. Integrated career management programs with compensation, reward and recognition, promotion, transfer, and training strategies, processes, and procedures. Developed strategic business plans. Developed and implemented multiple training programs.

PROFESSIONAL EXPERIENCE

Koff & Associates, Berkeley, CA

Associate and Senior Project Manager, 2000-2005

President, 2005-Present

- Serve as project director in conducting hundreds of classification, compensation, and organizational studies; provide strategic planning services for agencies; provide offsite human resource function; recruit executive level positions for special districts, courts, counties, cities and other statewide and local agencies.
- Develop complex, detailed proposals for cities, counties, courts, and special districts, such as housing, school, healthcare, air quality, vector control, transportation, water, and wastewater agencies to provide professional Human Resources consulting services.
- Represent Koff & Associates with clients, write and approve final project reports and lead presentations in front of City Councils, Boards of Commissioners, Boards of Supervisors, and Boards of Directors.
- Manage and develop staff of project managers, data specialists, firm associates, marketing and administrative analysts in Berkeley office and work closely with Senior Project Manager in San Diego office.
- Grew company from serving approximately 100 clients to 250 clients and grew staff from 4 to 14 in period of ten years.
- Contributed to and maintained 100% successful implementation rate of studies performed for clients.

Xpedior, San Francisco, CA

Human Resources Director, 1997-2000

- Managed acquired companies to the Xpedior culture. Audited human resources practices of acquired companies and provided training and guidance to management. Ensured compliance with organization policies and procedures.
- Oversaw conversion to IPO environment in terms of the impact on human resources functions.
- Managed all human resources programs, including organization development, recruitment and selection, labor law compliance, classification and compensation, benefits administration, employee relations, training and development, and safety programs.

SEGA of America, Redwood City, CA

Human Resources Generalist, 1993-1996

Compensation Manager, 1996-1997

- Managed compensation function for over 1,000 employees. Evaluated, designed, and implemented broadband compensation structure which accomplished corporate goals of controlling costs, attracting and retaining key talent, and ease of administration. Developed and conducted the manager and employee training/communications program for new broadband system.
- Managed the production of over 250 job descriptions for the entire organization.
- Designed new corporate incentive plans for Research and Development and Sales divisions.
- Functioned as project lead for conversion and installation of new HRIS system.
- Obtained and compiled high-tech market data to support the organization's competitive advantage in a cutting edge industry.
- Managed the human resources function for the U.S. satellite software development divisions and companies (over 450+ employees).
- Consulted with managers and employees on organization development, conflict resolution, performance management, discipline, termination, and other employee relations issues.
- Assimilated acquired companies to the SEGA culture. Audited human resources practices of acquired companies and provided training and guidance to management. Ensured compliance with organization policies and procedures.

TPA Company, San Francisco, CA

Human Resources Manager/Financial Controller, 1992-1993

- Managed human resources function. Evaluated and implemented new policies and procedures to strengthen organization structure. Supervised and maintained financial accounting operations. Position encompassed diverse responsibilities in a high-pressure, fast paced environment.

BDO Seidman, CPA's and Consultants, San Francisco, CA

Laventhol & Horwath, CPA's and Consultants, San Francisco, CA

Human Resources Director, 1986-1992

- Managed human resources, organization development, employment, labor law, compensation, benefits administration, affirmative action, employee relations, and safety programs.

EDUCATION & CERTIFICATIONS

BS – Business Administration: California State University, Hayward

CPA – Certified Professional Accountant

PHR – Professional Human Resource Certificate

PROFESSIONAL AFFILIATIONS

- California Public Employer Labor Relations Association
- National Public Employer Labor Relations Association
- Public Employer Labor Relations Association of California
- International Public Management Association
- Society of Human Resource Management
- Northern California Human Resource Association
- California Chamber of Commerce

Debbie Owen

KEY ACHIEVEMENTS AND HIGHLIGHTS

- Classification and compensation practitioner/team member providing classification and compensation services to public sector agencies; extensive analytical experience in classification, compensation, and technical report writing.
 - Specific areas of expertise include job classification and total compensation (base salary and benefits) program review, analysis, design, development and implementation.
- Experienced project manager serving public sector clients on a wide range of classification and compensation studies by working with client stakeholders, directing the work of project teams to ensure high quality study deliverables, and preparing/delivering study presentations to client stakeholders.
- Certified Compensation Professional (CCP) status attained in 1992 with continued membership in *WorldatWork*.

PROFESSIONAL EXPERIENCE

Koff and Associates, Berkeley, CA

Senior Project Manager – September 2015

- Project team member providing classification, compensation analysis and technical report development support for classification and base salary/total compensation studies.
- Compensation related duties include conducting salary surveys; compensation and benefits data analysis and reporting; conducting external market and internal equity analyses; preparing salary recommendations, and writing technical reports.
- Classification related duties include conducting job evaluation meetings, determining classification concepts, preparing allocation recommendations, developing/revising classification specifications and writing technical reports.

CPS Human Resource Consulting Services

May, 2003 - June, 2015

- Technical Specialist Classification and Compensation
- Practice Leader
- Manager, Retention and Deployment Services
- Principal Consultant
- Project Consultant/Senior Consultant

Multiple roles within the organization, with focus on serving as a team member or project manager responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

- Project team consultant responsibilities:
 - Compensation - conducting salary surveys for large and small compensation studies; study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.
 - Classification - conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification purposes; developing classification structures; preparing classification specifications for a broad and diverse range of jobs; and developing classification reports.
- Project management responsibilities include strategic planning in the development of project scope and budget; managing the work of professional consulting staff assigned to projects; preparing for, and conducting, client meetings and presentations for stakeholders including employees, bargaining unit representatives, management and governing boards; ensuring that project staff are properly deployed based upon tasks to be completed and individual skillsets; and confirming that all study analyses, reports and other deliverables are of high quality and aligned with professional standards
- Serving as a technical expert in classification and compensation, acting as a resource to colleagues; and developing modules for classification and compensation related training programs delivered to staff and clients.

Ralph Andersen & Associates/Johnson & Associates
June, 1995 – March, 2003

Senior Consultant and Staff Consultant providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Served as a team member or project manager responsible for:

- Conducting salary surveys for large and small compensation studies; study tasks included labor market selection, survey development, compensation and benefits data analysis and reporting; internal equity analyses (including point factor); salary recommendations, and cost implementation.
- Conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification projects; developing classification structures; and preparing classification reports, classification specifications/job descriptions for a broad and diverse range of jobs.

EDUCATION

- Pierce College, Athens, Greece
- *WorldatWork* Certification as a Compensation Professional (CCP) - 1992
- University of California Extension Program courses in human resources and labor-management relations

PROFESSIONAL AFFILIATIONS

- Member, *WorldatWork*

MONICA GARRISON REUSCH

PROFESSIONAL SUMMARY:

April 2016 – Present

Senior Consultant, *Koff & Associates, Berkeley CA*

- Provide support on classification and compensation studies for public sector clients, including cities, counties and special districts.
- Compensation studies: data collection and analysis; develop compensation recommendations and implementation plans.
- Participate in special projects, including recruitment, pay for performance program development and training, audits, and other special projects.

November 2003 - March 2016, *CPS HR Consulting, Sacramento CA*

Held several roles within the organization, with main focus serving as a team member responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients.

Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

Project Consultant, July 2006 – March 2016, *CPS HR Consulting, Sacramento CA*

- Conducted salary and benefit surveys for large and small compensation studies. Study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.
- Conducted study briefing and debriefing sessions, and employee interviews for job evaluation/classification purposes.
- Served as project consultant, lead or managed small, medium and large scale compensation projects for public sector agencies including, state agencies, counties, cities and special districts.
- Specialized in compensation projects focusing on both base salary and total compensation analysis studies.
- Participated on project teams for both large and small scale compensation studies, including large studies performed for the following agencies: Madera County, Sacramento County, Sacramento Municipal Utility District.
- Served as lead consultant on studies including work done for the San Diego Association of Government's ("SANDAG"), Bernalillo County, New Mexico, and large statewide total compensation studies performed for the State of California.
- Training and facilitation experience included developing training materials and training public employees at varying levels on classification and compensation topics.

Technician/ Internal Consultant, November 2003 – June 2006, CPS HR Consulting

- Developed responses to requests for proposals and assisted in the management of the proposal process.
- Provided technical support on both compensation and classification projects through the data collection process.
- Served as the assigned consultant and internal personnel officer for several California counties social services and child support departments through the Merit System Contract providing full HR generalist support functions.

EDUCATION:

University of Southern California, Los Angeles

Bachelor's Degree, Business Administration with an emphasis in entrepreneurship.

Golden Gate University, Sacramento CA

MBA with an emphasis in marketing.

Brenna R. Huntley

Professional Experience

Consultant, Koff & Associates

Berkeley, CA | June 2017 to Present

- Provide support on classification and compensation studies for public sector clients including cities, counties, special districts, and other public-sector agencies.
- Collect and analyze market total compensation data for public sector compensation studies; develop compensation recommendations and implementation plans.
- Analyze positions and develop recommendations for position allocation; develop classification specifications.

Health Educator, Family Health Centers of San Diego

San Diego, CA | June 2015 to August 2016

- Provided health testing and harm reduction education to clients in underserved populations throughout San Diego County, connecting patients to appropriate referral services.
- Presented health education classes to groups of up to 50 individuals in compliance with social service program and law enforcement standards.
- Counseled individual patients regarding health concerns and harm reduction strategies, maintaining accurate patient files and providing individualized follow up for additional services as necessary.

SAT Teacher, The Princeton Review

San Diego, CA | January 2009 to July 2016

- Managed classrooms of 2-30 students, implementing Princeton Review curriculum to provide standardized test prep education.
- Developed individualized study plans and kept records of student progress.
- In 2013, average student score improvement of 321 points exceeded the San Diego regional average, more than doubling the company's guaranteed improvement of 150.

Academic & Community Experience

Graduate Research Assistant, Employee Selection and Retention Lab

San Francisco State University, San Francisco, CA | September 2016 to May 2018

- Assisted in the design, implementation, and analysis of experimental studies assessing factors affecting perceptions of employee selection processes and organizational attractiveness.
- Assisted in writing and editing study manuscripts for publication.

Education

M.S. Industrial/Organizational Psychology, San Francisco State University, San Francisco, CA

B.A. Psychology, San Diego State University, San Diego, CA



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VI-2
Subject: Discussion of residential unit connection fee schedule

Background

The Agency entered into an agreement with HDR Engineering Consultants to perform a connection fee study (study) which includes an assessment of current connection fees and classifications and to provide appropriate recommendations.

A discussion point of the connection fee study was the potential change in how the Agency assesses connection fees to residential units. The Agency's current definition of a residential unit is:

“an independent, separable living space with a kitchen sink, kitchenette and/or any cooking facilities, a sleeping area, and at least one full bathroom, including, but not limited to: (a) single family dwelling, (b) multiple dwelling unit (duplex, triplex, fourplex, etc.), (c) apartment, (d) timeshare unit, (e) mobile home (f) park model (a modular home with wheels) (g) trailer, (h) condominium, (i) townhouse, or (j) campsite directly connected to the sewage works that is inhabited for more than six (6) months and/or is occupied by recreational vehicles that have skirting and/or a roof and/or a constructed entryway.”

The study may implement one of the following options when determining the residential unit fee schedule:

1. Maintain the current assessment of a flat fee to residential units as defined above.
2. Assess a scalable fee based on a fee per square foot regardless of dwelling type.
3. Assess a minimum base fee with a scalable fee based on a fee per square foot regardless of dwelling type.
4. Assess a scalable fee based on square foot ranges (i.e. 0 ft² - 1,199 ft²; 1,200 ft² - 3,599 ft²; 3,600 ft² - 4,999 ft²; and over 5,000 ft²) regardless of dwelling type.
5. Assess a scalable fee based on a fee per square foot for single family dwellings and a set flat fee per bedroom for multi-family dwellings. Other residential types would have their own flat fee.

The Agency should discuss and consider how sewerage capacities correspond to residential units and square footage when determining an option. The pros and cons for each of the above options will be presented at the meeting.

Fiscal Impact

None.

Attachments

None.

Recommendation

Management and staff recommends amending the residential unit connection fee schedule to a scalable fee based on square foot ranges (i.e. 0 ft² - 1,199 ft²; 1,200 ft² - 3,599 ft²; 3,600 ft² - 4,999 ft²; and over 5,000 ft²) as this corresponds sewerage capacities to residential dwelling square footage and would be a simpler option to implement.

Review Tracking

Submitted By: 

LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VI-3
Subject: Discussion of the SEED Fund and Collaborative Solar Initiative program

Background

A presentation of the Sustainable Energy & Economic Development (SEED) Fund and Collaborative Solar Initiative was recently provided for interested parties in solar photovoltaic systems (solar panels). The SEED Fund and Collaborative Initiative program provides regional group procurement of solar photovoltaic systems using a revolving fund mechanism to defray upfront costs for participants. In partnership with the Sierra Business Council, Optony Inc. and Strategic Energy Innovations, the program will provide technical analysis, financial analysis, and project management from site evaluation to installation of solar photovoltaic systems.

Should the Agency desire to purchase a solar photovoltaic system, the program could lower the cost of the system through a collaborative effort opposed to purchasing a system independently.

Fiscal Impact

None.

Attachments

1. SEED Fund and Collaborative Solar Initiative program presentation.
2. SEED Fund information flyer.

Recommendation

Management recommends the review of potential Agency solar sites to determine if it is feasible to have a solar photovoltaic system.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



Sustainable Energy & Economic Development (SEED) Fund

Round 3: Sierra
August 15th, 2018





Presentation Agenda

- Introduction
- Program Overview
- Program Structure
- Collaborative Procurement Framework
- Timeline
- Next Steps

Solar in Your Community Challenge

SYCC aims to:

- Build local capacity to support mid-scale solar projects
- Establish a network of interested parties and develop a library of publicly available resources

The Collaborative Solar Initiative will give jurisdictions, community organizations, businesses and households the ability to purchase solar at a reduced rate with no upfront costs.



SIERRA
/////////
BUSINESS COUNCIL



OPTONY



About Sierra Business Council (SBC)

Sierra Business Council is an organization focusing on the environment, communities, and economies of the Sierra region. We're a certified non-profit in both California and Nevada and have a 20-year history in the region.

Implements projects in several areas of expertise

- Community planning
- Natural area conservation and open space planning
- Rural economic development
- Collaborative process facilitation
- Sustainable business practices

... to increase community vitality, economic prosperity, environmental quality, and social fairness in the Sierra Nevada.





About Strategic Energy Innovations (SEI)

Strategic Energy Innovations inspires & empowers to advance solutions for a healthy, thriving planet.

Committed to empowering under-served markets

- Schools, colleges, and universities
- Local governments
- Small and rural communities
- Affordable housing providers and residents
- Small businesses



...to embrace a climate-friendly future through green building, clean energy, resource efficiency and support of a local and qualified green workforce.



About Optony Inc.

Optony develops and deploys clean energy best practices across the entire project lifecycle for government agencies, schools, banks and commercial organizations. Optony has been involved in over 3GW of project activity globally from strategy to project commissioning.



*Award Winning
Pubic Sector Project*



*Award Winning
Pubic Sector Project*



*Multiple Grant-Winner for
Solar Market
Transformation*



*Best of Silicon Valley
Recognition for Energy
Services*

“Optony's consulting service is a must-have for any organization considering an investment in solar. Based on Optony's comprehensive analysis and recommendations, we now have a low-risk, high-return solar strategy.”

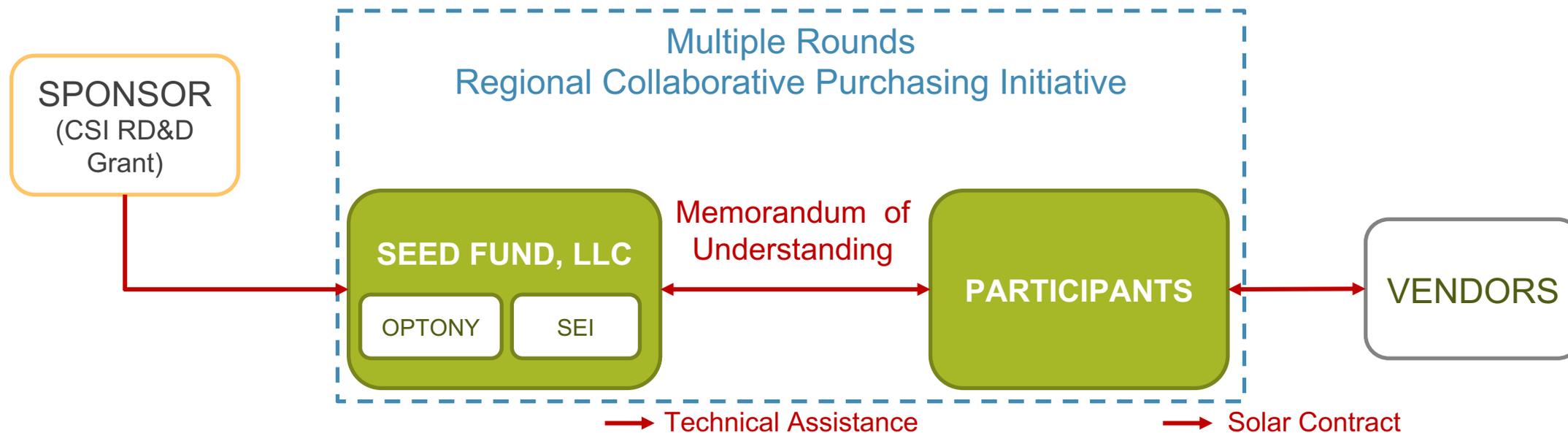


The SEED Fund

- A collaborative group procurement for solar PV for using a revolving fund mechanism to defray upfront costs for participants
- Designed to address the barrier of upfront costs
 - 3-step opt-in program to empower private and public agencies to evaluate solar PV projects and participate in collaborative procurement
 - Does not require upfront funds for project planning, site assessments procurement activities
- Provides unbiased technical and financial analysis to help evaluate solar PV procurement options
- Vendors reimburse a small percentage of project cost to the SEED fund



SEED Fund Structure





Collaborative Procurement Framework

CONVENER

Coordinates initiative, leads outreach

LEAD ORGANIZATION

Leads procurement process and negotiations

PARTICIPANTS

Provide site data, attend workshops, negotiate contract for own sites

TECHNICAL ADVISER

Conduct workshops, evaluate sites and proposals received



Past Regional Rounds



SEED Monterey Bay

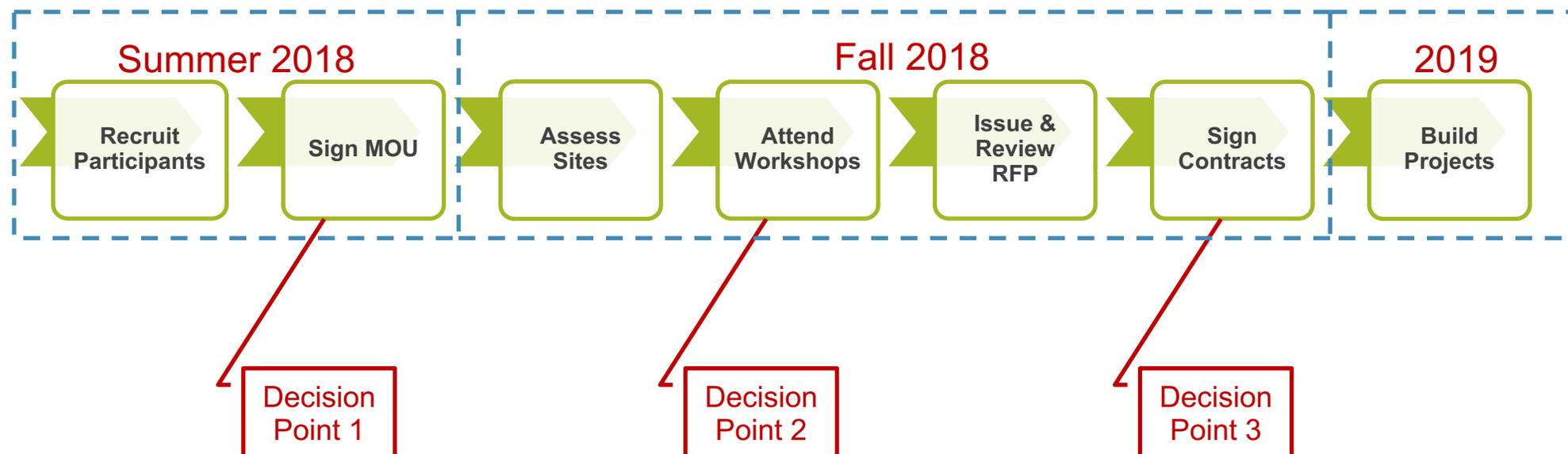
- 8 Agencies in RFP
- 34 total sites
- 12 MW considered

SEED North Bay

- 13 Agencies in RFP
- 32 total sites
- 4.3 MW constructed



Participation Timeline





Pre-Screened Sites

Jurisdiction	Sites Submitted	Recommended	Solar Potential (kW)
City of Jackson	6	5	399
Town of Loomis	3	3	32
City of Plymouth	3	3	221
City of Sutter Creek	2	2	89
Mariposa County	10	6	263
Placer County	7	7	6,028
Lake Tahoe Unified School District	4	4	1,663



Total

35

30

8,695 **OPTONY**

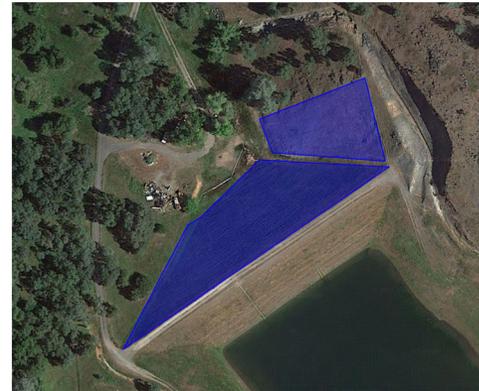
Plymouth Pre-Screen Sites



City Hall



Main Street Parking Lot



Sewer Property



Water Plant



Next Steps

1. Identify potential partners (municipal, school district, special district, business, multi-family housing for our outreach)
2. Identify sites for SEED Fund pre-screen review
3. Sign Memorandum of Understanding
4. Coordinate site visit(s) for full feasibility assessment
5. Attend workshops
6. Review site assessments and select sites for RFP inclusion



SEED Team

Nathan McKenzie Nathan@seiinc.org

Karina Zafiro Karina.Zafiro@optonyusa.com

Jonathan Whelan Jonathan.Whelan@optonyusa.com

Sierra Business Council

Paul Ahrns PAhrns@sierrabusiness.org

Conner Rettig crettig@sbccouncil.org

Contact Information

Sustainable Energy & Economic Development Fund

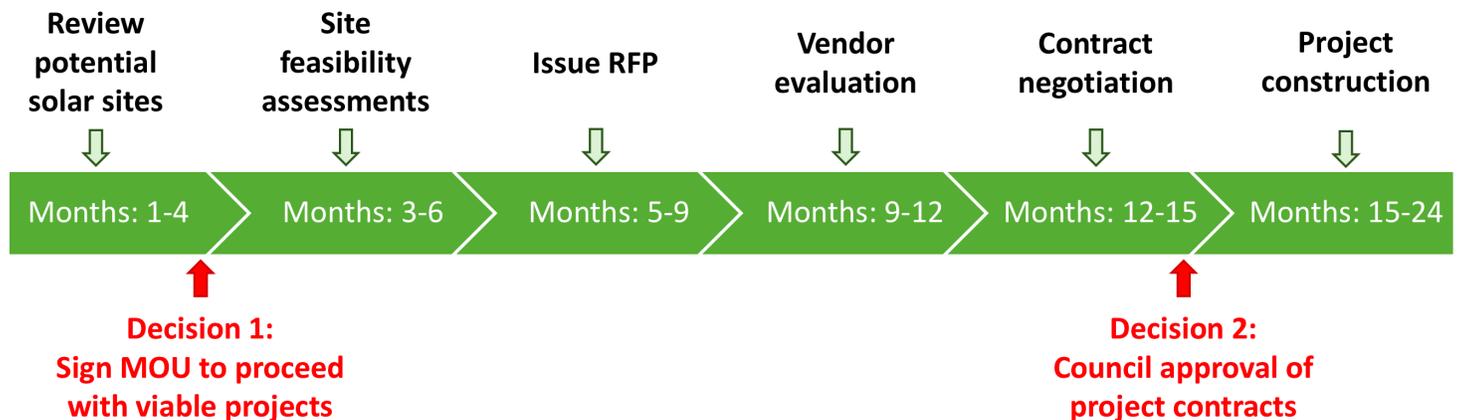
The SEED Fund empowers agencies to participate in a regional group purchase of solar.

Benefits

- No upfront costs for participants
- Free solar site assessments
- Free technical and logistical support
- Better pricing (10-12% savings)
- Less admin time (50-70% savings)
- No commitment to install solar projects

Participants

- Local governments
- Public agencies
- Nonprofits
- Businesses
- Housing developers
- Educational institutions



For more information please visit our project website www.solarroadmap.com/SEED

Or contact us:

Nathan McKenzie
Program Manager, Strategic Energy Innovations
nathan@seiinc.org | (415) 507-1432

Karina Zafiro
Project Manager, Optony Inc.
karina.zafiro@optonyusa.com | (408) 567-9216

Conner Rettig
Outreach Lead, Sierra Business Council
crettig@sbcouncil.org | (530) 318-6026

The Details

What is the SEED Fund?

A pool of money that is available to help build solar projects. It is used to form group procurements - to bring a group of agencies together for a collective solar buy. The SEED fund pays for all the development work, site evaluations for all participants, creation and issuance of the RFP, selection of the solar installer, and contracting assistance for the participants that go solar.

Each installed project kicks back a small fee (paid for by the solar installer) to replenish the SEED fund. This is currently the 3rd iteration!

What can I expect as a Participant?

The solar project team will walk you through the whole process. We'll evaluate your facility and let you know what your solar project would look like including the cost/benefit. If you like what you see, we'll include you as a participant in the RFP. After the RFP has been issued and the results are in, you'll have the choice to sign a contract with the selected solar installer (though you will not be obligated).

The big advantage is that you can go solar without all the hassle, since we manage the process, and you're likely to get a much better rate since you're part of the group.

Who is Involved?

Sierra Business Council (SBC): Your trusted local partner. SBC provides logistical support, helps with organization, and provides general oversight to make sure all participants are successful.

Optony and Strategic Energy Innovations (SEI): These two organizations provide technical support and manage the procurement process. Both have significant solar expertise and have managed many such group solar buys in the past, including the first 2 rounds of the SEED fund.

For more information please visit our project website www.solarroadmap.com/SEED

Or contact us:

Nathan McKenzie
Program Manager, Strategic Energy Innovations
nathan@seiinc.org | (415) 507-1432

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TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VII-1
Subject: Department Reports

Background

Department reports for previous and current month(s).

Fiscal Impact

None.

Attachments

1. Operations Department Report
2. Maintenance Department Report
3. Engineering Department Report
4. Information Technology (IT) Department Report
5. Administration Department Report

Recommendation

No action required.

Review Tracking

Submitted By: _____


LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY
OPERATIONS DEPARTMENT REPORT

Date: September 12, 2018
To: Board of Directors
From: Michael Peak, Operations Manager
Subject: Operations Report

All plant waste discharge requirements were met for the month.

Operations Report:

- Acid washed filter press cloths.
- Operations assisted with headworks improvement project.
- Overall, plant operations ran well.

Laboratory Report:

- Staff performed necessary laboratory testing per WDR requirements and operational needs.

Plant Data:

Influent Flow Description	MG
Monthly average daily ⁽¹⁾	4.03
Monthly maximum instantaneous ⁽¹⁾	7.12
Maximum 7- day average	4.50

Effluent Limitation Description ⁽²⁾	WDR Monthly Average		WDR Daily Maximum	
	Recorded	Limit	Recorded	Limit
Suspended Solids (mg/l)	1.8	10.0	2.0	20.0
Turbidity (NTU)	NA	NA	2.9	10.0
Total Phosphorus (mg/l)	0.37	0.8	0.5	1.5
Chemical Oxygen Demand (mg/l)	35.7	45.0	45.0	60.0

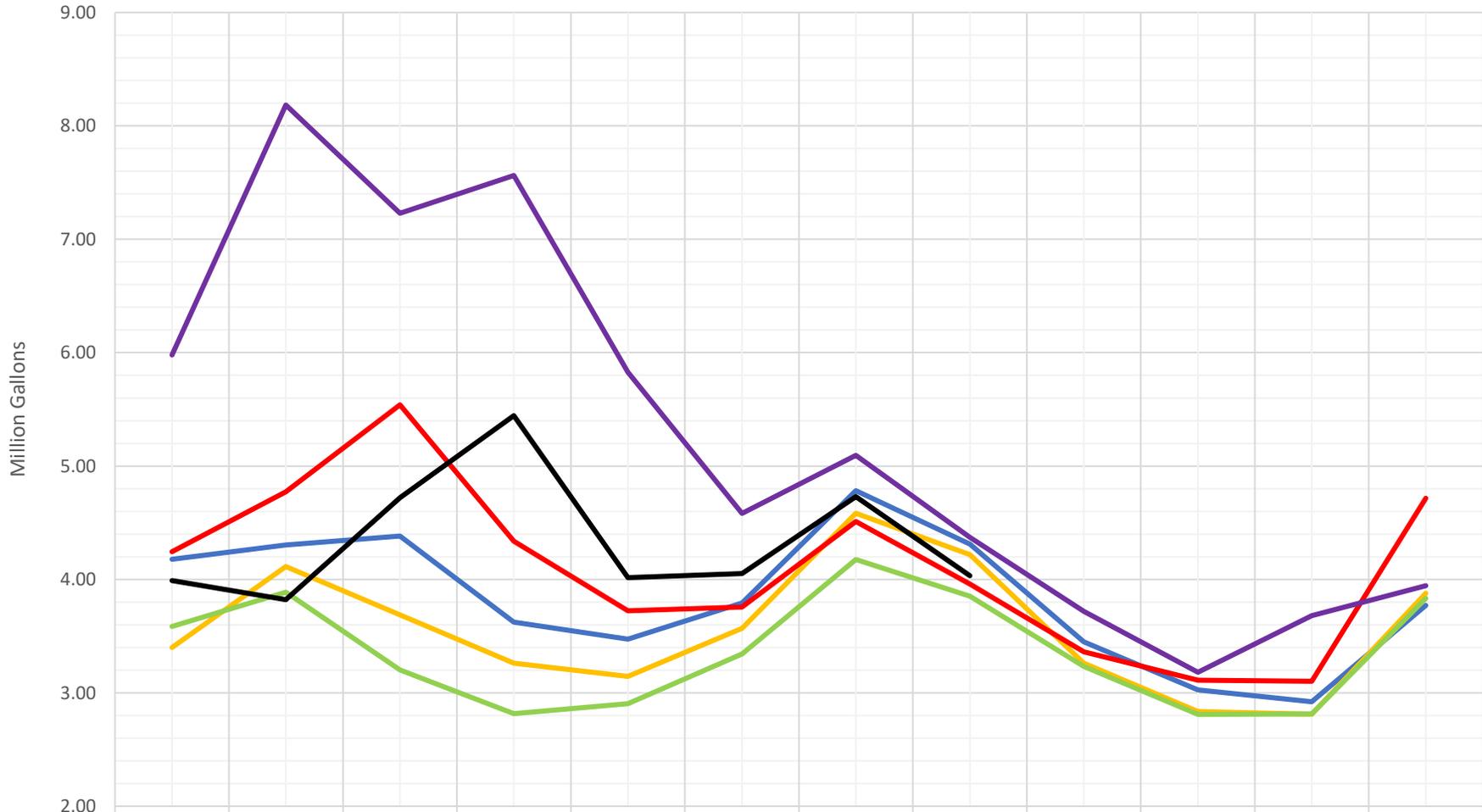
Notes: 1. Flows are depicted in the attached graph.
 2. Effluent table data per WDR reportable frequency. Attached graphs depict all recorded data

Review Tracking:

Submitted By: 
 Michael Peak
 Operations Manager

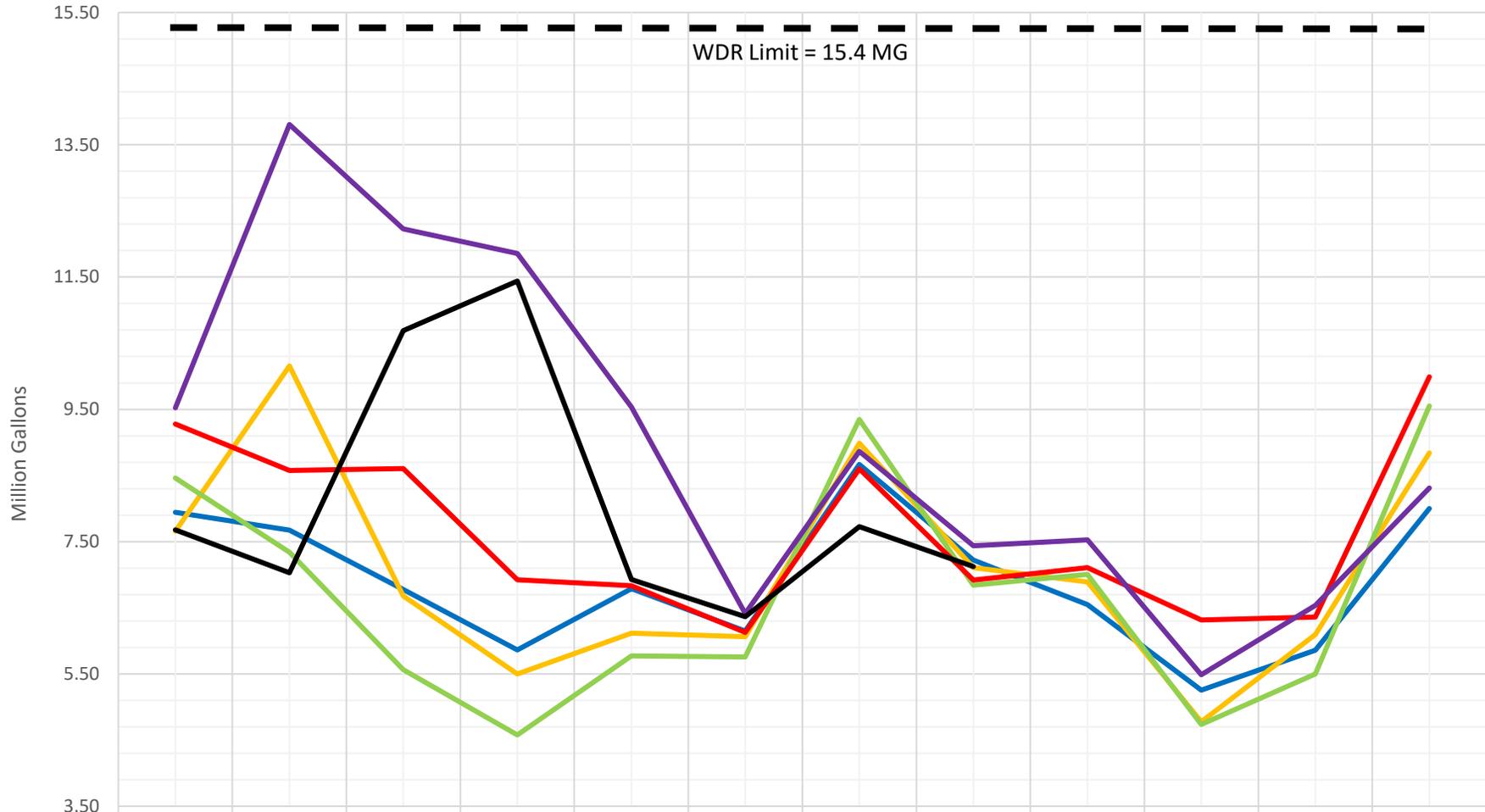
Approved By: 
 LaRue Griffin
 General Manager

Monthly Average Daily Flow (Influent)



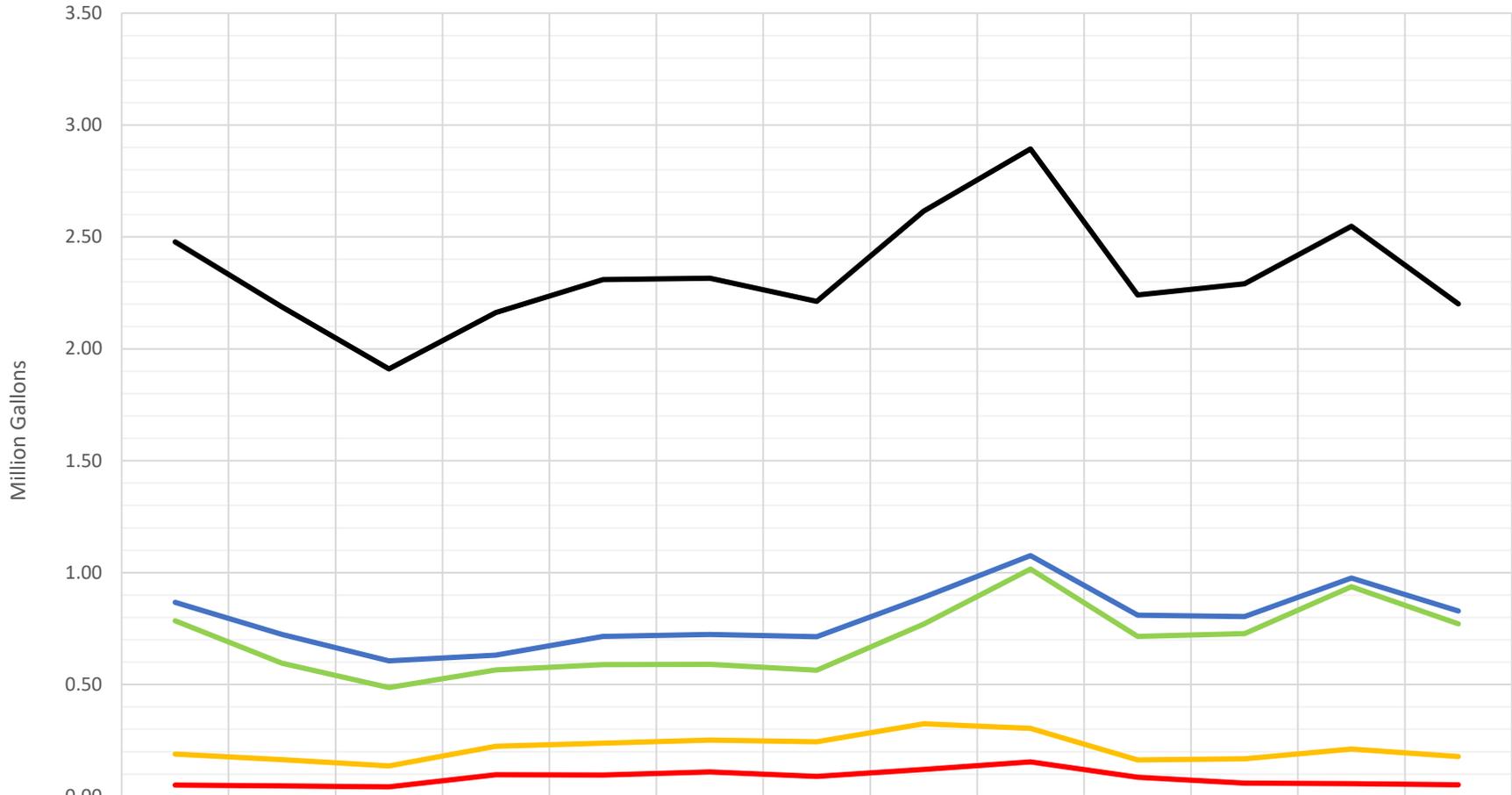
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4.18	4.31	4.38	3.62	3.47	3.79	4.78	4.31	3.45	3.03	2.92	3.77
2014	3.40	4.11	3.69	3.26	3.14	3.57	4.58	4.22	3.26	2.84	2.81	3.88
2015	3.58	3.89	3.20	2.82	2.90	3.34	4.18	3.85	3.23	2.81	2.81	3.83
2016	4.24	4.77	5.54	4.34	3.72	3.76	4.51	3.96	3.36	3.11	3.10	4.72
2017	5.98	8.18	7.23	7.56	5.83	4.58	5.09	4.37	3.72	3.18	3.68	3.95
2018	3.99	3.82	4.72	5.44	4.02	4.05	4.73	4.03				

Monthly Maximum Instantaneous Flow (Influent)



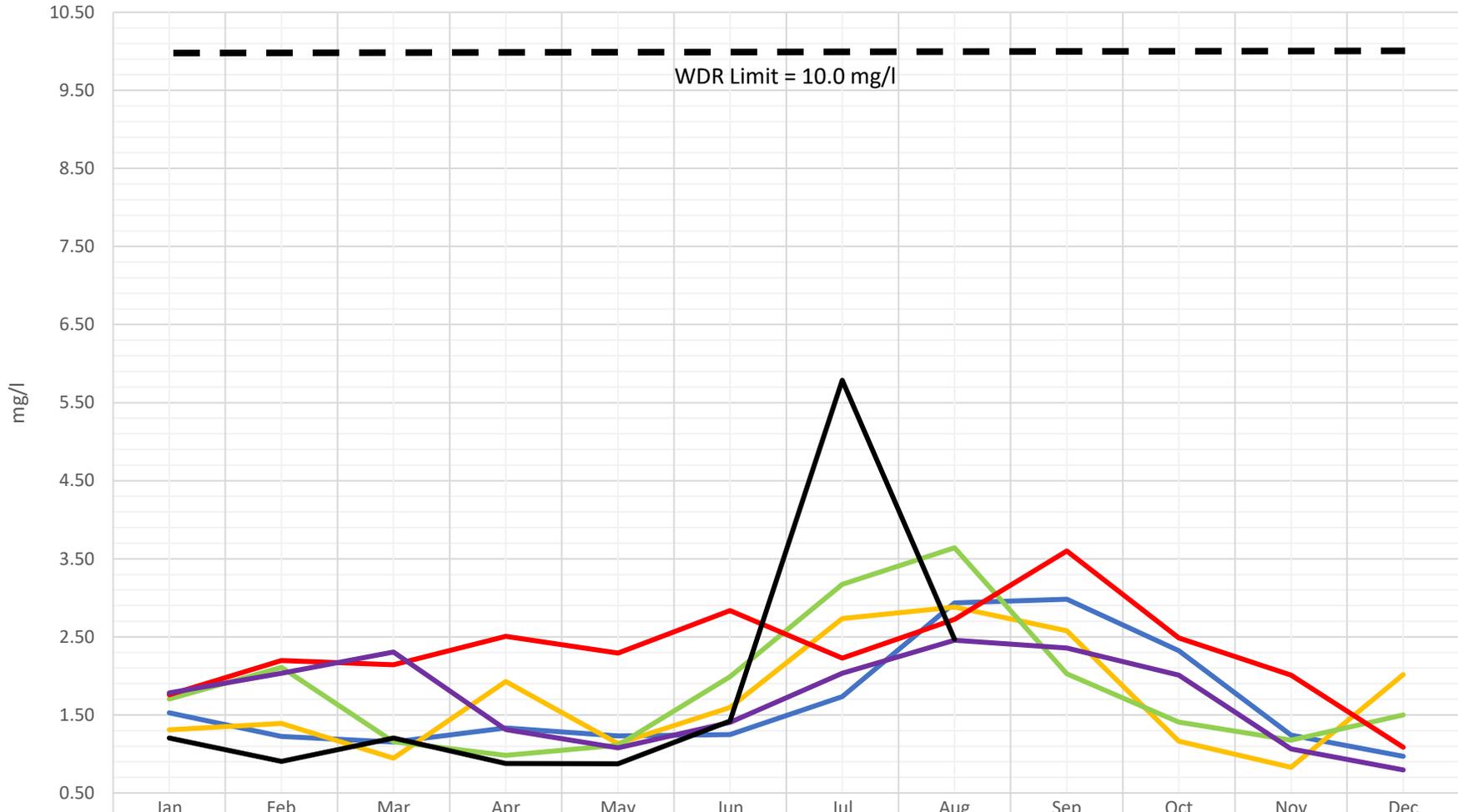
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	7.94	7.67	6.78	5.86	6.79	6.15	8.67	7.22	6.55	5.26	5.86	8.00
2014	7.66	10.16	6.68	5.50	6.12	6.06	8.99	7.11	6.89	4.78	6.09	8.84
2015	8.46	7.34	5.56	4.58	5.77	5.76	9.35	6.84	7.00	4.74	5.50	9.55
2016	9.28	8.58	8.60	6.93	6.84	6.13	8.60	6.92	7.11	6.32	6.36	9.99
2017	9.52	13.81	12.23	11.86	9.54	6.41	8.87	7.44	7.53	5.49	6.53	8.31
2018	7.68	7.03	10.69	11.44	6.93	6.37	7.73	7.12				

Monthly Average Daily Flow (Districts)



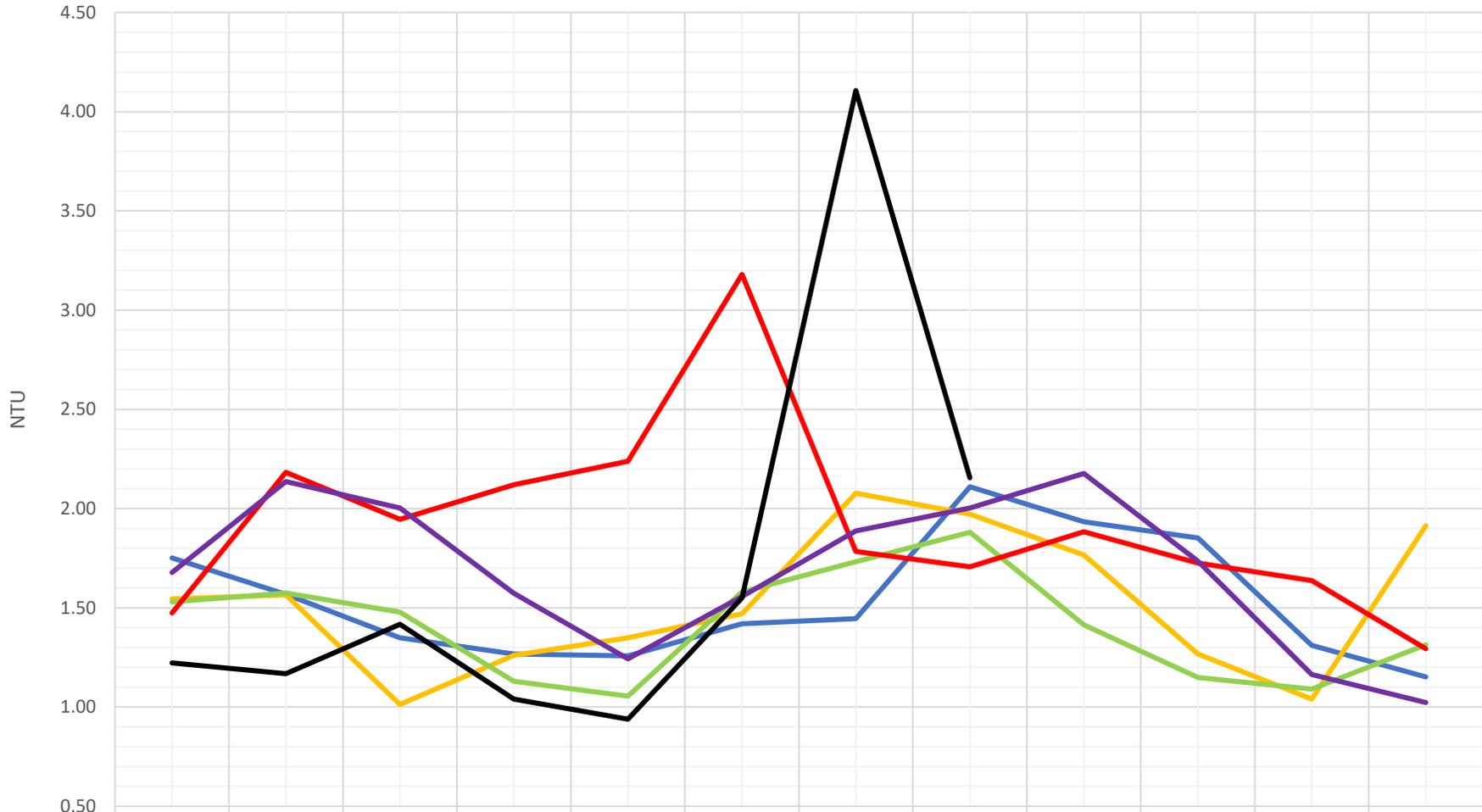
	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18
NTPUD	0.87	0.72	0.61	0.63	0.72	0.72	0.71	0.89	1.08	0.81	0.80	0.98	0.83
TCPUD	0.79	0.59	0.49	0.57	0.59	0.59	0.56	0.77	1.02	0.72	0.73	0.94	0.77
ASCWD	0.05	0.05	0.04	0.10	0.10	0.11	0.09	0.12	0.15	0.09	0.06	0.06	0.05
SVPSD	0.19	0.16	0.14	0.22	0.24	0.25	0.24	0.32	0.30	0.16	0.17	0.21	0.18
TSD	2.48	2.19	1.91	2.16	2.31	2.32	2.21	2.62	2.89	2.24	2.29	2.55	2.20

Monthly Average Daily Suspended Solids (Effluent)



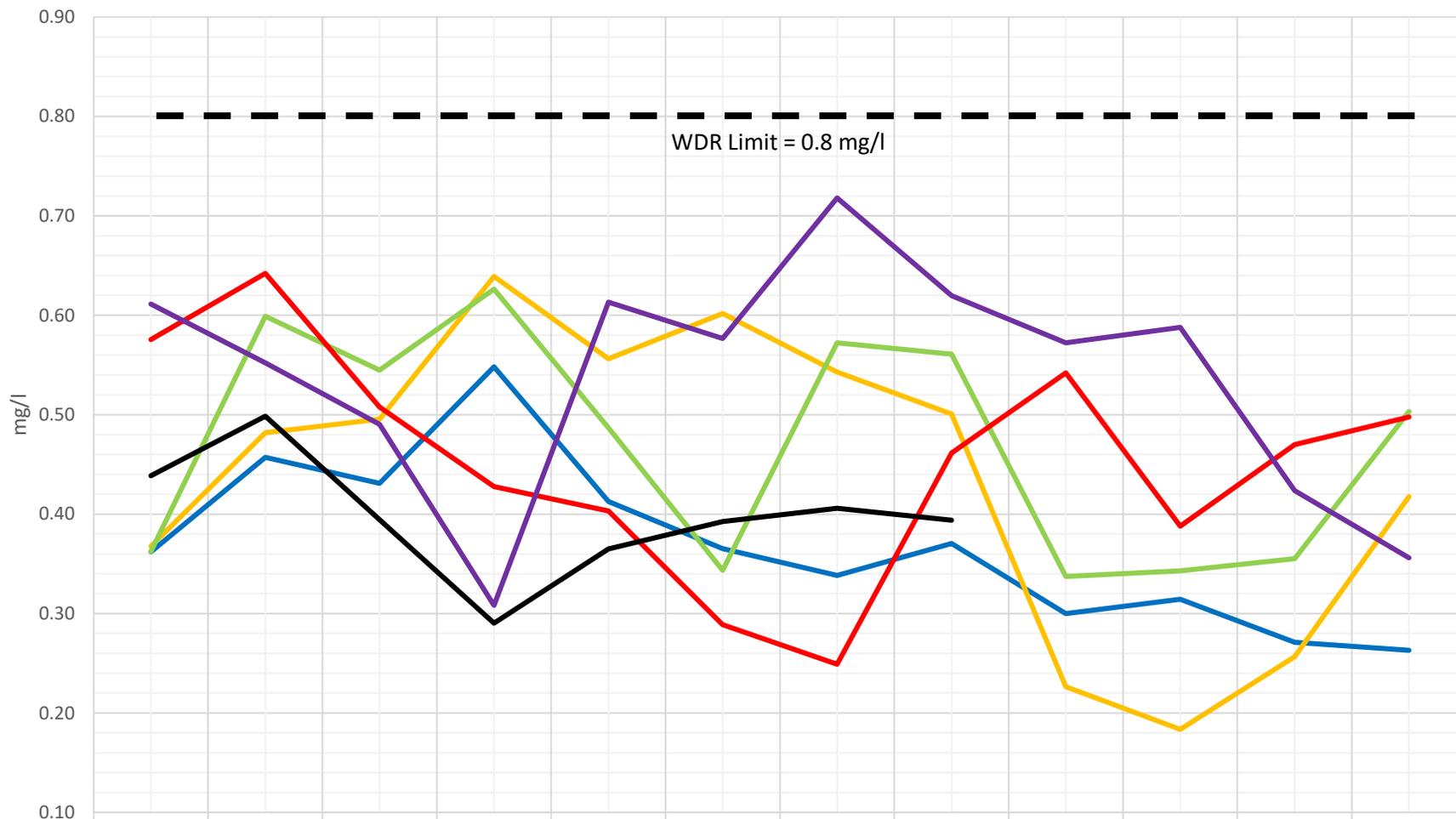
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1.53	1.23	1.15	1.33	1.23	1.25	1.73	2.93	2.98	2.32	1.24	0.97
2014	1.31	1.39	0.95	1.93	1.13	1.60	2.73	2.88	2.58	1.16	0.83	2.02
2015	1.70	2.11	1.16	0.98	1.11	1.99	3.17	3.64	2.03	1.41	1.18	1.50
2016	1.76	2.20	2.14	2.51	2.29	2.84	2.23	2.72	3.60	2.49	2.01	1.09
2017	1.78	2.04	2.30	1.31	1.08	1.40	2.03	2.46	2.36	2.01	1.06	0.80
2018	1.20	0.91	1.20	0.88	0.87	1.42	5.79	2.47				

Monthly Average Daily Turbidity (Effluent)



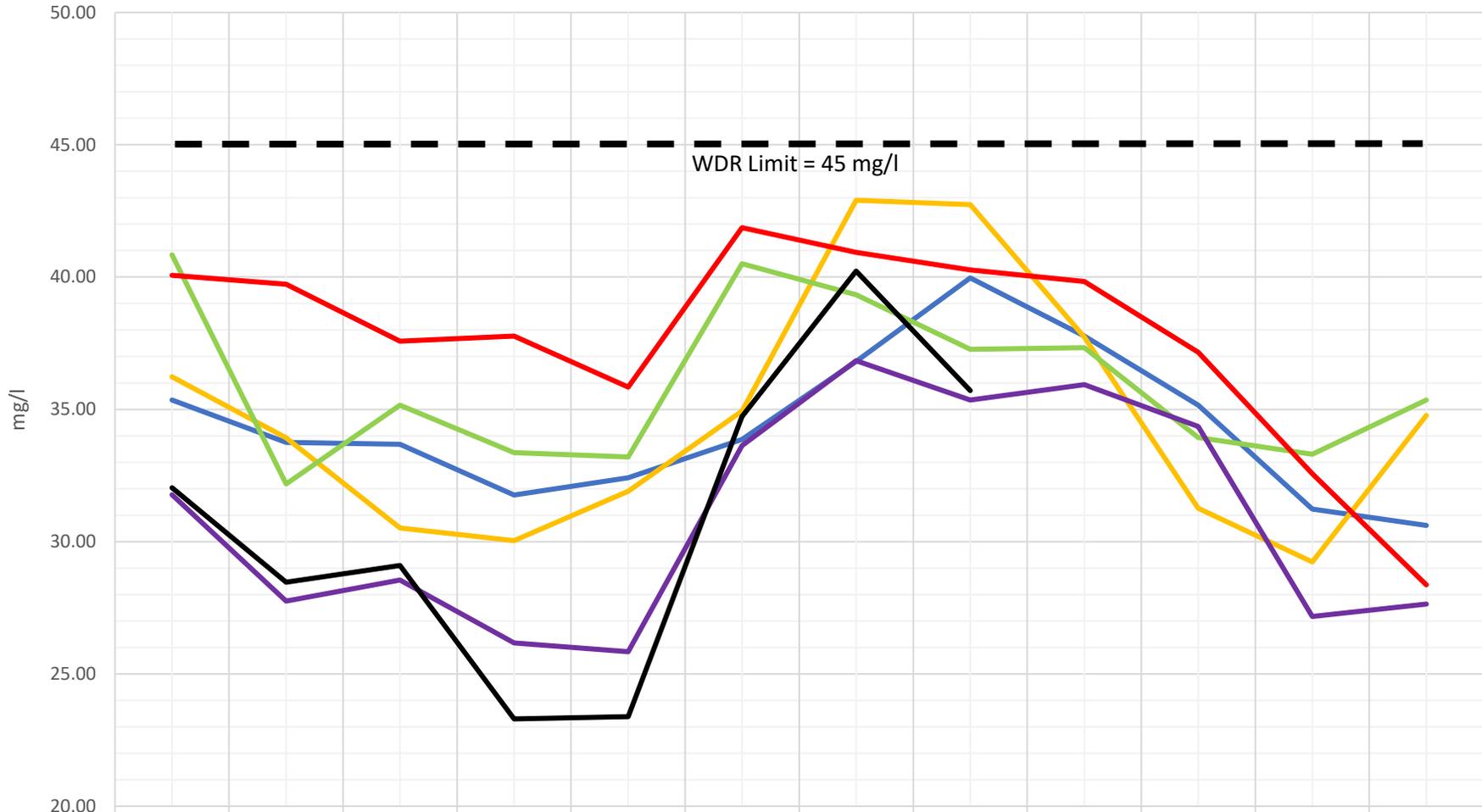
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1.75	1.57	1.35	1.27	1.26	1.42	1.45	2.11	1.93	1.85	1.31	1.15
2014	1.55	1.56	1.01	1.26	1.35	1.47	2.08	1.97	1.77	1.27	1.04	1.91
2015	1.53	1.58	1.48	1.13	1.05	1.58	1.73	1.88	1.41	1.15	1.09	1.31
2016	1.47	2.18	1.95	2.12	2.24	3.18	1.78	1.71	1.88	1.73	1.64	1.29
2017	1.68	2.14	2.00	1.57	1.24	1.56	1.89	2.00	2.18	1.74	1.16	1.02
2018	1.22	1.17	1.42	1.04	0.94	1.55	4.11	2.15				

Monthly Average Daily Total Phosphorus (Effluent)



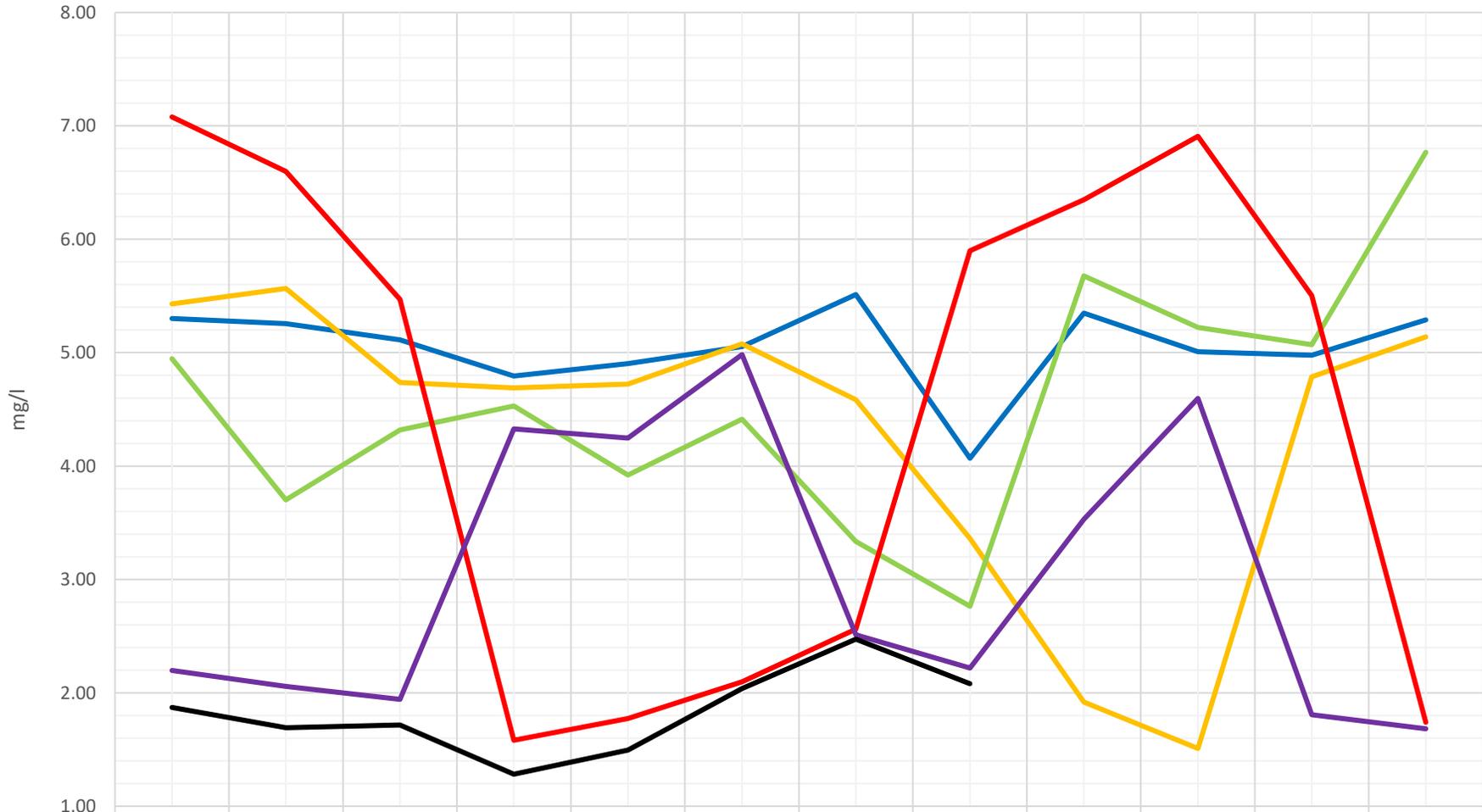
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	0.36	0.46	0.43	0.55	0.41	0.37	0.34	0.37	0.30	0.31	0.27	0.26
2014	0.37	0.48	0.50	0.64	0.56	0.60	0.54	0.50	0.23	0.18	0.26	0.42
2015	0.36	0.60	0.54	0.63	0.49	0.34	0.57	0.56	0.34	0.34	0.36	0.50
2016	0.58	0.64	0.51	0.43	0.40	0.29	0.25	0.46	0.54	0.39	0.47	0.50
2017	0.61	0.55	0.49	0.31	0.61	0.58	0.72	0.62	0.57	0.59	0.42	0.36
2018	0.44	0.50	0.39	0.29	0.37	0.39	0.41	0.39				

Monthly Average Daily Chemical Oxygen Demand (Effluent)



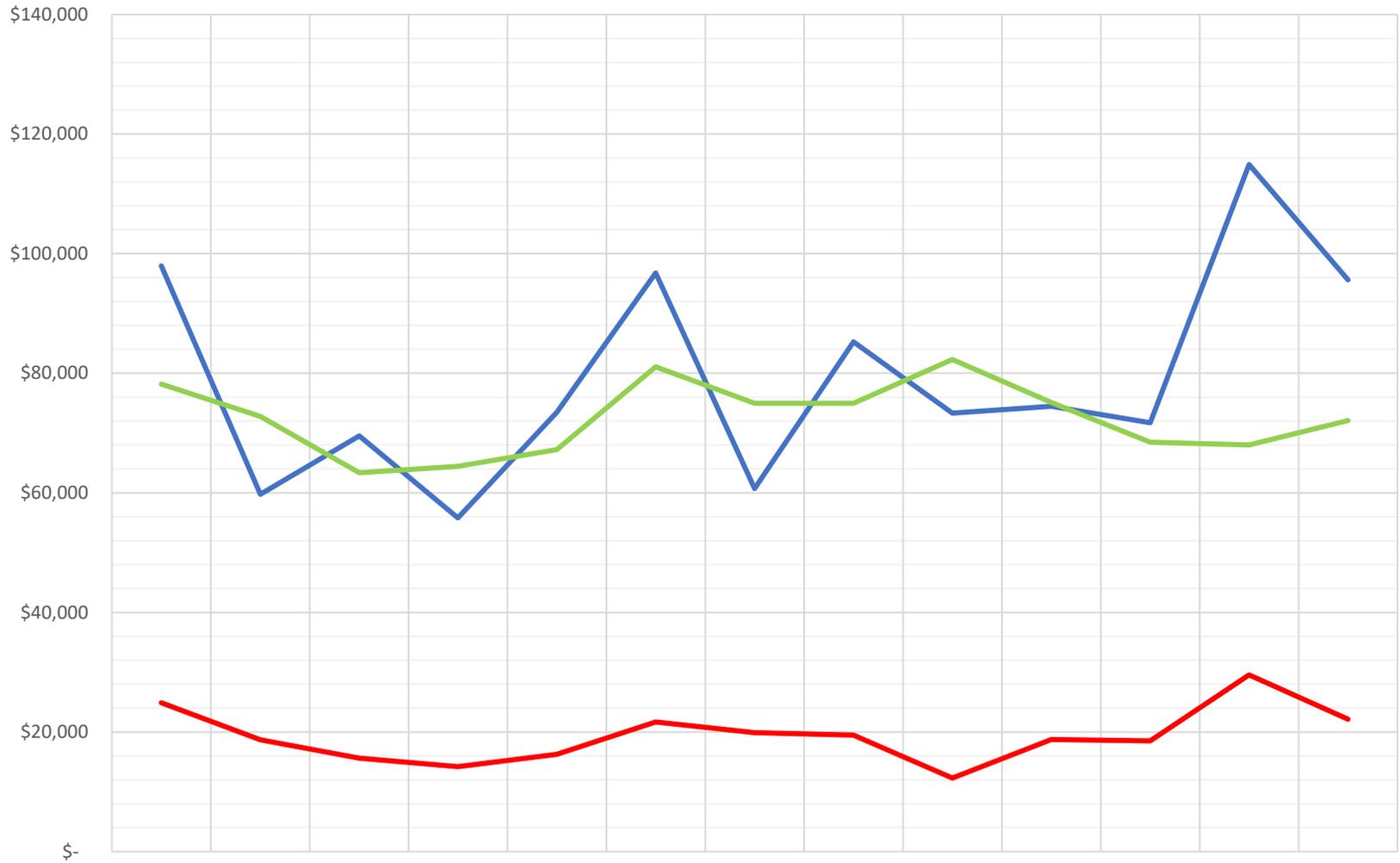
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	35.35	33.75	33.68	31.77	32.42	33.87	36.81	39.97	37.77	35.16	31.23	30.61
2014	36.23	33.93	30.52	30.03	31.90	34.93	42.90	42.74	37.73	31.26	29.23	34.77
2015	40.84	32.18	35.16	33.37	33.20	40.50	39.33	37.27	37.33	33.94	33.30	35.35
2016	40.06	39.72	37.58	37.77	35.84	41.87	40.94	40.27	39.83	37.16	32.57	28.37
2017	31.77	27.75	28.55	26.17	25.84	33.63	36.84	35.35	35.93	34.35	27.17	27.65
2018	32.03	28.46	29.10	23.30	23.39	34.73	40.23	35.71				

Monthly Average Daily Total Nitrogen (Effluent)



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	5.30	5.26	5.11	4.79	4.90	5.05	5.51	4.07	5.35	5.01	4.98	5.29
2014	5.43	5.57	4.74	4.69	4.72	5.08	4.58	3.36	1.92	1.51	4.79	5.14
2015	4.95	3.70	4.32	4.53	3.92	4.41	3.34	2.76	5.68	5.22	5.07	6.77
2016	7.08	6.60	5.47	1.58	1.77	2.10	2.56	5.90	6.35	6.91	5.50	1.74
2017	2.20	2.06	1.94	4.33	4.25	4.98	2.51	2.22	3.53	4.60	1.81	1.68
2018	1.87	1.69	1.72	1.28	1.50	2.04	2.47	2.08				

Chemical, Power and Sludge Disposal Costs



	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18
— Chemical	\$97,942	\$59,755	\$69,541	\$55,808	\$73,445	\$96,752	\$60,704	\$85,237	\$73,330	\$74,466	\$71,733	\$114,902	\$95,616
— Power	\$78,170	\$72,782	\$63,357	\$64,429	\$67,239	\$81,095	\$74,980	\$74,980	\$82,300	\$75,117	\$68,486	\$68,012	\$72,081
— Sludge Disposal	\$24,894	\$18,690	\$15,604	\$14,185	\$16,261	\$21,680	\$19,869	\$19,469	\$12,296	\$18,752	\$18,517	\$29,550	\$22,139



TAHOE-TRUCKEE SANITATION AGENCY MAINTENANCE DEPARTMENT REPORT

Date: September 12, 2018
To: Board of Directors
From: Richard Pallante, Maintenance Manager
Subject: Maintenance Report

- ◆ **Project support:** In the month of August, Maintenance staff provided support for the following projects:
 - 2018 Clarifier Painting Project- Completed installation of all mechanical facilities and began installation of electrical facilities in Primary Clarifier # 3, completed installation of all electrical and mechanical facilities in Chemical Clarifier # 2.
 - Received 34 TRI USA Dig- Alert request in support of local community projects.
 - Provided field support for the Tahoe City Truckee River Trail Reconstruction and Renewal Project and the SR 89/Fanny Bridge Community Revitalization Project.

- ◆ **Plant Maintenance activity:** Maintenance staff resources were focused on the following for the month of August:
 - Completed 30 Corrective Maintenance repair requisitions.
 - Completed 137 Preventive Maintenance repair requisitions.
 - Completed 39 Instrumentation and Electrical repair requisitions.
 - Continued work on the Translucent panel coating project.

- ◆ **Plant Maintenance projects:** Maintenance staff is assisting in the following CIP projects:
 - 2018 Building 27 Main Service Upgrade.
 - 2018 Headworks Barscreens and Washer Compactors.
 - Preparing for 2018 Digital Scanning of TRI.

Review Tracking:

Submitted By: 
Richard Pallante
Maintenance Manager

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY ENGINEERING DEPARTMENT REPORT

Date: September 12, 2018
To: Board of Directors
From: Jay Parker, Engineering Manager
Subject: Engineering Report

- ◆ **Projects:** In the month of August, Engineering staff continued working on the following projects:
 - 2018 Clarifier Painting Project
 - 2018 Roof Repair Project
 - TRI MH 81 to 83 Improvements Project
 - Building 27 Main Service Upgrade Project
 - Administration Building Office Remodel Project
 - Digital Scanning of Sewer Lines
 - Multi-use Digester Pump

- ◆ **Project Planning Meetings:** Engineering staff assisted in review of construction documents and/or attended coordination meetings for the following projects:
 - TCPUD Truckee River Trail Reconstruction and Renewal Project
 - FHWA Truckee River Bridge (Fanny Bridge) Project

Review Tracking:

Submitted By: 
Jay Parker
Engineering Manager

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY IT DEPARTMENT REPORT

Date: September 12, 2018
To: Board of Directors
From: Bob Gray, IT Department Manager
Subject: Information Technology (IT) Report

- T-TSA Plant Information System (PIS)
 - Runtimes for equipment and cascading values for registered components complete
 - Maintenance department changes evaluated and will be implemented in June
 - Repair requisition changes triggered at runtimes
 - Breakout of departments and crews
- T-TSA SCADA Information System (SIS)
 - SCADA integration with SIS complete
 - Runtimes being configured for Powerflex equipment
 - Power Monitoring being programmed for daily totalization upload to PIS and SIS.
- SCADA HMI Virtual Machine Development and Software Upgrade
 - Configuration of Wonderware Application Server being installed
 - Planning of Intouch (Stand alone) to (Archestra platform)
 - Configuration of new Historian with push forward to cloud capabilities
 - Virtual Machine (SCADAMAIN10) configured and ready for installation
 - Installation of newest version of Wonderware and System Platform
- Telemetry Sites Upgrade
 - Squaw Valley Complete
 - Alpine Springs Complete
 - Granite Flats Starting panel construction
 - Ramparts
 - Dollar Hill
 - North/West Shore
- BNR Blower Cabinet Environment Monitoring and Logging
 - Programming of IoT data collector that will monitor the following:
 - Motor bearing temperature X2
 - Inside ambient cabinet temperature
 - Outside ambient cabinet temperature
 - Non-contact blower housing temperature
 - Thermo-couples and digital thermostats tests complete
 - Remote IO being designed for installation in PLC panel.
 - This logged data along with software analysis will provide us with operational efficiency scores along with predictive maintenance data.
 - Programming server software that will take data from each of the blowers and distribute to SCADA, SIS, and PIS.

- Plant GIS
 - Active stage one design for online access of TRI manholes and piping.

Review Tracking:

Submitted By: 
Robert Gray
IT Department Manger

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY ADMINISTRATION DEPARTMENT REPORT

Date: September 12, 2018
To: Board of Directors
From: Roshelle Chavez, Administrative Services Manager
Subject: Administration Report

Accounting

- Completed monthly A/P, A/R, payroll, general ledger processes, and bank reconciliations.
- Staff continued coordination with management regarding the chart of account structuring of the budgets.
- Staff collaborated with auditors for the annual financial audit in house field work.
- Staff participated in a Pryor Learning Solutions webinar for further training and development.

Billing/Customer Service

- General assistance with billing customer accounts, adjustments, refunds, reduction agreements and plan review.
- Staff prepared to send delinquency notices for accounts who have not yet paid the 07/01/18 billing period.
- Staff collaborated with auditors for the annual financial audit in house field work.
- Conducted two (2) commercial inspections, and eight (8) residential inspections.
- Processed twenty-seven (27) new accounts/connections.
- Staff continued training of new Field Inspector.

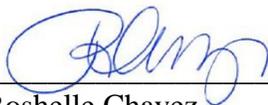
Purchasing

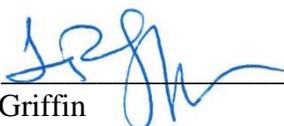
- Coordinated purchase of miscellaneous plant O&M supplies.
- Prepared for training of new Buyer coming aboard in September.

General Administration

- Continuing pursuit of new Utility Billing/Accounting Software for the Agency.
- Staff participated in two (2) software replacement webinars.
- Collaborated with HR Administrator to finalize the hiring of a Buyer.
- Performed miscellaneous public records requests.

Review Tracking:

Submitted By: 
Roshelle Chavez
Administrative Services Manager

Approved By: 
LaRue Griffin
General Manager



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VII-2
Subject: General Manager Report

Background

1. Management and staff continue to implement the PIS and asset management program.
2. Management and staff started programming for GIS.
3. Management worked with legal counsel on labor negotiations.
4. Management and staff prepared new accounting codes for fiscal year 2018-2019.
5. Management and staff reviewed new administration software presentation/proposal.
6. Management researched reserve fund options.
7. Management attended a Mountain Housing Council Fee Tiger Team meeting.
8. Management and staff continued revision of the employee handbook.
9. Management approved contract modification no.2 for the 2018 Clarifier Painting project (attached).

Fiscal Impact

None.

Attachments

None.

Recommendation

No action required.

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

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

CONTRACT MODIFICATION NO. 2 (Change Order)

The following additions, deletions or revisions to the Contract Documents for the 2018 Clarifier Painting Project by and between the Tahoe-Truckee Sanitation Agency and F.D. Thomas Inc. dated January 2018 have been ordered and authorized:

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
1	Additional 16 hours of welding for Primary Clarifier No. 3 totaling \$2,992.00; to be applied to Bid Item 15A (($\$187.00/\text{hour}$) * 16 hours = \$2,992.00).	Per\Hour	\$2,992.00
Total Increase Cost for Item 1			\$2,992.00

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
2	Reduction of \$717.00 from Bid Item 3; no system to control the environment was used where surface rehabilitation was taking place (($\$717.00/\text{day}$) * 1 day = \$717.00).	Per\Day	\$717.00
Total Reduction Cost for Item 2			\$717.00

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
3	Reduction of \$858.20 from Bid Item 15B; only \$141.80 of material was used in Primary Clarifier No. 3 out of an estimated quantity of \$1,000.00 ($\$1000.00 - \$141.80 = \858.20).	Lump Sum	\$858.20
Total Reduction Cost for Item 3			\$858.20

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
4	Reduction of \$864.00 from Bid Item 17; only four (4) hours out of an estimated quantity of 12 hours of grinding work was performed in Primary Clarifier No. 3 (($\$108.00/\text{hour}$) * 8 hours = \$864.00).	Per\Day	\$864.00
Total Reduction Cost for Item 4			\$864.00

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
5	Reduction of \$800.00 from Bid Item 19; only 50 linear feet (LF) out of an estimated quantity of 150 LF of caulking was placed in Primary Clarifier No. 3 (($\$8.00/\text{LF}$) * 100 LF = \$800.00).	Linear Feet (LF)	\$800.00
Total Reduction Cost for Item 5			\$800.00

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
6	Reduction of \$3,740.00 from Bid Item 23A; no welding was needed in Chemical Clarifier No. 2. The estimated quantity called for 20 hours of welding (($\$187.00/\text{hour}$) * 20 hours = \$3,740.00).	Per/Hour	\$3,740.00
Total Reduction Cost for Item 6			\$3,740.00

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
7	Reduction of \$1,000.00 from Bid Item 23B; no welding material was needed in Chemical Clarifier No. 2. The estimated quantity called for providing a total of \$1,000 of material (\$1,000.00).	Lump Sum	\$1,000.00
Total Reduction Cost for Item 7			\$1,000.00

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
8	Reduction of \$864.00 from Bid Item 25; only four (4) hours of grinding work out of an estimated total of 12 hours was performed in Chemical Clarifier No. 2 (($\$108.00/\text{hour}$) * 8 hours = \$864.00).	Per/Hour	\$864.00
Total Reduction Cost for Item 8			\$864.00

ITEM	DESCRIPTION	COMPENSATION BASIS	COST
9	Reduction of \$400.00 from Bid Item 27; only 50 linear feet (LF) of caulking out of an estimated quantity of 100 LF was placed in Chemical Clarifier No. 2 (($\$8.00/\text{LF}$) * 50 LF = \$400.00).	Linear Feet	\$400.00
Total Reduction Cost for Item 9			\$400.00

ORIGINAL CONTRACT AMOUNT: \$291,475.00

ADJUSTED CONTRACT AMOUNT PER CONTRACT MODIFICATION NO. 1: \$288,517.90

CONTRACT MODIFICATION NO. 2 AMOUNT: (\$6,251.20)

ADJUSTED CONTRACT AMOUNT PER CONTRACT MODIFICATION NO. 2: \$282,266.70

CONTRACT TIME: F.D. Thomas, Inc. did not request a contract time extension.

August 31, 2018

Page 3

All terms and conditions stipulated in the Contract Documents for the 2018 Clarifier Painting Project by and between the Tahoe-Truckee Sanitation Agency and F.D. Thomas dated January 2018 are incorporated herein, except as provided in Contract Modification No. 2.

ACCEPTED BY: Cory Hall
F.D. Thomas, Inc.

8/31/18
Date

APPROVED BY: [Signature]
Tahoe-Truckee Sanitation Agency

9/6/18
Date



TAHOE-TRUCKEE SANITATION AGENCY

MEMORANDUM

Date: September 12, 2018
To: Board of Directors
From: LaRue Griffin, General Manager
Item: VIII
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: September 12, 2018
To: Board of Directors
From: LaRue Griffin, General Manager
Item: IX
Subject: Closed Session

1. 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 pursuant to Government Code Section 54956.8.
2. Closed session conference with legal counsel regarding existing adjudicatory administrative proceedings, IBEW Local 1245 v. Agency (Public Employee Relations Board Case Nos. SA-CE-1017-M & SA-CE-1056-M) under Government Code section 54956.9(d)(1) (IBEW unfair labor practice charges).