

**SOUTH SAN LUIS OBISPO COUNTY  
SANITATION DISTRICT**

Post Office Box 339, Oceano, California 93475-0339  
1600 Aloha, Oceano, California 93445-9735  
Telephone (805) 489-6666 FAX (805) 489-2765  
[www.sslocsd.us](http://www.sslocsd.us)

**AGENDA  
BOARD OF DIRECTORS MEETING**

Grover Beach City Hall Chambers  
154 South 8<sup>th</sup> Street  
Grover Beach, CA 93433

**Wednesday, November 07, 2018, at 6:00 p.m.**

**Board Members**

Linda Austin, Chair  
Barbara Nicolls, Vice Chair  
Jim Hill, Director

**Agencies**

Oceano Community Services District  
City of Grover Beach  
City of Arroyo Grande

**Alternate Board Members**

Karen White, Director  
Mariam Shah, Director  
Tim Brown, Director

Oceano Community Services District  
City of Grover Beach  
City of Arroyo Grande

- 
- 1. CALL TO ORDER AND ROLL CALL**
  - 2. PLEDGE OF ALLEGIANCE**
  - 3. AGENDA REVIEW**
  - 4. PUBLIC COMMENTS ON ITEMS NOT APPEARING ON AGENDA**

This public comment period is an invitation to members of the community to present comments, thoughts or suggestions on matters not scheduled on this agenda. Comments should be limited to those matters which are within the jurisdiction of the District. The Brown Act restricts the Board from taking formal action on matters not published on the agenda. In response to your comments, the Chair or presiding Board Member may:

- Direct Staff to assist or coordinate with you.
- Direct Staff to place your issue or matter on a future Board meeting agenda.

Please adhere to the following procedures when addressing the Board:

- Comments should be limited to three (3) minutes or less.
- Your comments should be directed to the Board as a whole and not directed to individual Board members.
- Slanderous, profane or personal remarks against any Board Member, Staff or member of the audience shall not be permitted

Any writing or document pertaining to an open-session item on this agenda which is distributed to a majority of the Board after the posting of this agenda will be available for public inspection at the time the subject writing or document is distributed. The writing or document will be available for public review in the offices of the Oceano CSD, a member agency located at 1655 Front Street, Oceano, California. Consistent with the Americans with Disabilities Act (ADA) and California Government Code §54954.2, requests for disability-related modification or accommodation, including auxiliary aids or services, may be made by a person with a disability who requires modification or accommodation in order to participate at the above referenced public meeting by contacting the District Administrator or Bookkeeper/Secretary at (805) 481-6903. So that the District may address your request in a timely manner, please contact the District two business days in advance of the meeting.

**5. CONSENT AGENDA:**

The following routine items listed below are scheduled for consideration as a group. Each item is recommended for approval unless noted. Any member of the public who wishes to comment on any Consent Agenda item may do so at this time. Any Board Member may request that any item be withdrawn from the Consent Agenda to permit discussion or to change the recommended course of action. The Board may approve the remainder of the Consent Agenda on one motion.

**5A. Approval of Warrants**

**5B. Approval of Meeting Minutes of October 17, 2018**

**5C. Notice of Cancellation of Meeting of November 21, 2018**

**6. ACTION ITEMS:**

**6A. DISTRICT ADMINISTRATOR AND PLANT OPERATIONS REPORT**

Recommendation: Receive and File.

**6B. FISCAL YEAR 2018/19 FIRST (1<sup>ST</sup>) QUARTER BUDGET PERFORMANCE REVIEW**

Recommendation: Receive and File.

**7. MISCELLANEOUS ITEMS:**

Letter received from James P. Erb, CPA, Auditor-Controller-Treasurer-Tax Collector dated October 17, 2018.

**8. BOARD MEMBER COMMUNICATIONS:**

**9. ADJOURNMENT**

**The next regularly scheduled Board Meeting on December 05, 2018, 6:00 pm at the  
Grover Beach City Hall Chambers,  
154 South 8<sup>th</sup> Street, Grover Beach, California**

SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT  
WARRANT REGISTER  
11/07/2018 FY 2018/19

VENDOR	BUDGET LINE ITEM	DETAIL	WARRANT NO.	ACCT	ACCT BRKDN	TOTAL
AGP VIDEO	PROF SERV. AGP VIDEO	OCTOBER	110718-3351	7080	1,020.00	1,020.00
ALLIED ADMINISTRATORS	EMPLOYEE DENTAL	DECEMBER	3352	6025	720.77	720.77
AMIAD WATER SYSTEMS	AMIAD FILTERS	7300062320	3353	8030	233.45	233.45
AMY SIMPSON	CONFERENCE	CALPERS FORUM 2018	3354	7050	287.59	287.59
ARAMARK	UNIFORMS	10/19/18; 10/26/18; 11/02/18	3355	7025	531.33	531.33
AT&T	COMMUNICATIONS	10/11/18-11/10/18	3356	7013	82.35	82.35
AUTOSYS, INC.	REDUNDANCY	2214; 2224	3357	20-7080	2,800.00	3,360.00
	SCADA	2215		20-8010	560.00	
BACKYARD IMPROVEMENT	UNSCHEDULED MAINTENANCE	80956	3358	8030	108.62	108.62
BANK OF THE WEST	MEMBERSHIP/SEMINARS	CALPERS FORUM 2018	3359	7050	360.53	3,398.37
	OFFICE SUPPLIES	OCTOBER		8045	249.19	
	GAS/FUEL	OCTOBER		8020	135.77	
	CAPITAL EQUIPMENT	OFFICE FURNITURE		8010	1,803.79	
	WEB HOSTING	SHERWEB		7011	155.40	
	FEES	FINANCE CHARGE		7068	59.61	
	OFFICE EQUIPMENT	ADOBE; QUICKBOOKS; MICROSOFT		7015	634.08	
BARBARA NICOLLS	BOARD SERVICE	OCTOBER	3360	7075	200.00	200.00
BRENNTAG	PLANT CHEMICALS	BPI883236; BPI882727; BPI888640	3361	8050	16,072.28	16,072.28
CSDA	MEMBERSHIP	2019 MEMBERSHIP RENEWAL	3362	7050	6,740.00	6,740.00
CWEA	MEMBERSHIP	ARIAS	3363	7050	188.00	188.00
CENTRAL COAST TECH CONSULTANTS	COMPUTER SUPPORT	1793; NOVEMBER	3364	7082	773.43	773.43
CHARTER	COMMUNICATIONS	10/29/18-11/28/18	3365	7013	217.62	217.62
CITY OF GROVER BEACH	BILLING	SEPTEMBER/OCTOBER	3366	7081	3,703.00	3,703.00
CROMER	FORK LIFT	641470	3367	8030	616.08	616.08
CULLIGAN CENTRAL COAST WTR TRT	EQUIPMENT RENTAL	52151	3368	7032	190.00	190.00
DE JESUS GARDENING	STRUCTURE MAINTENANCE	OCTOBER	3369	8060	450.00	450.00
ENDRESS HAUSER	DISINFECTION SYSTEM	6001999995	3370	26-8065	5,111.42	5,111.42
EVERYWHERE RIGHT NOW	COMPUTER SUPPORT	NOVEMBER	3371	7082	100.00	100.00
FLUID RESOURCE MNGMT.	DIGESTER IMPROVEMENT	C17609	3372	26-6085	21,365.34	21,365.34
FRANKS LOCK AND KEY	UNSCHEDULED MAINTENANCE	45278	3373	8030	278.18	278.18
HARDY DIAGNOSTICS	LAB SUPPLIES	2017479	3374	8040	98.63	98.63
I. I. SUPPLY	UNSCHEDULED MAINTENANCE	56484	3375	8030	66.29	66.29
JAN PRO	STRUCTURE MAINTENANCE	NOVEMBER	3376	8060	260.00	260.00
JB DEWAR	CHEMICAL ANALYSIS	24468	3377	7078	165.92	165.92
JIM HILL	BOARD SERVICE	OCTOBER	3378	7075	200.00	200.00
JONES & MAYER	OUTSIDE COUNSEL	SEPTEMBER	3379	7070	1,017.50	1,017.50
KENNEDY JENKS	REDUNDANCY	125282	3380	20-7080	136,798.62	136,798.62
LARA HR SERVICES	PROF SERV. HUMAN RESOURCES	JULY, AUGUST, SEPTEMBER	3381	7076	2,650.00	2,650.00
LINDA AUSTIN	BOARD SERVICE	OCTOBER	3382	7075	200.00	200.00
LINK PIPE	UNSCHEDULED MAINTENANCE	6796	3383	8030	3,463.26	3,463.26
MKN & ASSOCIATES	REDUNDANCY	4934	3384	20-7080	2,001.22	2,001.22
PRAXAIR	EQUIPMENT RENTAL	85712005	3385	7032	29.90	29.90
READY REFRESH	HOUSEHOLD SUPPLY	09/25/18-10/24/18	3386	8035	105.13	105.13
SO CAL GAS	UTILITY GAS	08/29/18-09/28/18	3387	7092	2,884.93	2,884.93
SPRINT	COMMUNICATIONS CELL PHONE	10/04/18-11/03/18	3388	7014	90.28	90.28
STANLEY SECURITY	ALARMS	DECEMBER	3389	7011	67.25	67.25
STATE FUND INSURANCE	WORKERS COMPENSATION	NOVEMBER	3390	6080	2,174.50	2,174.50
TELEDYNE INSTRUMENTS	LAB SUPPLIES	S020283818	3391	8040	94.38	94.38
U.S. POSTAL SERVICE	OFFICE EQUIPMENT	POST OFFICE BOX	3392	7015	214.00	214.00
USA BLUEBOOK	PRIMARY CLARIFIER #1	723420	3393	8030	221.47	221.47
VWR	LAB SUPPLIES	2018-061; 2018-066; 2018-067	3394	8040	798.24	798.24
WEST COAST INDUSTRIAL SUPPLY	CHEMICAL FEED PUMPS	54982	3395	8030	180.52	180.52
WHITAKER CONSTRUCTION	DIGESTER IMPROVEMENT	1045	3396	26-8065	24,467.34	24,467.34
WINEMA INDUSTRIAL SAFETY SUPPLY	SAFETY SUPPLIES	2803	3397	8056	600.53	600.53
<b>SUB TOTAL</b>					<b>\$ 244,597.74</b>	<b>\$ 244,597.74</b>
<b>GRAND TOTAL</b>					<b>\$ 244,597.74</b>	<b>\$ 244,597.74</b>

We hereby certify that the demands numbered serially from 110718-3351- to 110718-3397 together with the supporting evidence have been examined, and that they comply with the requirements of the SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT. The demands are hereby approved by motion of the SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT, together with warrants authorizing and ordering the issuance of checks numbered identically with the particular demands and warrants.

BOARD OF DIRECTORS:

DATE: \_\_\_\_\_

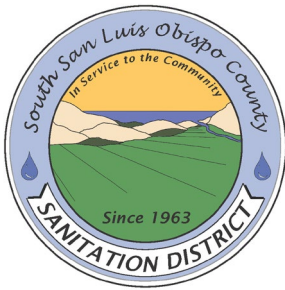
\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Board Member

\_\_\_\_\_  
Board Member

\_\_\_\_\_  
Secretary





# **SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT**

Post Office Box 339, Oceano, California 93475-0339  
1600 Aloha, Oceano, California 93445-9735  
Telephone (805) 489-6666 FAX (805) 489-2765  
www.sslocsd.org

## **SUMMARY ACTION MINUTES Regular Meeting of Wednesday, October 17, 2018**

---

### **1. CALL TO ORDER AND ROLL CALL**

Chair Austin called the meeting to order and recognized a quorum.

Present: Linda Austin, Chair, Oceano Community Services District  
Barbara Nicolls, Vice Chair, City of Grover Beach  
Jim Hill, Director, City of Arroyo Grande

District Staff: Jeremy Ghent, District Administrator  
Keith Collins, District Legal Counsel  
Amy Simpson, District Bookkeeper/Secretary

### **2. PLEDGE OF ALLEGIANCE**

Chair Austin led the Pledge of Allegiance.

### **3. AGENDA REVIEW**

Approved as presented.

### **4. PUBLIC COMMENTS ON ITEMS NOT APPEARING ON AGENDA**

Chair Austin opened the Public Comment period.

Julie Tacker commented on rescinding the censure of Director Hill; requested a censure of former Chair John Shoals; correction to the record of former Director Mary Lucey and consider civil action against former Administrator John Wallace.

Chair Austin closed the Public Comment period.

### **5. CONSENT AGENDA:**

- 5A. Approval of Warrants**
- 5B. Approval of Meeting Minutes of October 03, 2018**
- 5C. Request to Purchase a New Operations and Maintenance Electric Cart**

Chair Austin opened the Public Comment period.

Julie Tacker commented on the electric cart staff report, the legal counsel warrant, and the Minutes of September 19, 2018 specifically comments on Items not Appearing on the Agenda.

Chair Austin closed the Public Comment period.

**Motion:** Director Nicolls motioned to approve the Consent Agenda as presented.

**Second:** Director Hill

**Action:** Approved unanimously by voice vote. 3-0

**6. ACTION ITEMS:**

**6A. District Administrator and Plant Operations Report**

Administrator Ghent presented this item.

Administrator Ghent presented this item. He said staff has received the draft audit for Fiscal Year 2016/17 from Moss, Levy & Hartzheim and staff is reviewing. The Regional Water Quality Control Board (RWQCB) has contacted staff and has provided staff a draft permit for review. The intention is to produce a public draft by the end of next month. The permit may require another update to the brine Standard Operating Procedure (SOP) due to this new permit.

Interim Superintendent Mychal Jones said overall the numbers are well within permit limits. There is a minor leak in the Digester 1 pressure relief valve. Operation staff has been coming up with a plan to repair. Air Pollution Control District (APCD) has been notified. He provided updates to maintenance activity at the plant.

Director Hill provided suggestions to assist with the Digester leak.

Chair Austin opened the Public Comment period.

Julie Tacker commented on the Regional Board new permit requirements and the Central Coast Blue Project schedule.

Director Hill asked if staff is aware of potential conflicts on that schedule with the Pismo Beach grant application.

Administrator Ghent said yes, he brought this schedule conflict to City of Pismo's attention when he became aware of it. He assumes they developed their schedule off the very first Redundancy schedule which would have Redundancy complete by then. He believes Tech Memo 7 changed the schedule and some of that memo was not properly communicated between the two teams. Both WSC and City of Pismo are now aware of the schedule conflict. Mr. Ghent's position is that they would not be able to work on site at the earliest May of 2022 and a safe date of October 2022 based on existing schedule.

**Action:** The Board received and filed the report.

**6B. STANDARD OPERATING PROCEDURE FOR BRINE WASTE SAMPLING**

Administrator Ghent introduced this item and Superintendent Mychal Jones presented the item. This item came about with members of the Board and public expressing concern over not having a standard operation procedure for brine waste sampling practice used prior to allowing discharge. The staff report included a draft SOP.

The Board had a brief discussion and thanked staff for the thorough report.

Chair Austin opened the Public Comment period.

Julie Tacker commented on the sensitivity of the land and the delivery route of the brine trucks.

Chair Austin closed the Public Comment period.

Administrator Ghent responded to the comments. He said there are two points of access and does not believe there is a need for further discussion with the Coastal Commission.

Director Nicolls and Hill requested Administrator Ghent reach out to the Coastal Commission.

Administrator Ghent said he would reach out to the commission and get some guidance from them to bring back to the Board.

**Action:** The Board received and filed this report.

**6C. FISCAL YEAR 2017/18 END OF YEAR BUDGET REVIEW**

District Bookkeeper/Secretary presented this item. She gave the highlights of the cash balance and the projects that were completed in the Fiscal Year.

Director Hill asked if these numbers fit within the schedule of the Redundancy Project.

Bookkeeper Simpson said that the District did not spend what was budgeted to be spent on the Redundancy Project.

Chair Austin opened the Public Comment period.

Julie Tacker commented on the budget review.

Bookkeeper Simpson responded to Ms. Tackers comments. She said the discrepancy mentioned in the staff report was a result of the type of report being presented. This report shows revenues and expenses and the Balance Sheet will show payables, receivables and deposits. She also pointed out the unanticipated

expense of the severance payouts in the amount of \$187,500 to Mr. Clemons and Hubner.

Chair Austin closed the Public Comment period.

**Action:** The Board received and filed the report.

**7. MISCELLANEOUS ITEMS**

None.

**8. BOARD MEMBER COMMUNICATIONS**

None.

**9. CLOSED SESSION:**

**(A) CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION**

Initiation of litigation pursuant to subdivision (d)(4) of Section 54956.9:  
(one case)

**(B) CONFERENCE WITH LEGAL COUNSEL—EXISTING LITIGATION**

Existing litigation pursuant to paragraph (1) of subdivision (d) of Gov. Code Section 54956.9: *Carol A. Wolf v. Mathew Robert Dutra, et al.*, SLO County Superior Court Case No: 18CV-0402

Legal Counsel Collins announced Closed Session.

Chair Austin opened the Public Comment period.

Julie Tacker commented on Closed Session.

Chair Austin closed the Public Comment period.

The Board adjourned to Closed Session at 6:36 p.m.

The Board reconvened from Closed Session at 6:44 p.m.

The Board took no reportable action.

**10. ADJOURN MEETING**

The meeting was adjourned at 6:44 p.m.

***THESE MINUTES ARE DRAFT AND NOT OFFICIAL UNTIL APPROVED BY THE BOARD OF DIRECTORS AT A SUBSEQUENT MEETING.***





# SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT

Post Office Box 339, Oceano, California 93475-0339  
1600 Aloha, Oceano, California 93445-9735  
Telephone (805) 489-6666 FAX (805) 489-2765  
[www.sslocsd.org](http://www.sslocsd.org)

---

## STAFF REPORT

**Date:** November 7, 2018  
**To:** Board of Directors  
**From:** Jeremy Ghent, District Administrator  
**Subject:** **CANCELLATION OF NOVEMBER 21, 2018 BOARD OF DIRECTORS MEETING**

### **RECOMMENDATION:**

That the Board of Directors cancel the regularly scheduled Board meeting of November 21, 2018 due to the Thanksgiving Day holiday.

### **BACKGROUND:**

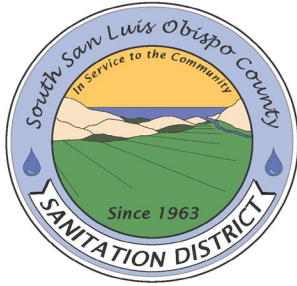
The Board meets twice a month on the first and third Wednesdays. This year, the second regular November meeting of the Board is scheduled for 6pm Wednesday, November 21<sup>st</sup>, the evening before the Thanksgiving Day Holiday.

There is no fiscal impact and there will be a savings in staff time.

### **OPTIONS:**

1. Cancel the November 21<sup>st</sup> Board meeting; or
2. Provide other direction to staff.





# SOUTH SAN LUIS OBISPO COUNTY SANITATION DISTRICT

Post Office Box 339 Oceano, California 93475-0339  
1600 Aloha Oceano, California 93445-9735  
Telephone (805) 489-6666 FAX (805) 489-2765  
www.sslocsd.org

---

## STAFF REPORT

**Date:** November 7, 2018  
**To:** Board of Directors  
**From:** Jeremy Ghent, District Administrator; Mychal Jones, Interim Plant Superintendent  
**Subject:** **DISTRICT ADMINISTRATOR AND PLANT OPERATIONS REPORT**

This report represents ongoing information on the latest District staff activities on major capital projects and studies, programmatic initiatives, regional collaboration, Miscellaneous activities, and Plant Operations. *Updates since the last report are provided in italics below:*

### **Capital Projects:**

#### **Redundancy Project:**

The bid-ready documents are scheduled for completion in February 2019, and the 2½ year construction will begin in the fall of 2019. Financial consultant, Bartle Wells Associates, is advising the District regarding rates and financing. *90% Plans will be submitted in late December.*

#### **Rental Centrifuge:**

The need for the rental centrifuge remains until Digester #1 is fully back online. *District is Coordinating removal of the Rental Centrifuge. Rental Unit should be removed by the end of the calendar year.*

### **Programmatic Initiatives:**

**Human Resources/Personnel Policy Manual (PPM) Update:** *No Update*

#### **Financial Initiative:**

The Audit for FY 16/17 is underway with Moss Levy Hartzheim. The auditors were on site the week of 8/27 and completed their review of District records. *District is reviewing the Draft Audit. Staff anticipates bringing the Audit to your Board on December 5<sup>th</sup>.*

**Misc.:**

**Regional Board WDR/NPDES Permit:**

District received a draft permit from the RWQCB on 10/9/2018 of our new permit conditions. District has reviewed and commented on the Draft Permit. *The Draft is now public and interested parties may inspect, comment, and copy the relevant documents at the office of the Central Coast Water Board, 895 Aerovista Place, Suite 101, San Luis Obispo, CA 93401 during normal business hours.*

**Regional Collaboration:**

**Central Coast Blue (Regional Groundwater Sustainability Project (RGSP)):**

*No Update.*

**Plant Tours:** NONE

**Upcoming Agenda Items:**

- Approval and Adoption (Resolution) of the final draft of the PPM
- Audit

## Plant Operations Report

During this reporting period (Oct. 11<sup>th</sup> – Oct. 31<sup>st</sup>) the District's facility met its Permit Limitations as required under the State of California's National Pollutant Discharge Elimination System (NPDES) Permit issued to the District.

### Monthly Plant Data as of October 31, 2018

October 2018	INF Flow MGD	INF Peak Flow MGD	INF BOD mg/L	EFF BOD mg/L	BOD % Removal	INF TSS mg/L	EFF TSS mg/L	TSS % Removal	Fecal Coliform MPN/100mL	Chlorine Usage lbs/day
Low	2.16	3.3	359	18.5		438	24.6		<1.8	109
High	2.77	4.4	479	23		556	31.5		170	445
Average	2.47	3.75	438	20.3	95.4	486	28.2	94.2	23.6	338
Oct. 2017 AVG	2.4	3.8	404	23.7	94.1	424	31.2	92.6	11.4	182
Limit	5.0			40/60/90	>80		40/60/90	>80	2000	

\*Limit – 40/60/90 represent NPDES Permit limits for the monthly average, weekly average, and instantaneous maximum value for plant effluent Biochemical Oxygen Demand and Total Suspended Solids.

### Fecal Coliform Numbers for October 2018

10/1/2018	=	33	MPN/100 mL
10/2/2018	<	1.8	MPN/100 mL
10/3/2018	=	130	MPN/100 mL
10/4/2018	=	13	MPN/100 mL
10/5/2018	=	4.5	MPN/100 mL
10/8/2018	=	2	MPN/100 mL
10/9/2018	=	2	MPN/100 mL
10/10/2018	<	1.8	MPN/100 mL
10/11/2018	<	1.8	MPN/100 mL
10/12/2018	=	17	MPN/100 mL
10/15/2018	<	1.8	MPN/100 mL
10/16/2018	=	170	MPN/100 mL
10/17/2018	<	1.8	MPN/100 mL
10/18/2018	<	1.8	MPN/100 mL
10/19/2018	=	6.8	MPN/100 mL
10/22/2018	<	1.8	MPN/100 mL
10/23/2018	<	1.8	MPN/100 mL
10/24/2018	<	1.8	MPN/100 mL
10/25/2018	<	1.8	MPN/100 mL
10/26/2018	<	1.8	MPN/100 mL
10/29/2018	<	1.8	MPN/100 mL
10/30/2018	=	130	MPN/100 mL
10/30/2018	=	13	MPN/100 mL

\*Limit – 200/2000 represent NPDES Permit limits for the running weekly median and instantaneous maximum for fecal coliform bacteria.

## **Operation and Maintenance Projects**

- Repaired water solenoid on primary clarifier sludge pump
- Inspected plant throughout due to power glitch
- Operations staff reviewed and commented on draft NPDES permit
- Rinsed and cleaned influent wet well level sensor
- Installed new backup bisulfite pump
- Inspected and marked Underground Service Alerts
- Turned off digester mixing pump and both primary sludge pumps in preparation for flare and digester gas safety equipment annual service
- West Coast Gauging Services, Inc. performed annual maintenance services to District flare and digester gas safety equipment
  - Assisted Operations staff with repairing minor leak from vacuum pressure relief valve on digester
- Assisted Chesterton with servicing of influent pump water seal
- Rinsed well water filter
- Reinstalled centrifuge feed pump controls in control panel
- Troubleshoot plugged centrifuge centrate line
- Autosys, Inc.
  - Assisted Operations staff with troubleshooting faulty boiler hot water variable frequency drive controller
  - Reestablished centrifuge connection to SCADA
  - Reviewed and updated fixed film reactor pump No. 1 controls on SCADA
  - Troubleshoot Grit King automatic valve and found motor drawing excessive amount of amperage
- Replaced influent pump No. 1 pressure regulator

## **Work Orders Completed**

- De-ragged both primary sludge pumps
- Inspected digester vacuum pressure relief valves
- Flushed all sump pumps and ensured proper operation
- Rinsed down all clarifiers
- Changed oil in digester mixing pump
- Performed maintenance services on Amiad filters
- Test ran emergency generator and emergency bypass pump
- Performed monthly inspection of drives on all clarifiers
- Changed oil in all clarifier drives

## **Training**

- Operations staff participated in safety training on hydrogen sulfide

## **Call Outs**

- October 19<sup>th</sup>, 5:15 PM – Influent pumps No. 3 and 4, reclaimed water low pressure, and fixed film reactor distributor drive failure due to power glitch. Operator Jackman responded and thoroughly inspected plant to ensure all processes were operating normally.
- October 20<sup>th</sup>, 3:09 AM – Motion sensor alarm. Sheriffs were dispatched. Operator Jackman responded and had Sheriffs inspect the office. Found one door left unlocked which may have caused alarm, but no sign of entry or missing items.



**SOUTH SAN LUIS OBISPO COUNTY  
SANITATION DISTRICT**

Post Office Box 339, Oceano, California 93475-0339  
 1600 Aloha Oceano, California 93445-9735  
 Telephone (805) 489-6666 FAX (805) 489-2765  
[www.sslocsd.us](http://www.sslocsd.us)

**Staff Report**

**Date:** November 07, 2018  
**To:** Board of Directors  
**From:** Amy Simpson, District Bookkeeper/Secretary  
**Via:** Jeremy Ghent, District Administrator

**Subject: FISCAL YEAR 2018/19 FIRST (1ST) QUARTER BUDGET PERFORMANCE REVIEW**

**Recommendation:**

Receive and file 1<sup>st</sup> quarter budget performance review.

**Executive Summary:**

On September 30, 2018, the District Fiscal Year 2018/19 1st Quarter closed. Today's staff report provides an overview of the District's Budget Performance as it pertains to its Revenues, Expenditures, and Cash Balance as of September 30<sup>th</sup>, 2018. Accounting information for this quarter (July 1, 2018 to September 30, 2018), is contained below in the following tables:

- Table No. 1 contains the District's performance regarding revenues.
- Table No. 2 contains the District's performance regarding expenditures.
- Table No. 3 contains the District's cash and investment balance.

Through the 1st Quarter, the District has received 20% of its anticipated revenues and expended 18% of its budgeted expenditures (at the 25% Benchmark).

**No. 1 – Revenues**

	FY 2018/19 Budget	Received	
		Amount	Percent
Fund 19	\$5,490,350	\$1,028,458	19%
Fund 20	\$96,000	\$83,440	87%
Fund 26			0%
<b>Total</b>	<b>\$5,586,350</b>	<b>\$1,111,898</b>	<b>20%</b>

**No. 2 - Expenses**

	FY 2018/19 Budget	Expended as of 09-30-16	
		Amount	Percent
		Fund 19	\$3,324,120
Fund 20	\$1,188,400	\$133,048	11%
Fund 26	\$1,936,200	\$374,863	19%
Total	\$6,448,720	\$1,139,372	18%

**No. 3 - Cash and Investment Balance**

<b>Cash in County Treasury</b>	\$3,463,114
<b>Cash in Rabobank</b>	\$175,714
<b>Cash in LAIF</b>	\$2,475,729
<b>Total Cash</b>	\$6,114,557

**Analysis:**

The following two accounts listed below are revenue accounts.

1. Account No. 19-4035 Oceano Services: 0%. Revenue for the Oceano Community is collected on the Annual Property Tax bill. Bills were sent out last month and revenue will be collected as the bills are paid. The annual payment does not provide for revenue in quarter one (1). This account will level out over the next quarters.
2. Account No. 19-4040 Other Service Income: 119%. The District provided temporary sewer service to treat contaminated water from the County's Airpark Bridge Project. This was unexpected revenue.

The following accounts listed below were paid in full at the beginning for the first quarter.

3. Account No. 19-6065 Unfunded Accrued Liability: 96%. This was a payment to CalPERS. An unfunded liability is a disparity between the estimated amount of a pension plan's obligations and the current value of its assets.
4. Account No. 19-7043 Insurance Liability/Auto: 99%. This reflects an annual payment to Special District Risk Management Authority (SDRMA) for insurance.
5. Account No. 19-7069 LAFCO Budget Share: 92%. This reflects District's participation in the Local Agency Formation Commission.

The following accounts listed below were significantly greater than budgeted amount at close of the 1st quarter.



6. Account No. 19-6095 Unemployment Reimburse: 62%. This reflects a payment made to Employee Development Department EDD). Staff does not anticipate further expenses in this account.
7. Account No. 19-7025 Employee Uniforms: 34%. This percentage includes the annual boot allowance payment to the Operators. Staff anticipates this account will level out over the next three quarters.
8. Account No. 19-7072 Auditing: 82%. This reflects the cost of the Fiscal Year 2016/17 audit that is scheduled for presentation to the Board at the meeting of December 05, 2018. The Districts Fiscal Year 18/19 Annual Budget included funding for preparing one audit. However, the District will complete both the Fiscal year 16/17 and 17/18 audits during this Fiscal Year. Staff anticipates an adjustment to this account at the mid-year review for the Fiscal Year 2017/18 audit that will begin in early 2019.
9. Account No. 19-7082 Professional Service Computer Support: 45%. This account is used to cover the cost of information technology (IT) maintenance and support. The high percentage reflects a onetime payment to Gannage Technology, \$2,000, for installation of new wiring and replacement of existing wiring and phones in the administration building. Staff anticipates this account leveling out.
10. Account No. 19-7092 Utility Gas: 38%. This reflects the boiler running on natural gas instead of digester gas. Staff will continue to monitor this account.
11. Account No. 19-8045 Office Supplies and Expense: 36%. Staff anticipates this account will level out over the next three quarters.
12. Account No. 19-8050 Plant Chemicals: 36%. This is a result of the chlorine contact chamber (CCT) overhaul. Staff will continue to monitor this account.

**Conclusion:**

Overall, the District expenditures remained below the adopted Fiscal Year 2018/19 budgeted amounts. As per good fiscal and budget practices, staff continues to monitor costs vs. budgeted amounts, while providing the District and its ratepayers the best cost benefit and investment of District funds.

**Attachment:**

Profit & Loss Budget vs. Actual for Funds 19, 20 and 26.

**SO SAN LUIS OBISPO CO SANITATION DISTRICT - OPERATING(19)**  
**Profit & Loss Budget vs. Actual**  
 July through September 2018

	Jul - Sep 18	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
19-4015 Arroyo Grande Services	548,842.30	2,414,000.00	-1,865,157.70	22.7%
19-4022 Grover Beach Services	429,150.27	1,794,000.00	-1,364,849.73	23.9%
19-4035 Oceano Services	0.00	912,000.00	-912,000.00	0.0%
19-4040 Other Service Income	9,476.50	8,000.00	1,476.50	118.5%
19-4045 School Services	5,565.96	40,000.00	-34,434.04	13.9%
19-4050 Brine Disposal Service	35,422.52	300,000.00	-264,577.48	11.8%
19-5015 Interest	0.00	21,600.00	-21,600.00	0.0%
19-5023 FOG Reimbursement	0.00	750.00	-750.00	0.0%
<b>Total Income</b>	<b>1,028,457.55</b>	<b>5,490,350.00</b>	<b>-4,461,892.45</b>	<b>18.7%</b>
<b>Gross Profit</b>	<b>1,028,457.55</b>	<b>5,490,350.00</b>	<b>-4,461,892.45</b>	<b>18.7%</b>
<b>Expense</b>				
19-6010 Medical Insurance	64,189.86	210,000.00	-145,810.14	30.6%
19-6025 Dental Insurance	2,934.69	9,000.00	-6,065.31	32.6%
19-6030 Plant Operators	104,659.22	643,008.00	-538,348.78	16.3%
19-6035 Student Interns	0.00	5,000.00	-5,000.00	0.0%
19-6040 Secretary/Bookkeeper	14,755.22	60,912.00	-46,156.78	24.2%
19-6045 District Administrator	34,066.12	155,000.00	-120,933.88	22.0%
19-6050 S.S. & Medicare	11,748.90	65,000.00	-53,251.10	18.1%
19-6055 State Disability Insur	841.94	3,500.00	-2,658.06	24.1%
19-6060 State Retirement	16,297.14	80,000.00	-63,702.86	20.4%
19-6065 Unfunded Liability	62,373.00	65,000.00	-2,627.00	96.0%
19-6075 Medical Reimbursement	255.00	6,500.00	-6,245.00	3.9%
19-6080 Workers Compensation	7,558.72	33,000.00	-25,441.28	22.9%
19-6085 Temp Labor Service	0.00	15,000.00	-15,000.00	0.0%
19-6090 Payroll Process Fee	690.95	3,500.00	-2,809.05	19.7%
19-6095 Unemployment Remiburse	4,949.95	8,000.00	-3,050.05	61.9%
19-7005 Advert/Legal&Recruit	1,265.93	10,000.00	-8,734.07	12.7%
19-7011 Communications	940.20	3,500.00	-2,559.80	26.9%
19-7013 Communications-Teleph	2,022.75	10,000.00	-7,977.25	20.2%
19-7014 Communcations-Cell	843.86	2,500.00	-1,656.14	33.8%
19-7015 Off. Equi/Computer/GIS	1,438.18	10,000.00	-8,561.82	14.4%
19-7025 Employee Uniforms	4,304.61	12,500.00	-8,195.39	34.4%
19-7032 Equip Rental Other	992.38	5,000.00	-4,007.62	19.8%
19-7043 Ins, Liability/Auto	34,615.28	35,000.00	-384.72	98.9%
19-7050 Membships/Seminars/Mtg	3,003.73	15,000.00	-11,996.27	20.0%
19-7055 Prof. Certs/Licenses	110.00	3,000.00	-2,890.00	3.7%
19-7060 Ocean Outfall Maint	0.00	25,000.00	-25,000.00	0.0%
19-7065 Public Outreach	0.00	5,000.00	-5,000.00	0.0%
19-7067 Training	0.00	10,000.00	-10,000.00	0.0%
19-7068 Permits/Fees/License	0.00	30,000.00	-30,000.00	0.0%
19-7069 LAFCO Budget Share	12,838.28	14,000.00	-1,161.72	91.7%
19-7070 Prof Serv -Out.Counsel	4,504.67	20,000.00	-15,495.33	22.5%
19-7071 Prof Serv-Attorney Fee	5,827.50	36,000.00	-30,172.50	16.2%
19-7072 Prof Serv - Auditing	12,290.00	15,000.00	-2,710.00	81.9%
19-7073 Prof Serv - AG Billing	5,610.00	22,000.00	-16,390.00	25.5%
19-7074 Prof Serv - Oceano Com	1,675.91	10,000.00	-8,324.09	16.8%
19-7075 Prof Serv - Brd Member	1,500.00	7,500.00	-6,000.00	20.0%
19-7076 Prof Serv- H R Service	0.00	40,000.00	-40,000.00	0.0%
19-7077 Prof Serv-Engineering	7,462.50	50,000.00	-42,537.50	14.9%

	<u>Jul - Sep 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
19-7078 Prof Serv-Chem Analysis	1,879.87	20,000.00	-18,120.13	9.4%
19-7079 Prof Serv-Records Mngmt	0.00	5,000.00	-5,000.00	0.0%
19-7080 Prof Serv - AGP Video	3,692.50	14,000.00	-10,307.50	26.4%
19-7081 Prof Serv-GB Bill	3,703.25	23,000.00	-19,296.75	16.1%
19-7082 Prof. Serv.-Comp. Suprt	4,480.29	10,000.00	-5,519.71	44.8%
19-7083 Prof Serv-Fiscal Serv.	5,120.50	25,000.00	-19,879.50	20.5%
19-7085 Solids Handling	14,293.00	90,000.00	-75,707.00	15.9%
<b>19-7086 Brine Disposal Samplin</b>	631.00	3,000.00	-2,369.00	21.0%
19-7088 Prof Serv-Strat Plannin	0.00	5,000.00	-5,000.00	0.0%
19-7091 Util-Elec	56,699.92	190,000.00	-133,300.08	29.8%
19-7092 Util-Gas	5,460.32	14,500.00	-9,039.68	37.7%
19-7093 Util-Rubbish	2,736.07	13,000.00	-10,263.93	21.0%
19-7094 Util-Water	367.22	3,000.00	-2,632.78	12.2%
19-7095 Zone 1/1A Agreement	0.00	31,000.00	-31,000.00	0.0%
<b>19-8010 Capital Equipment</b>	6,354.45	367,000.00	-360,645.55	1.7%
<b>19-8015 Trunk Sewer Maintenanc</b>	0.00	175,000.00	-175,000.00	0.0%
19-8020 Gas & Oil	502.40	10,000.00	-9,497.60	5.0%
19-8030 Equipment Maint-Reg	10,952.14	204,500.00	-193,547.86	5.4%
19-8032 Automotive Maint	128.81	5,000.00	-4,871.19	2.6%
19-8035 Household Expense	755.60	4,000.00	-3,244.40	18.9%
19-8040 Lab Supplies	1,272.21	10,000.00	-8,727.79	12.7%
19-8045 Office Supplies&Exp	2,129.83	6,000.00	-3,870.17	35.5%
19-8050 Plant Chemicals	79,825.01	223,500.00	-143,674.99	35.7%
19-8055 Small Tools	86.08	1,200.00	-1,113.92	7.2%
19-8056 Safety Supplies	751.00	8,000.00	-7,249.00	9.4%
19-8060 Structure Maint-Reg	1,508.10	20,000.00	-18,491.90	7.5%
19-8061 Struct Maint - Major	0.00	40,000.00	-40,000.00	0.0%
<b>19-8077 Contingency</b>	0.00	50,000.00	-50,000.00	0.0%
<b>Total Expense</b>	<b>631,461.45</b>	<b>3,324,120.00</b>	<b>-2,692,658.55</b>	<b>19.0%</b>
<b>Net Ordinary Income</b>	<b>396,996.10</b>	<b>2,166,230.00</b>	<b>-1,769,233.90</b>	<b>18.3%</b>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
<b>19-8079 Transfer to Replacement</b>	<b>-484,050.00</b>	<b>1,936,200.00</b>	<b>-2,420,250.00</b>	<b>-25.0%</b>
<b>Total Other Income</b>	<b>-484,050.00</b>	<b>1,936,200.00</b>	<b>-2,420,250.00</b>	<b>-25.0%</b>
<b>Net Other Income</b>	<b>-484,050.00</b>	<b>1,936,200.00</b>	<b>-2,420,250.00</b>	<b>-25.0%</b>
<b>Net Income</b>	<b>-87,053.90</b>	<b>4,102,430.00</b>	<b>-4,189,483.90</b>	<b>-2.1%</b>

**So San Luis Obispo Co Sanitation District**  
**Profit & Loss Budget vs. Actual**  
July through September 2018

	<u>Jul - Sep 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
20-4010 AG Connections	69,273.00	30,000.00	39,273.00	230.9%
20-4020 GB Connections	2,475.00	30,000.00	-27,525.00	8.3%
20-4030 OCSD Connections	0.00	6,000.00	-6,000.00	0.0%
20-5015 Interest Income	11,692.04	30,000.00	-18,307.96	39.0%
<b>Total Income</b>	<u>83,440.04</u>	<u>96,000.00</u>	<u>-12,559.96</u>	<u>86.9%</u>
<b>Expense</b>				
20-7080 Redundancy Project	128,356.05	1,000,000.00	-871,643.95	12.8%
20-7094 MOU w/Pismo Joint EIR	0.00	113,400.00	-113,400.00	0.0%
20-8010 Capital Equip/SCADA	4,691.55	75,000.00	-70,308.45	6.3%
<b>Total Expense</b>	<u>133,047.60</u>	<u>1,188,400.00</u>	<u>-1,055,352.40</u>	<u>11.2%</u>
<b>Net Ordinary Income</b>	<u>-49,607.56</u>	<u>-1,092,400.00</u>	<u>1,042,792.44</u>	<u>4.5%</u>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
20-4005 Use of Fund Bal. Avail.	0.00	862,370.00	-862,370.00	0.0%
<b>Total Other Income</b>	<u>0.00</u>	<u>862,370.00</u>	<u>-862,370.00</u>	<u>0.0%</u>
<b>Net Other Income</b>	<u>0.00</u>	<u>862,370.00</u>	<u>-862,370.00</u>	<u>0.0%</u>
<b>Net Income</b>	<u><b>-49,607.56</b></u>	<u><b>-230,030.00</b></u>	<u><b>180,422.44</b></u>	<u><b>21.6%</b></u>

**So San Luis Obispo Co Sanitation District - 26(Replacement)**  
**Profit & Loss Budget vs. Actual**  
**July through September 2018**

	<u>Jul - Sep 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>	<u>% of Budget</u>
<b>Ordinary Income/Expense</b>				
<b>Expense</b>				
<b>26-8015 Trunk Sewer Maintenanc</b>	0.00	175,000.00	-175,000.00	0.0%
<b>26-8061 Struct/Grnds Maint-Maj</b>	1,581.23	40,000.00	-38,418.77	4.0%
<b>26-8065 Struct/Grnds Repl&amp;Imp</b>	373,281.41	1,671,200.00	-1,297,918.59	22.3%
<b>26-8070 Emergency Equip Repair</b>	0.00	50,000.00	-50,000.00	0.0%
<b>Total Expense</b>	<u>374,862.64</u>	<u>1,936,200.00</u>	<u>-1,561,337.36</u>	<u>19.4%</u>
<b>Net Ordinary Income</b>	-374,862.64	-1,936,200.00	1,561,337.36	19.4%
<b>Other Income/Expense</b>				
<b>Other Income</b>				
<b>26-5040 Transfer from funds</b>	484,050.00	1,936,200.00	-1,452,150.00	25.0%
<b>Total Other Income</b>	<u>484,050.00</u>	<u>1,936,200.00</u>	<u>-1,452,150.00</u>	<u>25.0%</u>
<b>Net Other Income</b>	<u>484,050.00</u>	<u>1,936,200.00</u>	<u>-1,452,150.00</u>	<u>25.0%</u>
<b>Net Income</b>	<u><b>109,187.36</b></u>	<u><b>0.00</b></u>	<u><b>109,187.36</b></u>	<u><b>100.0%</b></u>





**COUNTY OF SAN LUIS OBISPO**

**AUDITOR - CONTROLLER • TREASURER - TAX COLLECTOR**

**James P. Erb, CPA** *Auditor-Controller • Treasurer-Tax Collector*

**James W. Hamilton, CPA** *Assistant Auditor-Controller • Treasurer-Tax Collector*

---

October 17, 2018

South San Luis Obispo County Sanitation District  
Linda Austin, Chair  
PO Box 339  
Oceano, CA 93475

Dear Ms. Austin:

As most of you know I will be leaving the Office of the San Luis Obispo County Auditor-Controller-Treasurer-Tax Collector at the end of this calendar year. My assistant ACTTC, James Hamilton, has been elected to the position and will provide for a smooth and structured transition. I am sorry I did not get to know more of you, but the time has passed so quickly.

Recently there has been some discussion in the news about a small agency's possible lack of oversight regarding its financial affairs. I was reminded about how vulnerable small organizations can be since a distinct separation of duties is not always possible. I want to remind everyone about the need for adequate internal controls and to provide some useful ideas in the form of a checklist. This letter is meant for Special Districts and Joint Powers Authorities who provide services in the County of San Luis Obispo. Please share this letter with other Board members and any appropriate staff.

The Board of Directors, general managers, and staff throughout an agency are responsible for establishing a system of controls called internal controls. Internal controls are the mechanisms, rules and procedures implemented to ensure the integrity of financial and accounting information, promote accountability and prevent fraud. While an independent audit may identify errors or irregularities, the existence of effective internal controls serves to prevent them in the first place.

I have included a checklist which provides a starting point for managers to assess the internal control system within their agency. Management should review the checklist and inquire with staff as needed in answering the questions. "No" answers should have a documented discussion as to why the requirement does not apply or cannot be met. "Yes" answers should include a description of the procedures in place to satisfy this requirement. This checklist should be updated every year and presented to the Board of Directors. Independent auditors are required to evaluate and test compliance with internal controls and can be a valuable resource to management and Boards with guidance on implementing and evaluating internal controls appropriate to the agency. I know your auditors will appreciate you going through this exercise.

We know some of the items in the checklist may be difficult to follow in agencies with limited staff. Internal controls require a commitment of time and resources but are an integral part of an agency operating effectively. In addition, some of the policies the County has adopted may be applicable to your agency. You are welcome

---

**County of San Luis Obispo Government Center**

P.O. Box 1149 | San Luis Obispo, CA 93406-1149 | (P) 805-781-5831 | (F) 805-781-5362

tcc@co.slo.ca.us | <http://sloacttc.com>

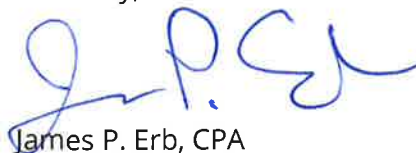
to use any of the County's policies, such as purchasing, cash handling, and travel. We will provide you a copy if requested.

Some Districts and Joint Powers Authorities keep their funds in the County Treasury. In these cases, the County operates as a bank for the agency, accepting deposits and making disbursements when authorized by the agency. Those Districts and Joint Powers Authorities may opt to use the County's accounting system as their system of record for financial transactions. Access to the County's accounting system allows an entity to have real-time financial information including balance sheet (cash, liabilities, and equity), revenue and expenditure details, cost accounting and budgetary reports. The County Auditor-Controller-Treasurer-Tax Collector's (ACTTC) accounts payable division reviews all Authorization to Draw Warrants (request for vendor payment) for authority to pay. This process does not include a review of vendor invoices, contracts, support for travel claims, payroll calculations, or Board meeting minutes to process a payment request. To validate an authorization for payment we verify that individuals approving the payment request appear on the authorized signers list provided by the agency; two signatures are always required.

The ACTTC's Internal Audit Division tracks and reviews the audited financial statements of all districts within the County. If the audited financial statements have any reportable condition(s), we will bring them to the attention of the Board Chairperson either by a phone call (if minor) or by a formal letter if the reportable condition is more serious in nature. It is imperative that annual audits are performed in a timely manner to provide any benefit to the agency. State law (CGC 26909) requires that a financial audit is performed within 12 months after the end of the reporting period. In my opinion, there are very few reasons why the audit cannot be completed within 6 months after the end of the reporting period. If a District's required audit has not been completed within 12 months past the end of the reporting period (some special districts may be on a County Board of Supervisor approved two or five-year audit cycle), my office can set aside, from the agency's funds, an amount equal to the prior period audit fees. I have the authority to hire and pay an auditor of my choice to perform the audit. If you find yourself in a situation where the audit is not performed in a timely manner, please contact my office as soon as possible.

The Auditor-Controller-Treasurer-Tax Collector's staff is available to provide guidance if needed. Do not hesitate to contact us. Jim Hamilton's phone number is 805-781-5043 (jhamilton@co.slo.ca.us) and mine is 805-788-2964 (jerb@co.slo.ca.us), we can both be reached through County e-mail as well. Thank you for the services you provide to our community. The efforts of all of us blend together to help make San Luis Obispo County an amazing place to live.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J.P. Erb', is written over a printed name.

James P. Erb, CPA  
Auditor-Controller-Treasurer-Tax Collector



	<b>Internal Control Checklist</b>	<b>Yes</b>	<b>No</b>
1.	Does management set a good example and regularly communicate high expectations regarding integrity, transparency, and ethical values?		
2.	Does the agency have a policy covering potential conflicts of interest?		
3.	Does the agency promote and foster trust between employees, supervisors, outside agencies, and the Board of Directors?		
4.	Does the agency rotate their external auditors at a minimum of every 6 years as required by CGC 12410.6.(b)?		
5.	Does the agency consider the information provided by external auditors about control-related matters and act on that information?		
6.	Does the agency consider audit findings and take timely corrective actions?		
7.	Are employees encouraged to provide recommendations for improvement?		
8.	Does the agency promote continuous improvement and solicit input and feedback from employees at all levels regarding issues that may impact the entire office?		
9.	Do the managers share detailed budget to actual information with the Board of Directors at least quarterly?		
10.	Does the agency have purchasing guidelines that are strictly followed?		
11.	Are all contracts or larger purchases (set by a purchasing policy) go through an Request for Proposal process?		
12.	Does management share the results/scoring of Request for Proposals with the Board?		
13.	Are performance reviews of specific functions or activities regularly conducted and unexpected results or unusual trends investigated and communicated to the Board of Directors?		
14.	Does the agency regularly review actual program performance and compare it to objectives and budgets/forecasts, as well as to historic performance?		
15.	Does the agency periodically assess employee attitudes, review the effectiveness of the organization structure, and evaluate the appropriateness of policies and procedures?		
16.	Does the agency ensure all employees receive relevant information regarding grant		