



DATE: March 14, 2019
TO: Programs and Administration Committee
FROM: Pat Cabrera, Administrative Services Director
BY: Rachel Balsley, Senior Program Manager
SUBJECT: Changing from Contracted Inspectors to In-house Inspectors

SUMMARY

At the March 14, 2019 Programs and Administration Committee meeting, staff will recommend approving the conversion of two contracted Mandatory Recycling Ordinance (MRO) site inspectors to two limited term employee positions.

DISCUSSION

The Mandatory Recycling Ordinance (MRO) project has been using contracted inspection services since it began enforcement in 2013. The flexibility of this approach has been useful through the early development and evolution of the project. However, with contracted inspectors, we have limited control over their performance and Agency staff has spent significant time on quality control. A relatively high turnover rate has also resulted in more training time needed for new inspectors. Furthermore, there have been recent legal rulings regarding the use of independent contractors that support bringing the inspectors in-house. The MRO project supports the Agency’s goal of sending less than 10% of “good stuff” to the landfill, as well as member agencies’ compliance with state regulations for AB 341 (2011) and AB 1826 (2014). It is also expected to play a significant role in compliance with the generator requirements that are forthcoming in SB 1383 (2016).

Approximately three years ago, staff conducted an analysis regarding the feasibility of hiring in-house inspectors and presented it to the P&A Committee. This analysis also included a job description (which has been updated and attached) and a “top of range” salary (see - Koff & Associates report). While the decision at the time was to continue with contractors, given the reasons discussed above, staff believes that converting the contractors to limited term employees is

now the better approach. The Agency still maintains staffing flexibility by designating the positions as limited-term.

As part of the FY 2019-20 budget, staff recommends the creation of a new “Site Inspector” classification and hiring two in-house inspectors for a three-year limited term. The new proposed classification and salary range of approximately \$4,800 - \$5,900 per month is based on the recommended salary proposed in 2016, adjusted for approved general wage increases and the CPI increase that will be requested as part of the budget process. If approved, this classification will become grade one of our classification system, the lowest salary range for non- intermittent employees. The salary schedule and authorized positions table will be included in the annual budget document for Board approval.

While the majority of the inspectors’ time would be spent on MRO inspections, they would also support Reusable Bag Ordinance enforcement and the compost contamination project. It is expected that switching from contracted services to in-house employees will result in an overall cost savings to the agency of approximately \$60,000.

RECOMMENDATION

That the P&A Committee recommend to the Waste Management Authority Board approval of a new “Site Inspector” classification and the conversion of two contracted MRO inspectors to two limited-term positions. This change will be included in the FY19-20 budget.

Attachments: Site Inspector Job Description
Koff and Associates report



SITE INSPECTOR

DEFINITION

Under direct supervision, performs site inspection fieldwork of commercial and multifamily accounts to determine and report on compliance with the Alameda County Mandatory Recycling Ordinance (MRO) and Resusable Bag Ordinance (RBO); identifies non-compliance and other irregularities; and performs related work as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from an assigned Program Manager. Exercises no supervision of staff, although may provide some oversight of temporary workers if needed.

CLASS CHARACTERISTICS

This classification performs the full range of duties related to compliance inspection services. Responsibilities require the use of tact and frequent interaction with the public. Positions at this level operate within prescribed instruction and request assistance as new or unusual situations arise. This class is distinguished from the Program Services Specialist classification in that the latter participates in coordinating, implementing, and promoting assigned waste management programs, projects, and initiatives. In addition, there is not a direct career pathway from the Inspector classification to the Program Services Specialist series. In general, promotions occur within classification series. A promotion or reclassification into another classification is usually a result of a vacancy or a change in the operational needs of the Agency.

EXAMPLES OF TYPICAL FUNCTIONS (Illustrative Only)

Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.

- Inspects commercial and multifamily accounts based on daily assignments; organizes and schedules routes to ensure timely completion of inspection schedule; gains lawful entry to site locations.
- Observes, photographs, and reports site conditions and provides relevant details related to compliance or suspected non-compliance through a handheld computer tablet; provides thorough documentation of non-compliance or unusual conditions; contacts supervisor if clarification or guidance is needed.
- Attends training activities to promote understanding of ordinance requirements and inspection techniques.
- Drives assigned vehicle and performs safety and service inspections as needed.
- Reads and interprets maps and diagrams in the performance of the work.

- Initiates contact with and represents the Authority in account interactions; provides account representative with printed reference material and information related to Ordinance compliance; answers account inquiries and refers on questions and issues as needed; refers inquiries to the appropriate resource within or outside the Authority.
- Samples and sorts materials from businesses in relation to metrics-gathering field work on an occasional basis.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Basic operation of computer equipment and applications related to work.
- Safety equipment and practices related to the work, including safe driving rules and practices.
- English usage, spelling, vocabulary, grammar, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with account representatives, the public, and Authority staff.

Ability to:

- Deal tactfully with the account representatives, the public and others in providing information and answering questions.
- Complete assigned inspections within established guidelines.
- Report data accurately and prepare accurate records.
- Read and interpret street maps.
- Operate a motor vehicle safely.
- Identify common recyclable and compostable materials in the waste stream.
- Learn and apply applicable Federal, State, and local laws, regulatory codes, ordinances, and procedures relevant to assignment.
- Maintain accurate logs, records, and basic written records of work performed.
- Follow Authority policies and procedures related to assigned duties.
- Understand and follow oral and written instructions.
- Organize own work and meet time deadlines.
- Effectively communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence and judgment within general policy, procedural, and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

Education and Experience:

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to the completion of the twelfth (12th) grade and one (1) year of customer service experience.

Licenses and Certifications:

- Possession of, or ability to obtain, a valid California Driver's License by time of appointment.

PHYSICAL DEMANDS

Must possess mobility to operate a motor vehicle and to work in the field visiting multiple sites; strength, stamina, and mobility to perform light to medium physical work and to operate varied hand tools and equipment such; vision to read printed materials and a computer screen; and hearing and speech to communicate in person and over the telephone. The job involves fieldwork requiring frequent walking in operational areas to identify problems or hazards. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or touch-screen tablet and to operate above-mentioned tools and equipment. Positions in this classification bend, stoop, kneel, reach, and climb to perform work and inspect work sites. Employees must possess the ability to lift, carry, push, and pull materials and objects weighing up to 20 pounds.

ENVIRONMENTAL ELEMENTS

Employees work in the field and are exposed to loud noise levels, cold and hot temperatures, inclement weather conditions, dust, fumes, and/or allergens, chemicals, and hazardous physical substances and fumes, which require the use of protective clothing and equipment such as gloves, hard hats, and vests. Employees may interact with upset staff and/or public and private representatives and contractors in interpreting and enforcing policies and procedures.



To: Pat Cabrera, Administrative Services Director
From: Katie Kaneko, Project Manager
Date: February 23, 2016
RE: Classification Study – Recycling Site Inspectors

In December 2015, the Alameda County Waste Management Authority (Stopwaste) contracted with Koff & Associates (K&A) to conduct a classification and compensation study review of the contract positions performing recycling site inspections. Stopwaste desired a review of the positions to capture the duties and responsibilities within a classification description and to survey the market for comparable bodies of work to determine whether it was feasible to convert the contract positions to Authority employees.

Classification Study Process

K&A conducted a classification study through generally accepted human resources practices and by means of several tools and instruments. We reviewed and analyzed the Position Description Questionnaire (PDQ) submitted to our office and conducted an interview with the Authority employees responsible for oversight of the contract function.

Classification Analysis and Findings

A review of the information supplied by Authority staff enabled us to create a class description for a Recycling Site Inspector. Our assessment of the classification is that the inspection work is performed under close supervision and within clearly prescribed routine and procedures. Direction was requested when encountering unusual or unique situations thereby requiring limited judgment by incumbents in the execution of tasks.

It was our assessment that this work could be performed by an individual who had a high school education and customer service experience. The range of duties and qualifications are captured within Appendix I of this report.

Compensation Review

Stopwaste requested that we conduct a market compensation study, identifying classifications within other public agencies that perform a similar level body of work. We perused the classification system of Bay Area agencies to identify similar classifications. We found that classifications such as meter readers and parking enforcement officers were most similar in that they performed data collection and compliance inspections within prescribed procedures and had similar minimum qualifications. We reviewed classification descriptions to ensure that the descriptions did not include other duties that can be required of meter readers such as repair and maintenance of meters, shut offs, account collections, etc. thereby limiting the scope of work to data collection and reporting. The parking enforcement officers did differ slightly in that they had enforcement duties such as writing tickets, but since judgment was limited to decision such as whether parking meters had expired or that vehicles were parked within appropriate parking spaces, the responsibility level seemed comparable.

The base salary, benefits, and total compensation data can be found in Appendix II of this report. The median market base and total compensation salary findings for the class is listed below.

Classification	Median Monthly Base Salary	Median Monthly Total Compensation
Recycling Site Inspector	\$5,269	\$8,325

Market *base salary median* results show that the proposed hourly wage of the classification would need to be approximately \$30 in order to pay competitively to similar classifications found in other public agencies.

Market *total compensation* results suggest that approximate hourly pay would increase 60% to \$48 if the cost of benefits were factored in.

Recommendations

It is difficult to fully advise without out having detailed costs related to your current service contract but based on our knowledge of the labor market, the public sector pay structure for similarly skilled positions experiences higher compensation costs than the private sector. This analysis only considers compensation and not other program costs that the Authority would have to assume such as risk management, equipment, vehicles, staff management time, etc. There are alternative employment arrangements, such as part time staffing, which could help to curtail costs of benefits.

It was a pleasure conducting this classification and compensation study for Stopwaste. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this summary of our analysis, findings, and recommendations.

**Alameda County Waste Management Authority
Top Monthly Salary Data
February 2016**

Inspector						
Rank	Comparator Agency	Class Title	Top Monthly Salary	Effective Date	Next Salary Increase	Next Percentage Increase
1	East Bay Municipal Utility District	Meter Reader	\$5,841	07/01/15	Unknown	Unknown
2	City of San Francisco	Meter Reader	\$5,555	10/10/15	7/1/2016	2.25 - 3.25%
3	City of Hayward	Water Meter Reader	\$5,330	12/15/15	7/1/2016	2.5%
4	City of Berkeley	Parking Enforcement Officer	\$5,207	12/20/15	6/19/2016	1%
5	City of Alameda	Meter Reader	\$5,063	01/11/15	Unknown	Unknown
6	City of Oakland	Parking Control Technician	\$4,498	07/01/15	Unknown	Unknown
7	Alameda County Waste Management Authority	Inspector	Proposed			
Average of Comparators			\$ 5,249			
% Alameda County Waste Management Authority Above/Below			N/A			
Median of Comparators			\$5,269			
% Alameda County Waste Management Authority Above/Below			N/A			
Number of Matches			6			

NOTE: All calculations exclude Alameda County Waste Management Authority

N/C - Non Comparator

1 - The City of Alameda is in the process of labor negotiations; the data pulled is their most current data prior to negotiations.

**Alameda County Waste Management Authority
Benefit Detail
February 2016**

Benefit		Alameda County Waste Mgt Authority	City of Alameda	City of Berkeley	City of Hayward	City of Oakland	City of San Francisco	East Bay Municipal Utility District
Class Title			Meter Reader	Parking Enforcement Officer	Water Meter Reader	Parking Control Technician	Meter Reader	Meter Reader
Top Monthly Salary	Proposed	\$5,063	\$5,207	\$5,330	\$4,498	\$5,555	\$5,841	
Employee Retirement								
PERS Formula		2.5%@55	2.7%@55	2.5%@55	2.5%@55	2.1%@61	2.6%@62	
Enhanced Formula Cost		\$251	\$419	\$264	\$223	-\$169	-\$178	
ER Paid Member Contribution		\$95	\$417					
EPMC Reported as Special Comp			\$33					
12 Month Highest Salary		\$68	\$70	\$72				\$79
Social Security						\$344		\$362
Other								
Insurance								
Cafeteria								
Health		\$1,860	\$1,651	\$1,941	\$1,941	\$1,692		\$2,776
Dental		\$133	\$151	\$129	\$113	\$177		\$224
Vision				\$14	\$29			\$24
EAP		\$3	\$2	\$7	\$2			\$5
Life		\$8	\$2	\$5	\$5			\$1
LTD		\$10	\$9			\$22		\$23
STD/SDI								
Other								
Leave								
Vacation		\$302	\$300	\$308	\$260	\$320		\$337
Holidays		\$263	\$320	\$297	\$225	\$342		\$337
Administrative								
Auto Allowance								
Uniform Allowance			\$1,400		\$329			
Deferred Compensation			\$181					
Other								
Longevity								
Benefit Cost		\$2,992	\$4,956	\$3,037	\$3,127	\$2,728		\$3,991
Total Monthly Comp.	Proposed	\$8,055	\$10,163	\$8,367	\$7,625	\$8,283		\$9,832

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

**Alameda County Waste Management Authority
Total Monthly Compensation Data
February 2016**

Inspector						
Rank	Comparator Agency	Class Title	Total Monthly Comp	Effective Date	Next Salary Increase	Next Percentage Increase
1	City of Berkeley	Parking Enforcement Officer	\$10,163	12/20/15	6/19/2016	1%
2	East Bay Municipal Utility District	Meter Reader	\$9,832	07/01/15	Unknown	Unknown
3	City of Hayward	Water Meter Reader	\$8,367	12/15/15	7/1/2016	2.5%
4	City of San Francisco	Meter Reader	\$8,283	10/10/15	7/1/2016	2.25 - 3.25%
5	City of Alameda	Meter Reader	\$8,055	01/11/15	Unknown	Unknown
6	City of Oakland	Parking Control Technician	\$7,625	07/01/15	Unknown	Unknown
7	Alameda County Waste Management Authority	Inspector	Proposed			
Average of Comparators			\$ 8,720			
% Alameda County Waste Management Authority Above/Below			N/A			
Median of Comparators			\$8,325			
% Alameda County Waste Management Authority Above/Below			N/A			
Number of Matches			6			
NOTE: All calculations exclude Alameda County Waste Management Authority						

N/C - Non Comparator