

APPROVED

**MINUTES OF THE ALAMEDA COUNTY WASTE
MANAGEMENT AUTHORITY MEETING
OF THE
PROGRAMS AND ADMINISTRATION COMMITTEE**

Thursday, April 13, 2017

9:00 A.M.

**StopWaste Offices
1537 Webster Street
Oakland CA 94612
510-891-6500**

**Teleconference:
Lorrin Ellis
1260 Pacific St.
Union City, CA 94587
510-675-5621**

Members Present:

County of Alameda	Keith Carson
City of Dublin	Don Biddle
City of Fremont	Vinnie Bacon
City of Hayward	Sara Lamnin
City of Newark	Mike Hannon
City of Oakland	Dan Kalb
Oro Loma Sanitary District	Shelia Young

Absent:

City of Berkeley	Jesse Arreguin
Castro Valley Sanitary District	Dave Sadoff
City of Livermore	Bob Carling
City of San Leandro	Deborah Cox
City of Union City	Lorrin Ellis

Staff Present:

Pat Cabrera, Administrative Services Director
Wendy Sommer, Executive Director
Tom Padia, Deputy Executive Director
Arliss Dunn, Clerk of the Board

1. Convene Meeting

Vice Chair Shelia Young called the meeting to order at 9:02 a.m.

2. Public Comments

There were none.

APPROVED

3. **Approval of the Draft Minutes of February 9, 2017 and March 9, 2017 (Pat Cabrera)** **Action**

Board member Biddle made the motion to approve the draft minutes of February 9, 2017 and March 9, 2017. Board member Hannon seconded and the motion carried 6-0 (Ayes: Bacon, Biddle, Carson, Hannon, Lamnin, Young. Nays: None. Abstain: None. Absent: Arreguin, Carling, Cox, Ellis, Kalb, Sadoff).

4. **Workforce Strategy: Changes in Job Description/Work Status (Pat Cabrera)** **Action**

Staff recommends that the P&A Committee recommend that the Waste Management Authority Board approve the job descriptions for the Legislative and Regulatory Affairs Manager and Information Systems Manager and the corresponding reclassifications and salary ranges will be incorporated into the FY 17/18 budget.

Pat Cabrera provided an overview of the staff report. A link to the report is available here:

[Workforce-Strategy-memo-04-13-07.pdf](#)

Board member Young inquired as to why most positions are classified as manager and stated that it appears to increase the salary ranges. Ms. Cabrera stated that during the classification study the consultants do not solely look at job titles, they also look at specific job duties. Ms. Cabrera added we will be looking at the program manager series when we conduct the compensation study. However, the Legislative & Regulatory Affairs Manager and the Information Systems (IS) Manager positions are appropriately classified as the IS Manager will manage consultants and the Agency's IS system and the Legislative & Regulatory Affairs Manager will have job duties that are at a higher level. Board member Carson inquired about issues of compaction. Ms. Cabrera stated that during the compensation study we will be looking at compaction issues particularly among the program manager series, as the top salary range of a Program Manager II is in the mid-range of a Senior Manager and it may require a complete overhaul of the program manager series.

Board member Carson stated that historically it has been difficult developing the agency salary ranges and inquired about how staff selects comparator agencies. Ms. Cabrera stated in developing the IS Manager salary we looked across all member agencies and settled on the average salary, with the understanding that we would be conducting the compensation study and would make any necessary adjustments at that time. Ms. Cabrera added that this position is closely aligned in scope of work and salary with the IS Manager for the City of Dublin. Board member Lamnin stated that given the importance of information technology she would like to see the issues of cyber security and resiliency included in the IS Manager's job description. Ms. Cabrera thanked Board member Lamnin for her feedback and additional support from the Hayward IS Director for reviewing the job description and providing recommendations to include cyber security and resiliency. These recommendations will be incorporated into the job description and we will correct a typo that should state "back-up support." Ms. Sommer stated that the current contractor has experience managing IS security compliance measures in order to comply with the rigorous grant requirements imposed by PG&E. Board member Bacon stated that he was surprised that the job requires only three years of experience at the salary level being offered. Ms. Cabrera stated that this is consistent with the average among the industry as well as among the comparator agencies that we looked at. The incumbent has significantly more experience as well as a Masters Degree. Board member Biddle stated that not only with PG&E but with the increase in security needs, this position will continue to evolve and requires permanent staffing.

APPROVED

Board member Bacon made the motion to approve the staff recommendation. Board member Biddle seconded and the motion carried 6-0 (Ayes: Bacon, Biddle, Carson, Hannon, Lamnin, Young. Nays: None. Abstain: None. Absent: Arreguin, Carling, Cox, Ellis, Kalb, Sadoff).

- | | |
|---|---------------|
| 5. Classification Review and Compensation Study (Pat Cabrera) | Action |
| Staff recommends that the P&A Committee approve release of the attached RFP and direct staff and the selected consultant to meet with the P&A Committee to discuss the recommended comparator agencies and positions prior to beginning the salary survey portion of the study. | |

Pat Cabrera provided an overview of the staff report. A link to the report is available here:

[Classification-Review-Comp-Study-memo.04-13-07.pdf](#)

Board member Carson inquired about the comparator agencies for the 2013 salary survey. Ms. Cabrera stated that some agencies included the San Francisco Department of the Environment, the Water District and seven to eight other similar agencies. Ms. Cabrera added that our positions never reach the 95th percentile. This information is used as a tool for reference. Board member Biddle stated that he appreciated the agenda item presented as it is important to not operate as status quo but to continue to look at staffing and compensation. Board member Lamnin stated that it is helpful to include total compensation in the scope of work as well as interviewing incumbents currently in the comparator positions. Ms. Cabrera stated that the scope of work does include total compensation, i.e. salary plus benefits, etc. Board member Lamnin added that she has concerns regarding compaction and appreciates staff looking at classifications. Board member Bacon inquired about the other comparator agencies. Ms. Cabrera stated that in prior studies we looked at larger member agencies with recycling departments for the program manager series, as well as similar agencies such as San Francisco Department of the Environment. Ms. Cabrera stated there is added difficulty in comparing administrative positions because as a smaller agency administrative staff is required to perform a variety of duties. Board member Bacon stated it is appropriate to look at governmental agencies as well as other similar agencies. Ms. Sommer added our agency is not structured as other agencies with respect to supervising employee. We have a team oriented structure. Ms. Cabrera added that staff may supervise contractors.

Board member Hannon inquired about the financial or budgetary impact of the prior compensation study. Ms. Cabrera stated that she does not have the information available but she believes that the financial impact from the prior compensation study was approximately \$200,000. Ms. Cabrera added she will provide this information to the Board. Ms. Cabrera also added if the Board adopts the study it does not trigger automatic raises for staff. It will increase the salary ranges and will provide opportunity for step increases at a later time. Board member Hannon inquired about the driver or reason behind the proposed study. Ms. Cabrera stated that we want to look at classifications especially in the program manager series because the organization is changing and becoming more diversified. Board member Hannon stated that when doing the study we should look at positions at other agencies that are managing people as well as managing contracts in order to compare apples to apples.

Vice Chair Young stated that it is difficult to find comparator agencies as there is no equal to StopWaste. She reiterated her comments regarding the large percentage of Program Managers and looks forward to seeing the outcome of the study. Vice Chair Young inquired about the performance evaluation process and schedule. Ms. Cabrera stated that employee reviews occur in September per attachment A of the human

APPROVED

resources manual. The current system is a complicated pay for performance system and staff will bring forward in June or July a discussion regarding an overhaul of the current evaluation system. Vice Chair Young stated that she is very proud of the job that Ms. Sommer has done as Executive Director especially in her efforts to regroup and downsize the agency. Vice Chair Young inquired if the Committee can know the final bidders prior to selection of the consultant. Ms. Sommer stated she included Attachment B which highlight a partial RFP mailing list and requested that the Committee forward other consultants that they would recommend.

Board member Lamnin made the motion to approve the staff recommendation with an amendment from Board Member Hannon for staff to bring back the financial impact to the agency from the prior compensation study. Board member Bacon seconded and the motion carried 7-0 (Ayes: Bacon, Biddle, Carson, Hannon, Kalb, Lamnin, Young. Nays: None. Abstain: None. Absent: Arreguin, Carling, Cox, Ellis, Sadoff).

6. Member Comments

There were none.

7. Adjournment

The meeting adjourned at 9:37 a.m.