

Committee Members

Dave Sadoff, **Chairperson**
Castro Valley Sanitary District
Shelia Young, **Vice Chairperson**
Oro Loma Sanitary District
Keith Carson, County of Alameda
Jesse Arreguin, City of Berkeley
Don Biddle, City of Dublin
Vinnie Bacon, City of Fremont
Sara Lamnin, City of Hayward
Bob Carling, City of Livermore
Mike Hannon, City of Newark
Dan Kalb, City of Oakland
Deborah Cox, City of San Leandro
Lorrin Ellis, City of Union City
Wendy Sommer, Executive Director

AGENDA
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

1. Convene Meeting

2. Public Comments

An opportunity is provided for any member of the public wishing to speak on any matter within the jurisdiction of the Programs & Administration Committee, but not listed on the agenda. Each speaker is limited to three minutes.

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

11 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. These job descriptions and salary ranges will be incorporated into the FY 17/18 budget.

21 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.

6. Member Comments Information

7. Adjournment

The Programs & Administration Committee is a Committee that contains more than a quorum of the Board. However, all items considered by the Committee requiring approval of the Board will be forwarded to the Board for consideration at a regularly noticed board meeting.

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

Thursday, February 9, 2017

9:00 A.M.

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

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

Members Present:

Castro Valley Sanitary District	Dave Sadoff
City of Hayward	Sara Lamnin
City of Livermore	Bob Carling
City of Newark	Mike Hannon
City of Oakland	Dan Kalb
Oro Loma Sanitary District	Shelia Young
City of San Leandro	Deborah Cox
City of Union City	Lorin Ellis (teleconference)

Absent:

County of Alameda	Keith Carson
City of Berkeley	Jesse Arreguin
City of Dublin	Don Biddle
City of Fremont	Vacant

Staff Present:

Pat Cabrera, Administrative Services Director
Wendy Sommer, Executive Director
Tom Padia, Deputy Executive Director
Teresa Eade, Senior Program Manager
Meghan Starkey, Senior Program Manager
Arless Dunn, Clerk of the Board

1. Convene Meeting

Chair Dave Sadoff called the meeting to order at 9:07 a.m. Item #5 was held first until a quorum of the members arrived. Chair Sadoff announced that Board members are no longer required to use the sign-in

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attendance sheet as staff will now record the attendance. Staff will confer with legal counsel to confirm that it meets the legal requirement.

2. Public Comments

There were none.

3. Approval of the Draft Minutes of January 12, 2017 (Pat Cabrera)

Action

Board member Hannon made the motion to approve the draft minutes of January 12, 2017. Board member Carling seconded and the motion was carried 8-0 (Ayes: Carling, Cox, Ellis, Hannon, Kalb, Lamnin, Sadoff, Young. Nays: None. Abstain: None. Absent: Arreguin, Biddle, Carson. Fremont, vacant).

4. Waste Characterization 2017: Contractor Recommendation (Meghan Starkey)

Action

Staff recommends that the Programs & Administration Committee recommend to the Authority Board to authorize the Executive Director to enter into a contract with SCS Engineers for a total of \$347,000.

Meghan Starkey provided a summary of the staff report. The report is available here:

[Waste-Characterization-2017.02-09-17.pdf](#)

Board member Sadoff inquired if we have audited MRFs before now. Tom Padia stated that Davis Street Transfer Station C&D/Dry MRF applied to be a high diversion mixed waste processing facility under our mandatory recycling ordinance for dry materials and we audited the residuals to see if they contained more or less than 10% “good stuff” but we have not comprehensively looked at the other MRF’s at Davis Street nor in the rest of the county. The city of Oakland requires that California Waste Solutions provide a profiled sort of their residuals. We will use whatever existing data from member agencies and facility operators are available but we want to fill in so that we’ll have a comprehensive picture of that whole stream. Board member Young inquired if there was 10% or less of good stuff in the residuals from Davis Street. Mr. Padia stated yes and they did qualify for sorting dry materials (cardboard, bottles, cans and paper) out of the dry waste. Board member Young recommended that new members receive a tour of operating facilities and stated that a tour of Davis Street and the Altamont are good starting points. Mr. Padia stated that Davis Street is building a new Organics Processing facility that is expected to go online a year from now and recommended that we wait until they are fully up and running.

Board member Young inquired about the location of SCS Engineers. Ms. Starkey stated that they are located in Sonoma County but work in Alameda County. Board member Young inquired about the role of the inspectors for mandatory recycling. Mr. Padia stated that the inspectors focus on commercial and multi-family accounts and we also contract with the same company but a different crew to do benchmark sampling. He added the inspectors are primarily looking for “significant quantities” of covered materials in the garbage but they are not characterizing the entire contents. The benchmark crew have been targeting single family, multi-family, and certain select commercial accounts and bagging, tagging and taking the material back to a solid waste material for sorting into three categories; recyclables, compostables, and garbage. Mr. Padia said that we use the latter information to see how much good stuff is in the garbage. Board member Young inquired if the WCS will be working with any or all of that material. Mr. Padia stated that we’re planning to use the single-family and multi-family sampling from the benchmark sampling and not expend more money sorting material from residential sources.

Board member Kalb inquired if the single-family and multi-family sampling proportioned to what we have in the county and stated that he is concerned that the countywide results are not the same and would not be sufficient. Ms. Starkey stated that staff and well as the TAC are confident that the countywide

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information is sufficient. Board member Carling inquired about the proposed sampling schedule. Ms. Starkey stated the sampling will be for three weeks, eight hours a day, in each of the two seasons. The sampling will be done at transfer, disposal and processing facilities. Board member Carling inquired about any consequences for exceeding 10% of good stuff in the garbage. Ms. Sommer stated currently less than 10% of good stuff in the garbage is our aspirational goal which was established during our strategic plan in 2010. Board member Kalb stated that some jurisdictions, such as Oakland, do have consequences imbedded in their franchise agreements which could result in fines if there are repeated incidents of exceeding the 10% threshold.

Board member Lamnin inquired if the study will contain information on textiles. Ms. Starkey stated yes, the study will include information on textiles as a material category. Chair Sadoff asked for a listing of the materials that will be included in the study. Mr. Padia added in the past we have done four season sort but received consensus from the consultants that doing two seasons, avoiding Thanksgiving and after the holidays, would yield good data. Board member Hannon asked for clarification on the reduction of sampling. Ms. Starkey stated the study will go from 50 material types to 25, e.g. consolidating different types of paper, etc. Board member Hannon inquired about the differences in the RFPs submitted by the consultants. Ms. Starkey stated that Cascadia offered fewer sampling days. Board member Hannon stated given the changes that we have implemented with our contractors will it be possible to compare our prior 2008 study to this new one. Mr. Padia stated that we're trying to strike a balance between trends over time and also revising it for doing post processing residuals to actually having a more accurate picture of where we are in terms of our strategic or aspirational goal. Board member Hannon inquired about the timeline for completing the study and providing the information to the Board and asked if staff will be able to provide comparison to the 2008 study. Mr. Padia stated that every study has had comparisons to the prior studies and this study will include comparisons to the 1995, 2000, and 2008 studies and we'll have to combine categories from prior studies to come up with the comparability to the reduced number of categories in the proposed study. Ms. Starkey stated that the results of the study will be available in early 2018. Board member Hannon inquired about the contractor for the 2008 study and inquired if they had submitted an RFP for the current study. Ms. Starkey stated it was R.W. Beck. Mr. Padia stated that they have been acquired by another company and the successor company was the third proposer and they submitted the highest bid.

Ms. Starkey provided the list of materials covered in the study:

- Uncoated corrugated cardboard
- Recycled Paper (high grade newspaper, compostable paper)
- Bottles and plastic containers
- Plastic bags
- Other film plastic
- Recyclable glass
- Aluminum cans
- Sealed food and beverage
- Yard waste (leaves, grass, chips, branches stumps, and prunings)
- Food Waste
- Untreated lumber and pallets
- Textiles and leather
- Carpet
- Crushable nerds, Gipsen board, and treated wood waste
- Paints, adhesives, and vehicle equipment fluid
- Universal hazardous waste

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Medical waste
Other hazardous waste
Covered E-waste and other E-waste
Brown goods (medium sized appliances, microwaves, stereos)

Board member Hannon requested that a summary of the questions and answers from the P&A discussion be provided to the WMA Board.

The following summarizes the questions and staff responses from the discussion at the P&A meeting:

Q. Why are we sampling MRF residuals as part of this study, and have we audited MRFs before?

A. An increasing amount of material, including MSW solid waste and mixed dry loads, is passing over MRF lines. In order to get an accurate view of our progress to goals, we need a picture of what is going to disposal from this source and not just material directly sent to landfill. The Davis St. Dry MRF was audited as part of the Mandatory Recycling Ordinance Phase One implementation, and the City of Oakland requires audits of the CWS facility. We plan to use these results as part of the study, as applicable.

Q. Why are there differences in cost between proposals, and why are we selecting a contractor who did not submit the lowest bid?

A. The lowest bid submitted contained fewer samples than the SCS Engineers bid, hence the lower cost. We did not feel the number of samples in the Cascadia bid was adequate, and would have requested additional samples (at an additional cost) had we chosen them. SCS will offer more robust results with their sampling plan. SCS also has superior expertise in statistics and will meet our need for analysis better.

Q. Where is the firm located?

A. Local offices are in Santa Rosa, CA, and sorting employees will be drawn from Alameda County.

Q. How does this relate to the inspectors under the MRO project?

A. Inspectors under the MRO are simply looking for the presence of covered materials in the garbage bins of covered accounts. This study will sample and quantify a longer list of materials and use data from the haulers to get a picture of the entire waste stream, and not just the covered accounts under MRO.

Q. How does this study relate to the benchmark study?

A. We will not directly sort and weigh material from the single family and multifamily streams as part of this study, but will apply the benchmark results instead. This study will also sample the entire commercial stream, as well as roll-off and self-haul streams, which are not covered by the benchmark study.

Q. Are we confident that a countywide study is adequate and that we should not do city specific studies?

A. Yes. Past studies have shown there to be no significant difference between individual city results and countywide results, i.e., differences between the member agencies and the county fall within the confidence interval. After much discussion on specifics, member agency staff members have agreed with our assessment. Member agencies need different types of studies to inform their local policies and programs, and some are undertaking these independently.

Q. How many days are we sampling?

A. The plan is to sample daily for three weeks, eight hours a day, in each of two seasons. This is a cost-saving feature over the four-season sorts performed for prior studies.

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Q. The study scope refers to the 10% goal, and are there consequences for not meeting this goal?

A. The 10% goal is aspirational rather than required by the Authority. The City of Oakland does include a 10% goal in the franchise and there are consequences for the hauler to miss this goal. Other cities also have specific requirements in their franchises.

Q. Why are we reducing the material categories? Will we be able to compare to previous studies? Which categories are we including? Are we sampling textiles?

A. We are eliminating categories that do not meet policy or program needs. For example, distinguishing between five different types of paper when they are all handled the same way is not compelling in light of the cost. The new material categories are based on the previous list, with some categories collapsed but still comparable when aggregated. Since hazardous materials need to be handled carefully, those will also be sampled. The specific list is in the attachment to this memo. Material categories will be reviewed again and finalized before field work. We are sampling textiles and carpet.

Q. When will results be available?

A. Early 2018.

Board member Kalb asked that a list of material categories be provided in the WMA staff report. Ms. Starkey stated that she would do so.

Board member Young made the motion to approve the staff recommendation. Board member Cox seconded and the motion carried 8-0. (Ayes: Carling, Cox, Ellis, Hannon, Kalb, Lamnin, Sadoff, Young. Nays: None. Abstain: None. Absent: Arreguin, Biddle, Carson, Fremont, vacant).

5. Water Efficient Landscape Ordinance Update (Teresa Eade)

Information

This item is for information only.

Teresa Eade provided an overview of the staff report and presented a PowerPoint presentation. The report and the presentation are available here: [WELo-Update.02-09-17.pdf](#)

Board member Carling inquired why forest products are not okay for mulch. Ms. Eade stated it is okay, however we have a lot of recycled material and the State says if recycled material is available in your area you must use that material first. If it's not available you can use other types. Ms. Eade added we have a list of providers of recycled compost and mulches available on the Lawn to Garden website.

Board member Hannon inquired if staff has looked at a self certification program for businesses to self regulate. Ms. Eade stated that we've supported bay friendly rated landscapes and the cities have adopted it as a standard for their landscape projects. There are also other possibilities such as requiring the developer to have a bay-friendly rated landscape and accept it as a meeting the WELo requirement or some cities require the developer to pay a deposit based on an estimate of what it would take to rate the project and hire out a contractor to review the project for WELo compliance. Board member Hannon inquired if a portion of the fee is refunded back to the developer. Ms. Eade responded yes. Chair Sadoff thanked Ms. Eade for the presentation.

6. Member Comments

Executive Director Wendy Sommer welcomed Councilmember Sara Lamnin to the Board as the new representative for the City of Hayward. Board member Young inquired about the decrease in the number of local bottle and can redemption centers. Mr. Padia stated that the California Redemption System is administered by CalRecycle and approximately one-third of the centers have closed due to financial

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problems. The larger centers are still in operation and CalRecycle is leading an effort to do a legislative fix to keep the smaller parking lot vendors afloat. We have a list of available centers on our Recyclewhere website portal. Chair Sadoff inquired about the status of the CRV fund. Mr. Padia stated that the overall redemption rate has been over 80% and the remainder is used to fund CalRecycle staff, grants to cities, subsidies to redemption centers and to fund local conservation corps. The long term projection is that it is not sustainable at the current payout rates so they are looking at other models to increase revenues.

Board member Lamnin stated that she is looking forward to serving on the Board. She added that she worked with youth sorters doing waste audits as well as with other grantees funded through StopWaste.

7. Adjournment

The meeting adjourned at 10:00 a.m.

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

Thursday, March 9, 2017

9:00 A.M.

**StopWaste Offices
1537 Webster Street
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Members Present:

Castro Valley Sanitary District	Dave Sadoff
City of Dublin	Don Biddle
City of Fremont	Vinnie Bacon
City of Hayward	Sara Lamnin
City of Livermore	Bob Carling
City of Newark	Mike Hannon
City of Oakland	Dan Kalb
Oro Loma Sanitary District	Shelia Young
City of San Leandro	Deborah Cox
City of Union City	Lorrin Ellis (teleconference)

Absent:

County of Alameda	Keith Carson
City of Berkeley	Jesse Arreguin

Staff Present:

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

1. Convene Meeting

Chair Dave Sadoff called the meeting to order at 9:00 a.m.

2. Public Comments

There were none.

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

Chair Sadoff stated that the February 9, 2017 draft minutes were not in the usual format and did not include Board discussion of the Waste Characterization 2017 item. Chair Sadoff asked that approval of the draft minutes be continued and that staff provide a summary of the Board discussion along with the questions and answers already provided. The Committee by consensus agreed to continue the item to the April 13, 2017 meeting.

4. ACWMA Property – Memorandum of Agreement Renewal with Bay Area Air Quality Management District (Brian Mathews) Action

That the Programs and Administration Committee recommend that the Authority Board authorize the Executive Director to execute a Memorandum of Agreement with the Bay Area Air Quality Management District for the terms described herein.

Pat Cabrera provided an overview of the staff report in Brian Mathews' absence. A link to the staff report is available here: [ACWMA-BAAQMD-MOA-03-09-17.pdf](#)

Board member Hannon inquired if the Air District provides results of monitoring and if the information can be shared with the Committee. Ms. Cabrera stated yes, and she will consult with Brian Mathews regarding providing the information to the Committee. There was no further discussion on this item.

Board member Biddle made the motion to approve the staff recommendation. Board member Hannon seconded and the motion carried 8-0 (Ayes: Bacon, Biddle, Carling, Cox, Ellis, Hannon, Sadoff, Young. Nays: None. Abstain: None. Absent: Arreguin, Carson, Kalb, Lamnin).

5. Fiscal Year 2015-2016 Audit Report (Todd High) Action

- 1) Staff recommends that the Programs and Administration Committee review and forward the FY 15/16 audit report to the Waste Management Authority for acceptance and filing.
- 2) Staff recommends that the Recycling Board accept and file the FY 15/16 audit report.

Todd High provided an overview of the staff report. A link to the report is available here: [FY-2015-2016-Audit-Report-03-09-17.pdf](#)

Mr. High recognized accounting staff Nisha Patel for her outstanding contributions as the lead staff during the audit, and introduced Whitney Crockett from Maze and Associates to answer any questions. Mr. High reported that the agency received a clean unmodified audit with no internal control deficiencies, and the agency was in compliance with all GASB requirements. Ms. Cabrera added our net position changed with a \$3.3 million net increase over last year. There was no further discussion on this item.

Board member Biddle made the motion to approve the staff recommendation. Board member Carling seconded and the motion carried 9-0 (Ayes: Bacon, Biddle, Carling, Cox, Ellis, Hannon, Lamnin, Sadoff, Young. Nays: None. Abstain: None. Absent: Arreguin, Carson, Kalb).

6. Updated Multi Year Fiscal Forecast (Pat Cabrera) Information

This item is for information only.

Pat Cabrera provided an overview of the staff report and presented a brief PowerPoint presentation. A link to the combined report and presentation is available here: [Updated-Fiscal-Forecast-03-09-17.pdf](#)

Board member Young asked that staff provide color copies of presentations in the agenda packets. Ms. Cabrera noted that staff will do so. Chair Sadoff inquired if staff can point to the increase in disposal. Ms. Cabrera stated that staff is looking at statewide trends in the increase of disposal and as the economy

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remains stable staff will continue to keep track of data trends. Tom Padia added that he checked in with San Francisco and San Mateo JPA, as well as a couple of the Contra Costa JPA's and where there is a usual variation there appears to be a consistent upward trend in disposal numbers, although to a lesser degree than what we are seeing this year in Alameda County. Mr. Padia added other than identifying the 21,000 tons of salt disposal from Cargill in Newark there are no definite identifiers for the upward trend. Board member Cox inquired if looking at the preponderance of the disposal would assist in identifying the increase. Todd High stated that the Altamont landfill is the main driver as this is where most of the increase is occurring. He stated that we need to allow a couple more months and then look back and compare by city to see if one city is contributing more than any other. Mr. High added it could be an increase in C&D or the general population. Board member Carling asked for clarification on the "tons per day" trend line. Mr. High stated that leveling the data by tons per day removes the seasonal factors and provides a clearer year by year illustration. We also utilized current information for future projections including the large salt disposal as staff was informed that this would be a multi-year disposal project.

Board member Lamnin inquired as to how staff is measuring success given the upward trending of tonnage numbers. Wendy Sommer stated that we know that part of the significant spike in tonnage numbers in 2016 is due to the salt disposal and staff will follow up with Newark staff to find out the origin of the salt.

Board member Biddle stated that a few years ago the forecast was more pessimistic. Ms. Cabrera added that based on actuals to date and revised assumption from 2016 staff realized that there was no fiscal cliff and revised the revenue methodology to not be as aggressive. Ms. Cabrera stated that the Energy Council funding is not in core as it fluctuates and is hard to project. The HHW funding is not included as well. Board member Hannon inquired if there are specific policies on the reserves. Ms. Cabrera stated that a discussion on the reserves will be included in the budget presentation at the joint WMA/EC & RB meeting on April 22.

Chair Sadoff thanked staff for the presentation.

7. Member Comments

Board member Hannon recognized Council member Bacon as the new Board representative from the City of Fremont. Wendy Sommer reminded the Committee that the WMA meeting on March 22 will begin at the normal start time of 3:00 p.m. The Board will address the two agenda items 1) Davis Street CoIWMP Amendment and Public Hearing, and 2) Two-Year Service Credit Enabling Resolution, and will move on to the Business Efficiency Awards ceremony. Ms. Sommer also reminded the Committee that the April 26 Board meeting will be a joint meeting of the WMA/EC and RB and will include a presentation of the FY 18/19 budget. The budget is scheduled for adoption at the May 24 WMA/EC meeting. Ms. Cabrera added staff will also present the Fiscal Forecast Update to the P&O/RB at their meeting later in the afternoon.

8. Adjournment

The meeting adjourned at 9:23 a.m.

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DATE: April 13, 2017
TO: Programs and Administration Committee
FROM: Pat Cabrera, Administrative Services Director
SUBJECT: Workforce Strategy: Changes in Job Description/Work Status

SUMMARY

At the April 13, 2017 Programs and Administration (P&A) Committee meeting, staff will discuss two position reclassifications and corresponding job descriptions as part of the Agency’s workforce strategy:

- The Legislative and Regulatory Affairs Manager position would replace a recent Senior Program Manager vacancy (non -retiree) and will generate salary savings.
- The Information Services Manager position will replace the work currently performed by an independent contractor and will be at least cost neutral.

Both positions are needed to meet the ongoing needs of the Agency. Staff will recommend that the P&A Committee recommend that the Authority Board approve the job descriptions and reclassifications as part of the fiscal year 17/18 budget.

DISCUSSION

As vacancies occur, staff evaluates the need to fill the position and if so at what level, which may include downgrading the position and/or changing its scope. A recent example of this evaluation resulted in the downgrading of the Chief Financial Officer position to a Financial Services Manager position when the incumbent left the organization last fall.

Legislative and Regulatory Affairs Manager

One of the Agency’s Senior Program Managers left this year, and another Senior Program Manager is retiring in May. These vacancies have given staff another opportunity to conduct a needs assessment. An area that could benefit from a more focused effort pertains to legislative analysis and advocacy. While staff routinely takes positions on various bills based on our lobbyist’s analysis and recommendations, having an employee with specialized expertise in legislative and regulatory issues can help ensure that our Agency’s priorities are represented at the local, state and (as feasible) federal level. Developing and maintaining relationships with legislators and staff both in Sacramento and with other

local agencies will also help raise our profile and boost our effectiveness. In addition, this position will be helpful in identifying sources of governmental grant opportunities, a funding source that we have relied on more in recent years.

We are proposing to eliminate one of the Senior Program Manager positions as part of the FY 17/18 budget. With respect to the other vacancy, instead of backfilling that position with another Senior Program Manager, a separate job description/classification seems more appropriate given the specialized nature of the position. The separate classification will provide ongoing salary savings since the Senior Program Manager range (including the CPI adjustment for FY17/18 if approved) will be \$11,012 – \$13,379 per month while the Legislative and Regulatory Affairs Manager range will be \$9,668 - \$11,751 per month. The salary range for the Legislative and Regulatory Affairs Manager position was based upon review of comparable positions in the marketplace. The salary range for this type of position varied widely so we chose a range that was within the average of those ranges.

Information Systems (IS) Manager

The Agency has been using the service of an independent contractor to perform IS management. The current independent contractor has been providing this service for approximately seven years. During the organizational analysis conducted for administrative staff last year, one of the recommendations was to evaluate whether it was more feasible to have an employee perform these services. Given that the need for this support is ongoing and full time, converting this position to a regular employee makes sense for a variety of reasons. The position requires an array of skill sets from performing basic information technology support (i.e., hardware and software management and troubleshooting) to developing a data disaster recovery plan and business “intelligence” tools including reports and queries to support programs and projects, along with continued development of the Agency’s Customer Relationship Management (CRM) system and understanding and proactively responding to cybersecurity issues. We are fortunate that the incumbent has the ability to perform these functions and finding a replacement contractor with these skills will be very difficult and more costly. In addition, even if the agency downsized its workforce the need for this support will continue.

A review of our member agencies indicates that most have at least one Information Systems or Information Technology position on staff, many at the manager level. While the salary ranges for these positions (at the manager level) also vary widely, the job description for the Information Systems Manager with one of our member agencies is a very close match. The monthly salary range we are proposing (which includes the proposed CPI) is \$10,160 - \$12,349. This range falls within the average of those salary ranges we obtained in our survey.

The current contract for this service totals approximately \$235,000. We anticipate the cost for this position (fully benefited) to total approximately \$200,000, which leaves funding available for back-up support. Therefore, this conversion would at least be cost neutral. However, cost aside, converting this position from an independent contractor to an employee is more effective and practical.

RECOMMENDATION

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. These job descriptions and salary ranges will be incorporated into the FY 17/18 budget.

Attachments:

Attachment A: Legislative Regulatory Affairs Manager job description

Attachment B: Information Systems Manager job description



LEGISLATIVE AND REGULATORY AFFAIRS MANAGER

DEFINITION

Under general direction, represents the Agency with legislative lobbyists, legislators, legislative aides and governmental staff at local, state and federal levels; initiates, prepares, reviews and monitors legislation, codes and administrative regulations; identifies and reviews potential sources of governmental funding; coordinates with project managers in applying for and pursuing public funds for projects; researches and prepares speeches and reports; prepares testimony and testifies at legislative hearings; performs related duties as required.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Executive Director. May receive functional direction from the Administrative Services Director, Deputy Executive Director or Communications Manager. May exercise functional direction over professional, technical and clerical staff.

CLASS CHARACTERISTICS

This is a single position professional classification responsible for the direction and administration of matters relating to legislative and regulatory affairs. The incumbent serves as a liaison to legislators and other public agencies; s/he monitors legislation, codes and administrative regulations affecting the Agency, and seeks government funds for projects. Additionally, in coordination with the Communications Manager, the incumbent may direct a comprehensive public and community relations program. The incumbent works with other government agencies engaged in similar work, industry groups, business and civic organizations on issues and projects affecting the Agency.

EXAMPLES OF ESSENTIAL FUNCTIONS

Management reserves the rights 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.

- Creates strategic opportunities to advance the Agency's mission through the legislative, governmental and external policy processes.
- Manages, analyzes and ensures the Agency has an appropriate response to relevant state legislation, as well as regulatory actions taken at the state and federal levels.
- Develops strategic partnerships and builds support among key community leaders to achieve the Agency's goals.
- Maintains ongoing and effective contact with legislative representatives at the local, state and federal level.
- Monitors state and local ballot initiatives, and actively works to ensure they advance the Agency's priorities.
- Serves as a liaison and advocate for the Agency before legislative and regulatory bodies at all levels of government.

- Monitors pending legislation and administrative regulations that affect the Agency.
- Coordinates legislative and policy strategies with other interested parties and advocacy groups.
- Works closely with and oversees the Agency's contract lobbyist.
- Obtains authors for legislation when necessary.
- Presents information in support of legislation.
- Identifies and reviews all potential sources of funding and coordinates with program managers pursuing government funds for projects.
- Works with other agencies in preparing public grant applications.
- Confers with legal counsel and boards on legislative matters as needed.
- Keeps abreast of and searches for emerging issues, policy trends and changes in the political climate to ensure Agency management is aware of developments which may impact its priorities, planning and funding.
- Conducts research in order to formulate the Agency's position on relevant policy and legislative proposals and measures.
- Attends and participates in professional group meetings.
- Stays current with respect to new trends and innovations in the fields of government, community relations and public affairs.
- Drafts and reviews complex legislative correspondence and position papers; and ensures all documents reflect the Agency's policy guidelines.
- Presents reports and updates to the Agency's Board.
- As assigned, represents the Agency at various meetings of special interest groups, including trade organizations, neighborhood organizations, and environmental groups.
- Advises the Executive Director regarding the concerns of these organizations; corresponds with the organizations on a regular basis.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Knowledge of sound management practices.
- The legislative process and governmental operations at the local, state and federal level.
- Project and contract management techniques.
- Environmental regulations.
- Techniques and practices used in conducting effective public information or public relations programs; grant application preparation; administrative processes, decorum and lobbying protocols.
- Principles of policy letter writing and report preparation.
- Methods and techniques of legislative analysis.
- Planning practices is desirable.
- The governmental regulatory process specifically as it pertains to codes and standards

Ability to:

- Establish a network of connections with key individuals in federal, state and local governments relevant to the Agency's agenda.

- Design and implement effective, multi-pronged campaigns on legislation, policy and community engagement.
- Effectively communicate both verbally and in writing so as to persuade others to support desired goals and objectives.
- Analyze and assess policies and operational needs to make appropriate adjustments.
- Effectively represent the Agency's interests with legislative and government bodies
- Display good judgment in representing the Agency.
- Act independently while being a strong team player.
- Keep internal staff apprised of key issues that affect their programs
- Work with staff from other government agencies, business, industry, government, media, community and special interest groups.
- Apply tact, diplomacy and political savvy when dealing with divergent groups.
- Forge and leverage partnerships.

EDUCATION AND EXPERIENCE

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

Equivalent to graduation from an accredited four-year college or university with major coursework in liberal arts, English, linguistics, political science, public administration, government, law communications, public relations or related field (master's degree preferred) and five (5) years of verifiable experience in government relations, law, communications, public relations, including writing, reviewing and analyzing legislations and familiarity with obtaining grants.

LICENSES AND CERTIFICATIONS

- Possession of, or ability to obtain, an appropriate valid California's driver's license.

PHYSICAL DEMANDS

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups and over the telephone. Finger dexterity is needed to access, enter and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects (generally less than 20 pounds) necessary to perform job functions.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions and no direct exposure to hazardous physical substances.



May 2017
FLSA: EXEMPT

INFORMATION SYSTEMS MANAGER

DEFINITION

Under administrative direction, supervises, develops, implements and maintains the Agency's information system (IS) which includes computer networks, telephones, and internet; performs installations, configurations, troubleshooting and maintenance of hardware, software, peripheral and related communication equipment. The incumbent coordinates the review, selection and implementation of new systems and components and continues to enhance the Agency's Customer Relationship Management (CRM) system. Receives and responds to requests for assistance from users, researches, analyzes and provides solutions to information system problems. Proactively responds to cybersecurity issues and evaluates proposals to integrate new systems.

SUPERVISION RECEIVED AND EXERCISED

Receives general direction from the Administrative Services Director. May receive functional direction from the Executive Director, Deputy Executive Director or Communications Manager. May exercise functional direction over professional, technical and clerical staff.

CLASS CHARACTERISTICS

This is a single position professional classification responsible for the Agency's information systems (IS) functions. The duties involve computer operations and systems administration of multiple systems with various applications. The incumbent is expected to exercise independent judgement and be capable of performing complex technical and administrative tasks.

EXAMPLES OF ESSENTIAL FUNCTIONS

Management reserves the rights 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.

- Performs or oversees basic installations of cables, plugs and related communication equipment.
- Establishes schedules for system's backup.
- Maintains records of data and programs.
- Maintains inventory of data processing equipment, supplies and materials.
- Assists in long-term planning for Agency networking and information management systems.
- Assists in the planning and acquisition of software and hardware based on Agency needs and technological advancements.
- Maintains software database and library.
- Performs tests on various IT software programs and equipment as needed.
- Assists users with IT issues and problems.
- Maintains IT equipment.

- Analyzes operating instructions and documentation related to software and hardware applications.
- Operates a variety of computer systems as needed as well as auxiliary equipment such as printers, and telecommunications equipment.
- Performs, supervises, monitors and or schedules third party equipment maintenance and repair activities.
- Provides technical assistance and training to users and trains and assists staff with various applications which include but are not limited to Microsoft Office Suite and the Agency's CRM systems.
- Troubleshoots, investigates and addresses IS related problems.
- Runs standard diagnostic programs to identify equipment and software issues.
- Maintains an IT maintenance and support log and responds to requests in a timely manner.
- Establishes procedures related to office support, record keeping and related information systems.
- Evaluates requests for system enhancements and/or modifications and performs or oversees the performance these enhancements/modifications as appropriate.
- Develops business Intelligence tools including reports/queries to support project teams.
- Attend meetings, conferences and seminars as appropriate.
- Makes presentations as needed.
- Assists with the preparation of the annual and mid-year IS budgets.
- Tracks IS expenditures and ensures that expenditures remain within budget.
- Manages staff or outside systems consultant work and manages on call technician's schedule for after hours or back support.
- Develops or updates Information Security Policy.
- Develop data "disaster recovery" plan and performs testing/updating of plan.
- Performs ongoing development of the Agency's CRM system including programming and design of new system modules and any accompanying desktop or mobile device interfaces to the system.
- Remains current on cybersecurity issues and makes recommendations to address any cybersecurity issues and/or to improve current systems.
- Performs other duties as assigned.

QUALIFICATIONS

Knowledge of:

- Principles and operations of management information systems and peripheral equipment including but not limited to computers, networks, phones and mobile devices, software and hardware applications, cabling, printers, routers, data lines, the internet, etc.
- Operating systems and standard application programs.
- Techniques and practices in using standard applications software including word processing, databases, telecommunications, desktop publishing and spreadsheets.
- Principles and techniques of system analysis and development and information systems trends.
- Principles and practices of budgeting, purchasing and the maintenance of public records.
- Principles and practices of supervision and training.
- Principles and practices of sound business communication.
- Principles of good customer service.
- Federal, state and local laws and regulations applicable to assigned area of responsibility.

Ability to:

- Install, configure, administer, troubleshoot and coordinate maintenance of local area networks (LANs) and related equipment and software (e.g., file servers, computers, printers, network interface cards, routers, cabling, etc.).
- Coordinate the integration of hardware, operating systems, and applications for networked environments.
- Install, configure and maintain management information technologies for the Agency.
- Observe and solve operational and technical deficiencies, interpret and explain technical concepts to less knowledgeable individuals.
- Analyze systems data; identify and resolve various IS and application problems.
- Maintain a current understanding of technological advancements and trends.
- Establish and maintain effective working relationships with coworkers, consultants, contractors, board members, representatives of other agencies, and the general public.
- Effectively express ideas in both written and oral presentations.
- Exercise sound judgement with established guidelines.
- Manage multiple projects simultaneously, shift priorities if needed and adhere to deadlines.
- Assist with negotiations of contracts and manage consultant and vendor contracts.
- Work independently while being a strong team player.
- Assign and oversee the work of staff and/or consultants.
- Work flexible hours when needed.

EXPERIENCE and EDUCATION

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

Equivalent to graduation from an accredited four-year college or university with major coursework in computer science, management information systems or related field and three (3) years of verifiable experience administering systems networks including troubleshooting, diagnosing and solving IS related software and hardware problems, supporting Internet services and various databases. Experience supervising staff or consultant is highly desirable.

LICENSES AND CERTIFICATIONS

Possession of, or ability to obtain, an appropriate valid California's driver's license may be required.

PHYSICAL DEMANDS

Must possess the ability to sit for long periods of time, intermittently stand, walk, bend, climb, kneel and twist while working on computer equipment, peripherals and ancillary equipment; perform simple grasping and fine manipulation, use telephone and keyboard to communicate, discern wire colors and see small text and numbers on wiring and circuitry, routinely move equipment weighing up to 30 pounds a occasionally move equipment weighing up to 75 pounds. While performing duties, the incumbent is regularly required to use various hand tools and testing equipment to repair, adjust or identify problems with computers and related equipment; read and interpret complex data, information and documents, analyze and solve problems; interact with coworkers, board members, contractors, vendors, member agency employees and the public.

ENVIRONMENTAL ELEMENTS

Employees work in an office environment with moderate noise levels, controlled temperature conditions and no direct exposure to hazardous physical substances.



DATE: April 13, 2017
TO: Programs and Administration Committee
FROM: Pat Cabrera, Administrative Services Director
SUBJECT: Classification Review and Compensation Study

SUMMARY

At the April 13, 2017 Programs and Administration (P&A) Committee meeting, staff will recommend that the Committee approve the release of a Request for Proposal (RFP) for a classification review and compensation study for Authority employees.

DISCUSSION

As per the Human Resources Manual, the Agency is required to conduct a total compensation study periodically but no sooner than every three years to enable the Board to assess whether compensation remains consistent with the local employment market. The last compensation study was conducted in February of 2013.

The draft Request for Proposal (RFP) for Human Resources Consulting Services (Attachment A) outlines the requested services which includes a salary survey based on total compensation. The RFP also includes a classification review to ensure that employees are working in the proper job classification along with possible changes to the current classification system which relies heavily on program managers to one that provides more flexible staffing to support the changing needs of the organization.

Given the unique nature of the Agency’s work and staffing structure, finding similar positions and comparators can be challenging. Staff and the consultant selected to conduct the study will apprise the P&A Committee of recommended comparator agencies and positions prior to beginning the compensation portion of the study. A determination as to salary placement for fiscal year 18/19, in addition to the other services outlined in the RFP, would be discussed at the P&A Committee once the study is completed. Attachment B lists the firms that we’re sending the RFPs to and we are open to additional suggestions.

RECOMMENDATION

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.

Attachment A: Request for Proposal for Human Resources Consulting Services
Attachment B: Partial RFP mailing/posting list



DRAFT Request For Proposal (RFP)
Human Resources Consulting Services
Classification Review and Salary Survey

I. The Agency

StopWaste is the Alameda County Waste Management Authority, Recycling Board, and Energy Council, an integrated public agency whose mission is to provide the most environmentally sound waste management program for the people of Alameda County. The Agency helps Alameda County businesses, residents and schools waste less, recycle more and use water, energy and other resources efficiently. For more information regarding our organization and program please visit our website: www.stopwaste.org

II. The Organizational Structure

The Agency's organizational structure is based on a project team approach for most activities. Unlike traditional public agencies, team members are assigned various levels of roles and responsibilities which are coordinated at the project team level. The team based approach has been in place for over fifteen years. However various modifications and refinements have been implemented over time to ensure accountability and to provide oversight and appropriate direction to the project teams. Decision making authority is distributed throughout the Agency. For example, a staff member may lead one project and at the same time fill a supporting role in another project.

The Agency's Board (comprised of seventeen elected officials) sets the programmatic direction and strategic areas of focus for the organization and the Executive Director (ED) is responsible to ensure its execution. The ED has final authority over all agency activities, both programmatic and administrative. In addition, the Administrative Services Director (ASD) is responsible for the financial, human resources, risk management, contract management, information technology, facilities management and general day to day operations of the organization. The selected consultant will work under the general direction of the ASD with periodic meetings with and direction from the ED.

As of FY 16/17 StopWaste has authorized staffing of 39 full time equivalent (FTE) positions and 8.5 FTEs of intermittent staffing (mostly interns). Not including the ED, ASD, and the Deputy Executive Director, over 70.0% of staffing is assigned to programmatic duties, primarily program managers of various levels, specialists and most intermittent positions. Administrative staff comprise the remainder of the Agency's work force.

In 2010 a comprehensive classification study and compensation review was conducted. New job descriptions were developed along with new classifications and salary ranges. Some salary ranges were tied to the labor market data using benchmark classifications. Internal salary alignments were used to

establish salary ranges where there were no clear benchmark comparisons. A compensation study using this same philosophy was conducted and implemented in 2013.

III. Services Required

The Agency is requesting a proposal for the services listed below. The scope of work has been divided into two components and the proposal should list a fee for each component and a total cost for both. It is the Agency's intent to contract with one firm for the entire scope of work. However, based on cost the Agency may choose to phase in this work.

A. Classification Review

It is not anticipated that the current job descriptions will require much change. However, there may be a need for some expansion of duties or clarification of roles to incorporate the work that is currently being performed. There are also some employees that are performing duties that do not fit well within the current job specification at which point new job descriptions may need to be developed. An example of a possible new job description and classification series would be the development of a Management Analyst series. In addition, the Agency is also interested in exploring a more simplified naming system for both the programmatic and administrative/analytical positions that will allow more flexibility for staff to fill different roles as part of their career development. As part of this proposal please discuss what method you would use to determine which if any of the job classifications and corresponding descriptions would need to be changed.

B. Salary Survey

A comprehensive salary survey is needed based on current and any proposed new or modified job classifications. The ED and ASD (with input from agency staff as needed) and the Board's Programs and Administrative (P&A) Committee will review and approve the consultant's proposed survey agencies and the specific comparable positions prior to commencement of the survey. The survey must include an analysis of similar jobs or similar required skills sets and duties in comparable organizations. In addition to market data, the Agency is interested in an internal equity review of positions, specifically a review and comparison of programmatic salary ranges to administrative/analytical salary ranges. Please discuss the methodology that you use for the survey, how you determine benchmark classifications, which benefits you use in the total compensation analysis and how you incorporate these benefits in the total compensation formula, how you address salary compaction issues and how you determine composite rates and final salary recommendations. For purposes of this study, the Agency requires that proposed salary ranges be determined by total compensation, and displayed at the median, 75th and 95th percentiles of the market for each position.

IV. Timeline

The desired deadline for completion of this project is early to mid-November 2017 for presentation to the P&A Committee in December 2017. In addition, the P&A Committee may wish to discuss the proposed comparable agencies and positions prior to commencement of the compensation survey; this meeting would tentatively occur in September 2017. Depending on the outcome of the December meeting, the results of the classification review, analysis of new positions and the salary survey will be forwarded to the Board for consideration and approval prior to the adoption of the FY 2018/19 budget.

The respondent should provide a schedule of tasks and meetings leading up to the completion of the project and indicate if the deadline is realistic and if not, explain why not.

V. Format of Response

Proposals must be submitted as follows: One (1) original and three (3) copies and must include the signed attachment titled: “**CONTRACT REQUIREMENTS AND STATEMENT OF ECONOMIC INTEREST.**” Copies are to be printed double sided on 8-1/2”x11” recycled content paper. Please do not submit plastic covers. Electronic submittals (no faxes) are preferred although proposals may also be mailed or hand delivered. All firms responding shall arrange the proposal in the following format:

1. A statement of experience conducting classification studies and compensation reviews, particularly with public sector entities and agencies with non-traditional organizational structures, and a list of references.
2. A brief overview of the manner in which the firm proposes to conduct the scope of work including a response to the concerns and issues outlined in the RFP and a timeline for specific deliverables leading up to completion of the project.
3. The fee for service broken out by the two categories of work as outlined in the RFP and a total for both. The responder shall also include the hourly fee which will be charged to the Agency for any additional services should these be required.
4. An appendix which contains a brief resume of the person or persons who will be performing the work, the projected number hours that person(s) will be assigned to the project and his/her hourly rate.

VI. General Conditions

This RFP does not commit nor obligate the Agency to fund any proposal received. The Agency reserves the right to cancel this RFP in whole or in part at its sole discretion, and/or to accept or reject any proposal received based upon the review of proposals to waive minor irregularities in submittal requirements, or to request modifications of the proposal. Each proposer understands in submitting their proposal that there will be no appeal process for proposals which are not accepted and that the decision of the Agency will be final. In addition, proposals submitted become the property of the Agency and will not be returned.

VII. Application Deadline and Instructions

Release of RFP.....	May 29, 2017
Proposals Due.....	July 14, 2017
<i>Proposals are due at 5:00 p.m. and will not be accepted after this time.</i>	
Interviews	week of July 24, 2017
Notification of Selected Contractor.....	week of August 7, 2017

Proposals should be emailed, mailed or hand delivered to:

StopWaste
1537 Webster St.
Oakland, CA 94612
Attention: Patricia Cabrera, Administrative Services Director

Please email responses and direct questions to pcabrera@stopwaste.org

Questions must be in writing (email preferred) and received no later than July 10, 2017. Questions and responses will be posted to the Stopwaste.org website. The source of the question (s) will remain confidential.

Fax responses will **not** be accepted

ATTACHMENT B

Partial RFP Mailing/Posting List

1. Agency Website
2. CPS HR Consulting
3. Ralph Andersen & Associates
4. Management Partners
5. Koff & Associates
6. Bryce Consulting
7. Public Sector Personnel Consultants
8. It's Personnel
9. Regional Government Services (RGS)