

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

**Thursday, December 14, 2017**

**9:00 A.M.**

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

**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
Oro Loma Sanitary District	Shelia Young
City of San Leandro	Deborah Cox
City of Union City	Lorrin Ellis

**Absent:**

County of Alameda	Keith Carson
City of Berkeley	Jesse Arreguin
City of Oakland	Dan Kalb

**Staff Present:**

Wendy Sommer, Executive Director  
Pat Cabrera, Administrative Services Director  
Tom Padia, Deputy Executive Director  
Justin Lehrer, Senior Program Manager  
Arliss Dunn, Clerk of the Board

**Others Present:**

Allan Crecelius, President, Rewards Strategy Group (RSG)

**1. Convene Meeting**

Chair Dave Sadoff called the meeting to order at 9:02 a.m.

**2. Public Comments**

There were none.

**3. Approval of the Draft Minutes of November 9, 2017 (Pat Cabrera)**

Board member Young made the motion to approve the draft minutes of November 9, 2017. Board member Biddle seconded and the motion carried 8-0 (Ayes: Bacon, Biddle, Carling, Cox, Hannon, Lamnin, Sadoff, Young. Nays: None. Abstain: None. Absent: Arreguin, Carson, Ellis, Kalb).

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### 4. Classification Review and Compensation Study: Comparator Agencies (Pat Cabrera)

Staff recommends that the P&A Committee approve the recommended comparator agencies and job measurement approach.

Pat Cabrera provided an overview of the staff report and introduced Allan Crecelius, Rewards Strategy Group (RSG). Mr. Crecelius presented a PowerPoint presentation outlining the objectives and the approach that will be utilized to complete the upcoming Compensation Study. A link to the staff report and the presentation is available here: [Classification-Compensation-Study-Presentation-12-14-17.pdf](#)

Board member Carling inquired if the agency had previously conducted a compensation study. Ms. Cabrera stated yes, however this study applies a different approach using some different comparators and analyzes a wider net of jobs with comparable scopes of work and responsibilities. Another difference is the previous studies focused on percentile to market and RSG will apply a different approach. Ms. Sommer added the agency previously focused on compensation and current classifications instead of looking at what is needed for the agency in the coming years. She added that we will also be looking specifically at the program manager series to see if there is an opportunity to create different paths such as a management analyst or similar classifications. The previous studies focused on competitiveness with respect to compensation and the current study will seek to analyze if the agency compensation package is in alignment or consistent within the marketplace.

Board member Carling inquired if the employees were aware of the study and if they would be able to see the report. Ms. Cabrera stated yes the employees are aware of the study and will be able to see the results of the report. Ms. Cabrera added the human resources manual states that the agency will conduct a total compensation survey periodically but no sooner than every three years to enable the Board to assess whether compensation remains competitive with the market. Board member Carling added he is uncomfortable with the descriptive use of the term “a measure of relative worth” and recommended replacing the word “worth,” as all employee positions are important to the agency. Mr. Crecelius stated that he would do so.

Board member Biddle inquired if the study will be completed in time for the fiscal year 18/19 budget. Ms. Cabrera stated any action requires both committee and Board approval and the proposed timeline is to present findings to the committee in either February or March 2018. Board member Lamnin inquired if the employees will have input with respect to the relative findings. Ms. Sommer stated that RSG interviewed a cross section of employees and in addition, the Program Manager I & II classes were asked to complete a position description questionnaire outlining what they do. We have also developed a workforce committee that will look at the results and convey the information to staff and ultimately make a recommendation to the P&A Committee. Board member Lamnin stated with respect to comparable agencies, Recology or a similar agency is not listed as a comparator. Ms. Sommer stated that the mission may be somewhat similar but their primary function is hauling and collecting materials, while we do administrative, programmatic and policy work. Board member Lamnin inquired if strategic thinking and keeping up with best practices is included with respect to qualities of job. Ms. Sommer stated yes.

Board member Ellis inquired with respect to transparency as well as affordability, specifically whether the compensation analysis considers the long term liabilities or any compounded effect within a 5-10 year measurement. Ms. Cabrera stated the study does not do that but staff can create a model looking at the compounded cost. Mr. Crecelius added with respect to the affordability question it's not only a fiscal consideration but a political one as well. Ms. Cabrera added we are also looking at how we can pay down our unfunded liability.

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Board member Hannon inquired as to how many other companies responded to the RFP in April and what is the cost of the contract. Ms. Cabrera stated that there were five respondents to the RFP and we interviewed three of the respondents. The cost of the contract is a little over \$31,000. Board member Hannon asked for clarification about the term “internal job content relationships.” Mr. Crecelius responded that the “internal job content relationships” represents doing the quantitative job evaluation of each job without regard to the marketplace. The actual data (22 comparator organizations) submitted from the marketplace will be surveyed upon approval of the Committee. Board member Hannon inquired about the number of staff working on the contract. Mr. Crecelius stated that there is one senior principal and an administrative staff to do number crunching, and himself. Board member Hannon inquired if staff is revising and updating the job classifications. Ms. Cabrera stated that some of the classifications are well written and require minor tweaking, however, there are issues with the program manager series and defining complexity of projects between the entry level and journey level. We are also contemplating creating a management analyst series and developing job descriptions for those positions. Board member Hannon concurred with Board member Ellis regarding the budgetary impacts to the agency should the Board decide to implement results of the compensation study, and he stated agreement with Board member Carling regarding revising the wording with respect to placing value or worth on certain positions.

Board member Young inquired if the study includes a rework of classifications or only salaries. Ms. Sommer stated it is both a rework of classifications and salaries. Board member Young stated that the leading page of the study should state both classifications and salaries. Board member Young inquired about the RSG office locations. Mr. Crecelius stated that they have offices in San Diego and Pasadena. Ms. Cabrera stated that Koff and Associates was the only firm located in Alameda County and we have utilized them on several occasions. Ms. Sommer stated that although RSG is headquartered in Southern California the client list included cities in Alameda County, e.g. Berkeley, Pleasanton, etc. Ms. Sommer added the travel expenses are inclusive in the contract. Board member Young suggested adding the Contra Costa Solid Waste Committee to the list of comparators. Tom Padia stated that the Central Contra Costa Solid Waste Authority administers franchise collection and processing and disposal and manages Republic Services in their jurisdiction, which is something that we do not do. Although there is some overlap they are a much smaller (five employees) operation. The West Contra Costa Solid Waste Authority handles the western Contra Costa jurisdictions and they are also very different in structure and scope of work. Board member Young inquired if the agency has had employees that left the agency due to low compensation. Ms. Cabrera stated yes, over the past couple of years there have been a few issues of compensation as well as a desire to do something different. Additionally, recently there have been challenges with respect to starting pay when recruiting for new positions.

Board member Cox stated that it appears that the agency is doing something different than what we have done previously and inquired as to how the agency would handle the issue if the study indicates lower compensation for some positions. Ms. Cabrera stated that if this occurs, as it has in the past, then there are no pay raises until the pay catches up or the position is “Y” rated. If the compensation comes in higher it is up to the Board to make any decisions regarding rate increases.

Chair Sadoff stated that the JPA is more like a special district and inquired if there are any material differences between special districts and municipalities. Mr. Crecelius stated that there may be structural differences and municipalities may be larger but they will be looking for jobs that are comparable no matter the size because that will reflect part of the marketplace that we are competing with. Mr. Crecelius added positions may be treated differently with respect to compensation depending on the type, size, and the financial situation of a company, municipality, or an organization. Chair Sadoff inquired if the approach includes percentiles. Mr. Crecelius stated that the study will include the high, low, median and average, and

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if the Committee would like to discuss the pricing point of salary ranges in these grades above the median, how much above that is part of the discussion. Board member Young inquired about the format of the final report. Mr. Crecelius stated that RSG will submit to agency staff a report that will include a data sheet on the positions with the list of comparators including title and minimum to maximum compensation for the position, as well as a classification report.

Chair Sadoff proposed creating an Ad Hoc sub-committee to meet with staff and review the process and review the report prior to bringing the information back to the committee. Board members Young and Ellis expressed agreement with the proposal and volunteered to serve on the committee. Ms. Sommer stated that she would like clarification on the scope of the committee's role. Ms. Cabrera suggested allowing RSG to begin collecting the data and submitting it to the agency and then including the committee to help provide direction to staff prior to going to the full committee and ultimately to the Board. Board member Biddle stated that he would not like the process to slow down the project and hinder submitting the information in time for the budget cycle.

Board member Biddle made the motion to approve the recommended comparator agencies and job measurement approach. Board member Bacon 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).

### 5. **Packaging Update (Justin Lehrer)**

This item is for information only.

Due to the extensive discussion of the Classification Review and Compensation Study, the committee deferred the Packaging Update to the January 2018 meeting.

### 6. **2018 Meeting Schedule (Arliss Dunn)**

It is recommended that the WMA/EC, P&A Committee, and the Recycling Board/Planning Committee, each adopt their respective regular meeting schedules for 2018.

There was no discussion on this item. Board member Carling made the motion to adopt the 2018 meeting schedule for the Programs and Administration Committee. Board member Ellis 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).

### 7. **Member Comments**

There were none.

### 8. **Adjournment**

The meeting adjourned at 10:00 a.m.