



A Public Agency

CONSENT CALENDAR

DRAFT MINUTES

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
MEETING OF THE BOARD OF DIRECTORS
February 28, 2019 – 2:00 p.m.
San Carlos Library Conference Room A/B

1. Call to Order Roll Call (Closed Session) 2:00 PM

Agency	Present	Absent	Agency	Present	Absent
Atherton	X		Menlo Park	X	
Belmont	X		Redwood City	X	
Burlingame	X		San Carlos	X	
East Palo Alto		X	San Mateo	X	
Foster City		X	County of San Mateo		X
Hillsborough	x		West Bay Sanitary District	X	

Alternate Member Laura Parmer-Lohan attended representing San Carlos

2. Adjourn to Closed Session: Conference with Labor Negotiators (Government Code Section 54957.6):
Unrepresented employees

3. Call to Order/Roll Call (Public Session) 2:38PM

Agency	Present	Absent	Agency	Present	Absent
Atherton	X		Menlo Park	X	
Belmont	X		Redwood City	X	
Burlingame	X		San Carlos	X	
East Palo Alto		X	San Mateo	X	
Foster City		X	County of San Mateo		X
Hillsborough	x		West Bay Sanitary District	X	

Alternate Member Laura Parmer-Lohan attended representing San Carlos

4. Public Comment (Public Session)

No Public Comment

5. Report from Closed Session

Chair Benton noted that the Board met in closed session gave direction but took no action.

6. Executive Director's Report

Executive Director La Mariana welcomed Grant Ligon who is joining RethinkWaste as a Management Analyst III, and made the following announcements:

- There was an error in the Executive Director's written report: the bond refunding would have minimal annual rate payer impact not zero rate payer impact, and that change would be made in the staff report.
- He would be issuing a revised Bond Refunding timeline after today's discussion.
- The TAC will meeting for a Long Range Plan input sessions on May 14 and May 9, and all of the Board subcommittees will be having input sessions as well. The Long Range Plan refresh will be ready for Board consideration in June.
- The 2018 Annual Report is in production, and the SBWMA has an RFQ out for additional strategic communications/outreach support based on strong Board feedback for an increased emphasis on public education.
- The In-Schools Pilot is now active in eight Redwood City school sites.
- The SBWMA's annual Earth Day Festival at Shoreway is on Saturday, April 27th. He asked the Board to attend and add it to their calendars.
- AB 1509 has been submitted by Assembly Members Kevin Mullin and Mark Berman whom have co-sponsored a bill that addresses the safe handling of Lithium Ion Batteries at the end of their useful life, that requires consumer product electronics to allow the easy removal of their batteries by the consumer at end of their useful life to minimize the inherent fire dangers of these items.
- Legislative Updates will be in the Board Packets going forward in the last section titled "Informational Items Only".
- He invited the Board to attend the regional solid waste industry workshop on plastics on March 27 hosted by SWANA and CRRA.

Member Carlton suggested aligning with the California League of Cities Environmental Committee in response to global market conditions.

7. Approval of Consent Calendar

Consent Calendar item(s) are considered to be routine and will be enacted by one motion. There will be no separate discussion on these items unless members of the Board, staff or public request specific items be removed for separate action. *Items removed from the Consent Calendar will be moved to the end of the agenda for separate discussion.*

- A. Approval of Minutes from the January 24, 2019 Board of Directors Meeting
- B. Resolution to Repeal SBWMA Ordinance No. 002 (2004), Regarding Reporting Requirements for Non-Franchised Recycling Haulers
- C. Resolution Authorizing Change Order #3 with Steven Sherman Consulting to Provide Consulting and Technical Assistance Services for Mandated Organics and Other Diversion Programs Planning
- D. Resolution Authorizing the Executive Director to execute a contract with MM Consulting (Marshall Moran) for Supplemental Financial Consulting Services to Support the Smooth Transfer of Agency Administrative Services to Redwood City; Bond Refunding Project and Long-Range Capital Planning projects
- E. Resolution Approving SBWMA Long Range Plan Refresh Work Plan (2020-2024)
- F. Resolution Approving the Revised Conflict of Interest Code

G. Approval of Quarterly Investment Report for the Quarter Ended December 31, 2018

Motion/Second: Brownrigg/Bonilla

Roll Call Vote: 9-0-0-3

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton	X				Menlo Park	X			
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos	X			
East Palo Alto				X	San Mateo	X			
Foster City				X	County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			

8. Administration and Finance

A. Resolution Approving a Three-Year Finance and Accounting Services Contract with the City of Redwood City

Staff Mangini gave a summary of the staff report.

Executive Director La Mariana complemented the City of San Carlos' Financial Services staff (Rebecca Mendenhall, Carrie Tam and Paul Harris) for their exemplary work over the years of this contract and this recommendation was not a reflection of the high quality of their work. In fact, this recommendation comes down to what is in the financial best interest of the Agency. He added that the contract will start on July 1 of 2019, at the start of the fiscal year, but the plan is to transition to a calendar financial year in the near future so that the rate year and the financial year calendars finally sync up.

Member Aguirre also thanked the City of San Carlos for their services and noted that this shows the value of Cities and the services they offer to community partners such as this Agency, and the level of collaboration in this County that may not exist in other areas.

Motion/Second: Bonilla/Davina

Roll Call Vote: 8-0-1-3

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton	X				Menlo Park	X			
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos			X	
East Palo Alto				X	San Mateo	X			
Foster City				X	County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			

B. Resolution Approving Contract with Stradling, Yocca, Carlson & Rauth for Bond and Disclosure Counsel and Contract with Raymond James for Underwriting Services for the Issuance of the 2019 Solid Waste Revenue Bonds

Staff Mangini noted that the Agency's Municipal Finance Advisor, KNN, issued the RFP for Bond and Disclosure Counsel and an Underwriter, and reviewed the selection process of Stradling, Yocca, Carlson & Rauth as Bond and Disclosure Counsel, and Raymond James as Underwriter. He noted that the contract needed to be edited under compensation, to note that compensation is contingent upon execution of the bond.

Motion/Second: Bonilla/Brownrigg

Roll Call Vote: 9-0-0-3

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton	X				Menlo Park	X			
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos	X			
East Palo Alto				X	San Mateo	X			
Foster City				X	County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			

C. Resolution Approving Contract with S Groner and Associates for Development of a new RethinkWaste Website Stradling, Yocca, Carlson & Rauth for Bond and Disclosure Counsel

Staff Au gave a summary of the staff report and an overview of the RFQ process for a website contractor’s design and reengineering of services for the Agency’s website.

The Board discussed items they would like to see on the revised website, such as being able to fix a problem, interactive scheduling for bulky item collections, missing bins and easy clicks to the service providers and back.

Staff Au noted that the Pub Ed subcommittee would review the site and have input on the content, and the site would be launched end of July beginning of August.

Motion/Second: Brownrigg/Hurt

Roll Call Vote: 9-0-0-3

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton	X				Menlo Park	X			
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos	X			
East Palo Alto				X	San Mateo	X			
Foster City				X	County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			

9. Collection and Recycling Program Support and Compliance

No Items

10. Shoreway Operations and Contract Management

A. Discussion on Bond Refunding Options and Capital Discussion on Future Projects and Plan of Finance

Item 10A was presented after items 10B and 10C

Staff Mangini gave a Power Point presentation on the Agency’s Bond Refunding process. He noted through the presentation that the Agency has the ability to fund the Capital improvements discussed in 10B with a couple different alternatives and he went over the alternatives: 1) Refund the bonds, and realize \$760,000 in savings, 2) Keep the debt service the same and realize almost \$10M in revenue towards the capital projects, and 3) Extend the term of the loan an additional six years and realize \$20M in revenue, which could fund the capital projects entirely including the Organics-to-Energy project and the proposed MRF modification projects.

A straw poll of the Members present gave staff unanimous direction to move forward with option 3, which keeps debt service constant for the next 24 years given that the MRF upgrades are projected to be \$15M and the Organics-to-Energy full-scale up project is projected to be is \$10M.

Staff Mangini also noted the annual return on the investments netted against the debt service.

Member Widmer noted that he didn't want to borrow additional money if it wasn't needed and asked to see a bit more data. As projects get completed, and before moving on to the next project, the current industry technology and price should always be reevaluated. There's a penalty if money is borrowed, but not used. Member Parmer-Lohan noted that 11 years is a long time for forecast, and she wanted to be very conservative with ROI projections and take potential market changes into account.

B. Presentation on MRF Processing Equipment Upgrades

Executive Director La Mariana noted that these suggested improvements to the site fall into two categories. One is mandated organics diversion, and there has been a lot of discussion on the Organics-to-Energy pilot. The other is upgrading the Agency's Material Recovery Facility (MRF) in response to the dramatic shift within the past year in the international market specifically with fiber. Today's discussion will focus on the second category, which is a series of four projects to update the MRF to upgrade the material which will yield higher revenue and reduce labor costs.

Staff Gans gave a Power Point presentation on the four MRF capital improvement projects and noted that there is a lot of detail in the staff report. He introduced Dan Domonoske who is the Senior Vice President at Potential Industries. Potential Industries is 40% owner of South Bay Recycling (SBR) and he noted that their facility in Southern California is already using this equipment.

Dan Domonoske noted that they invested in this same technology and started their system about 9 months ago and it's working well. They are on track with their planned return on investment. He also noted that North American cardboard continues to be in high demand because it has long fiber which provides extra tinsel strength which is an excellent quality for secondary packaging reuse.

Chair Benton summarized the discussion that the MRF was designed 12 years ago for a market that existed at that time, and it's become outdated. So, we have two choices; 1) do nothing and suffer the economic consequences or 2) invest in the system equipment to be competitive. And, if better sorting is not implemented the material will go to landfill which goes against environmental goals.

Based on the unanimous straw poll, the consensus from the Board was to move forward with the \$15M investment.

C. Review and Approval of a Term Sheet Between SBWMA and Recology for Organics Extrusion Recovery Systems Project for Organics-to-Energy Pilot

Staff Gans gave an overview of the staff report. Noting that the term sheet the Board would be approving would be to move the equipment from Recology to Shoreway, which is part of the requirement in the grant from Cal Recycle.

The Board discussed the tight deadlines in the Term Sheet, and Executive Director La Mariana noted that there has been a relaxation in the deadlines.

Motion/Second: Aguirre/Bonilla

Roll Call Vote: 9-0-0-3

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton	X				Menlo Park	X			
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos	X			
East Palo Alto				X	San Mateo	X			
Foster City				X	County of San Mateo				X

Hillsborough	X				West Bay Sanitary Dist.	X			
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11. Informational Items Only (no action required)

- A. Check Register Detail for January 2019
- B. 2019 Finance and Rate Setting Calendar
- C. Potential Future Board Agenda Items

12. Board Member Comments

Member Widmer commented that he would like to see another tour of Silicon Valley Clean Water for the Board Members who weren't able to attend, and he would like staff to coordinate tours of the other facilities as well.

Chair Benton reminded Board Members to let staff know if you are not able to attend a Board Meeting and if an alternate is attending let staff know as well.

13. Adjourn 4:10PM

STAFF REPORT

To: SBWMA Board Members
From: Joe La Mariana, Executive Director
Date: March 28, 2019 Board of Directors Meeting
Subject: Resolution Authorizing the Re-Classification of Certain Staff Positions

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution 2019-20 hereto authorizing the following set of actions:

1. Re-classification of Clerk of the Board / Office Manager position to new Clerk of the Board / Executive Assistant position, with competitive salary range of \$77,000 to \$96,250 based on SBWMA's recently completed 2018/2019 salary survey. This action is effective July 1, 2019.
2. Re-classification of Environmental Education Manager position to Program Manager II position, with competitive salary range of \$100,976 to \$126,220 based on SBWMA's recently completed 2019/2019 salary survey. This action is effective July 1, 2019.
3. Re-classification of Recycling Outreach Programs Manager position to Program Manager II position, with competitive salary range of \$100,976 to \$126,220 based on SBWMA's recently completed 2019/2019 salary survey. This action is effective July 1, 2019.
4. No other changes (position re-classifications, salary ranges) are recommended at this time.

Background

Periodically, the SBWMA conducts a staff salary, in order to ensure continued competitiveness with the region's public sector labor market. We use comparable solid waste industry comparable positions in these studies, whenever possible. Tandem with this work, the Executive Director reviewed staff job descriptions, to assess alignment with current and anticipated job responsibilities and qualifications, and current labor market conditions and trends (titles, typical duties, recognizable career path progression).

Steven Sherman (Steven Sherman Consulting), a well-regarded program planning, implementation and strategic management consultant and resource economist with 30 years of experience in the waste reduction and recycling field, was tasked with compiling comparative data about and analyzing these positions with respect to titles, duties, recognizable career path progression, and salary ranges. Survey work was conducted during November 2018-February 2019.

Analysis

The SBWMA's review of staff job descriptions identified three positions that merit re-classification into two job classifications, based current and anticipated job responsibilities and qualifications, current labor market conditions and trends, and structural considerations within the organization. Specifically, the current Clerk of the Board / Office Manager position would be re-classified as Clerk of the Board / Executive Assistant; and the

existing Environmental Education Manager position and the existing Recycling Outreach Programs Manager position would be re-classified as Program Manager II.

The job descriptions for the proposed re-classified positions are found in Appendix A and Appendix B. An analysis of the primary proposed changes to the responsibilities and qualifications of the positions is found in Appendix C. The results of the salary survey for these positions are shown in Appendix D.

Fiscal Impact

The proposed actions to re-classify three existing positions into two new classifications have no fiscal impact in the current fiscal year. In FY19/20 and beyond, any fiscal impacts will be modest and will be planned for prudently.

Attachments:

Resolution 2019-20

Attachment A - Proposed Job Description: Clerk of the Board / Executive Assistant

Attachment B - Proposed Job Description: Program Manager II

Attachment C - Job Re-Classification Tables (comparing the old/new positions)

Attachment D - 2018/2019 Salary Survey (for the Above-Referenced Positions)



RESOLUTION NO. 2019-20

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS AUTHORIZING THE RE-CLASSIFICATION OF CERTAIN STAFF POSITIONS

WHEREAS, the SBWMA conducted a market salary survey in late 2018/early 2019 and reviewed staff job descriptions (notably responsibilities and qualifications) with respect to current and anticipated needs;

WHEREAS, the Board of Directors finds that there is a need for work to be performed by a Clerk of the Board / Executive Assistant and two Program Manager II's, and that such work is reasonable and consistent with job titles, descriptions, and salaries for similar work performed by staff of various Bay Area public agencies, including within San Mateo County;

WHEREAS, based on the market salary survey results conducted by Steve Sherman Consulting concluding in February 2019, no other changes (position re-classifications, salary ranges) are recommended at this time;

WHEREAS, there are no fiscal impacts in the current fiscal year and such fiscal impacts of the proposed actions can be budgeted prudently in the following fiscal year;

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby approves the following actions:

1. Re-classification of Office Manager position to new Clerk of the Board / Executive Assistant position, with competitive salary range of \$77,000 to \$96,250 based on SBWMA's recently completed 2018/2019 salary survey. This is effective July 1, 2019.
2. Re-classification of Environmental Education Manager position to new Program Manager II ("PM 2") position, with competitive salary range of \$100,976 to \$126,220 based on SBWMA's recently completed 2019/2019 salary survey. This is effective July 1, 2019.
3. Re-classification of Recycling Outreach Programs Manager position to new Program Manager II ("PM 2") position, with competitive salary range of \$100,976 to \$126,220 based on SBWMA's recently completed 2018/2019 salary survey. This is effective July 1, 2019.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 28th day of March 2019, by the following vote:

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Atherton					Menlo Park				
Belmont					Redwood City				
Burlingame					San Carlos				
East Palo Alto					San Mateo				
Foster City					County of San Mateo				
Hillsborough					West Bay Sanitary Dist.				

I HEREBY CERTIFY that the foregoing Resolution No. 2019-20 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on March 28, 2019.

ATTEST:

Jess E. (Jay) Benton, Chairperson of SBWMA

Cyndi Urman, Clerk of the Board



Job Classification

Title: Clerk of the Board / Executive Assistant

Effective: July 1, 2019

Annual Salary Range: \$77,000-\$96,250

FLSA Status: Non-exempt

At Will: At-Will Position

Definition

Reporting to the President of the Board of Directors and the Executive Director, the primary responsibilities of the Clerk of the Board / Executive Assistant include:

- planning, coordinating and performing the duties of Clerk of the Board, including: distributing agendas and Board meeting material; attending Board of Directors and Board committee meetings and recording official minutes and actions; preparing and maintaining official records; responding to inquiries from Board members and the public; preparing or assisting with composing various official documents; and performing highly responsible, sometimes confidential, and complex administrative support duties for the Board;
- performing the duties of Executive Assistant to the Executive Director, including various administrative and office management duties.

A fuller description of the principal responsibilities of the position is presented below.

Principal Responsibilities

Clerk of the Board

- Prepare or assist in the preparation of agenda packets, and distribute and post agendas and Board and committee meeting materials;

- Attend Board of Directors and Board committee meetings and record official minutes and actions, including recording the essential content of discussion motions and votes, transcribing notes and checking draft copies of minutes for appropriate grammar, technical terminology, spelling, word usage, and syntax;
- Secure required signatures and finalize documents for official filing;
- Prepare and maintain official records;
- Respond to inquiries from Board members and the public;
- Interface with the Board's general counsel regarding various procedural (e.g., Brown Act) and other matters that require administrative support, as necessary;
- Ensure that meetings and notices comply with Brown Act requirements;
- Prepare or assist with composing various official documents;
- Perform highly responsible, sometimes confidential, and complex administrative support duties for the Board.

Executive Assistant

- Provide information and assistance regarding SBWMA programs, policies and procedures to the public, member agencies, vendors, and contractors;
- Process forms (e.g. annual Form 700), invoices and other documents in accordance with established procedures, including checking for accuracy and completeness of entries and compliance with applicable requirements;
- Record revenue received and provide for the deposit of monies;
- Process accounts payable;
- Track credit card payments;
- Provide limited supervision of part-time or temporary personnel;
- Manage contracts of third-party vendors (notably, for equipment leasing and repair);
- Manage information technology consulting contract;
- Enter data and information in the preparation of reports, correspondence, forms, and other documents.
- Answer public inquiries in person, by phone, and by written correspondence, and route inquiries as necessary to appropriate staff;
- Work to solve customer issues;
- Prepare or assist in the preparation of administrative-related resolutions and staff reports;
- Proofread, review, and format various reports and correspondence;
- Coordinate logistics for meetings, presentations, and events;
- Perform routine tasks including printing, photocopying and assembling printed materials.
- Maintain office equipment and supplies, including purchase, lease and repair.
- Facilitate invoice approval by appropriate manager;
- Provide direct administrative and office support for Executive Director as needed.

Distinguishing Characteristics

This position requires strong organizational and communication skills and experience, with knowledge of public process and attention to detail. An abiding commitment to the SBWMA's stakeholders, backed by a client and customer service mentality, is also required. The position requires extensive interaction with local governments (elected officials, member agency staff), outside contractors, and internal staff, with periodic interaction with the public.

Employment Standards

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

- **Education:** Possession of an Associates of Arts degree, or equivalent education, in business administration or related field. A Bachelor's degree is preferred.
- **Experience:** At least 4 years of professional administrative or clerical experience in the public sector that would provide an understanding of public process procedures and rules related to the position's role, and which has included considerable exercise of initiative, attention to detail, and independent judgment.

Knowledge, Skills and Attributes

Knowledge of:

- Rules and regulations governing public meetings, Brown Act open meeting laws, and Public Records Act requirements;
- Current technology, systems, and software designed to assist in the computerized management of information;
- Office equipment function and maintenance;
- Standard office administrative practices and procedures, including appropriate and accurate use of English language in written correspondence, oral communications, and in public settings;
- Records management and retention principles and practices;
- Research methods and techniques;
- Basic math and accounting principles;
- Financial record keeping and production of financial reports;
- Customer service practices, principles and techniques, especially regarding potentially sensitive issues;

Skill in:

- Acquiring and applying knowledge of the functions, procedures, policies, and regulations by which the SBWMA, its board, member agencies, and staff, operate;
- Comprehending and accurately following oral and written instructions;
- Maintaining records and preparing concise, accurate reports based on them;
- Identifying and securing confidential, highly sensitive records and written or orally communicated information, and recording such information accurately;
- Organizing work effectively, including adjusting to changes in assignments and priorities to meet critical deadlines;
- Performing duties independently;
- Writing clearly and effectively using appropriate word usage, grammar and sentence structure.
- Word processing with sufficient speed and accuracy to perform assigned duties;

- Making accurate math computations;
- Maintaining effective working relationships with those contacted in the course of work;
- Dealing with the public calmly and effectively;
- Supervising staff or managing the contracts associated with third-party vendors.

Attributes:

- Identifying and resolving issues in a timely manner; developing alternative solutions; using reason even when dealing with emotional topics; making timely decisions, even in the absence of complete information; exhibiting sound, accurate judgment; supporting and explaining reasoning for decisions; including appropriate people in decision-making process; owning one's mistakes openly and honestly and using them as learning moments.
- Planning and making priorities for work activities; using time efficiently; setting realistic goals and objectives; making action plans, individually and collectively; organizing or scheduling people and their tasks.
- Setting and achieving challenging goals; demonstrating persistence and overcoming obstacles; measuring oneself against a standard of excellence; taking measured risks to accomplish goals.
- Representing a professional entity in meetings with the public, government agencies, and industry groups. Speaking clearly and persuasively, while listening well, obtaining clarification, and responding appropriately to questions; meeting facilitation; acting courteously and constructively regardless of the situation.

Working Conditions

This position requires prolonged sitting, standing, reaching, listening, seeing, and speaking in the performance of daily activities. The position also requires grasping, repetitive hand movement and fine coordination when using a computer keyboard. Near vision is required when writing documents; far vision is required when serving in the field. Acute hearing is required in supporting meetings and when providing phone and customer service. The job duties may expose the incumbent from time to time to facility operations, which may include exposure to noise, fumes, dust, allergens and air contaminants, truck traffic, and potential hazards associated with heavy construction and equipment operation.

Additional Requirements

- Ability to travel to various locations in San Mateo County within the Authority's jurisdiction, and, as needed, to locations outside of the service area.
- A valid California driver's license and satisfactory driving record, or otherwise have an ability and willingness to provide alternate transportation as approved by the Executive Director;
- Willingness to work overtime occasionally and during weekend events and evening meetings.

Approved: March 2019



A Public Agency

Job Classification

Program Manager II

Effective: July 1, 2019

Annual Salary Range: \$100,976-\$126,220

FLSA Status: Exempt

At Will: At-Will Position

Definition

Reporting to the Executive Director, and acting under general direction, the Program Manager II:

- (1) plans, designs, coordinates, implements, promotes, and oversees various programs and projects;
- (2) directs the work of assigned staff, and coordinates and monitors the work of consultants, vendors, and collection and processing service providers;
- (3) serves as a liaison to, coordinates with, and provides various technical assistance to SBWMA staff, board, committees, member agencies, and other entities;
- (4) performs related work as required.

The Program Manager II is a journey-level class that independently performs a full range of professional duties. Some examples of these duties include independently leading a program or major project, and initiating and implementing a major project from beginning to end. Employees at this level receive only occasional instruction, as new or unusual situations arise. Incumbents are expected to have previously acquired considerable breadth and depth of relevant technical experience based on a demonstrated track record of achievement.

Within the Program Manager II classification, programmatic or subject matter specialties may be included. For example, one Program Manager II may concentrate on waste reduction, environmental education, and non-franchised recycling, while another Program Manager II may concentrate on outreach and communications. These two fields of concentration are outlined below.

Principal Responsibilities: Program Manager II (Environmental Education, and Non-Franchised Recycling)

Reporting to the Executive Director, the primary responsibilities of the Program Manager II (Waste Reduction, Environmental Education, and Non-Franchised Recycling) include:

- (1) improving waste reduction, recycling and organics performance for non-franchised materials and customers;
- (2) initiating and managing various policy and programmatic efforts centered on waste reduction, recycling and community resiliency in the face of climate change;
- (3) overseeing special public events and the facility tour program at Shoreway, to ensure quality control;
- (4) managing regular staff and fellows assigned to Program Manager II's primary areas of responsibility;
- (5) preparing and managing budgets in Program Manager II's primary areas of responsibility.

These primary responsibilities are further outlined below.

1. Improving Waste Reduction, Recycling and Organics Performance for Non-Franchised Materials and Customers

- Manage the implementation and improvement of waste reduction, recycling and organics performance at schools.
- Research, conceive, and write grant proposals that pertain to the incumbent's principal responsibilities
- Work to decrease the generation of materials (other than franchised collection and processing of glass, metal, plastic, and paper) that can be reduced in usage at the source, have high benefit when reused or repaired within the region, or that have local end product markets. Two examples, among many, are promoting the reduction of waste and the increase of reuse of construction materials, and expanding textile recovery and reuse efforts.
- Initiate, participate in, and/or coordinate with community-wide and regional organizations, coalitions, and programs that help to fulfill the SBWMA's mission, goals, and objectives.

2. Initiating and Managing Policy and Programmatic Efforts Related to Resiliency and Climate Change

- Set up, expand, or otherwise improve composting and community gardens at schools and other public and community locations.
- Distribute at least 5,000 tons of compost and mulch per year to schools, community gardens, parks, other public spaces, the general public, and research and demonstration projects.
- Initiate or otherwise collaborate on greenhouse gas reduction research and demonstration projects, such as:
 - applying compost to land to sequester carbon,
 - reducing vehicular greenhouse gas emissions associated with collection of trash, recyclables, and compostables.
- Stimulating actions to increase the recovery and distribution of edible food to people in need (in accordance with SB 1383).

3. Overseeing Special Public Events and Facility Tour Program at Shoreway

- Initiate and manage new special public events.
- Oversee facility tours program (coordinated by the Environmental Education Coordinator), implemented in accordance with a public and worker safety protocol developed by the Senior Facilities Manager and Senior Finance Manager.

4. Managing Personnel

- Develop annual work plan for primary areas of responsibility.
- Manage, orient, train, mentor, and evaluate staff (Environmental Education Coordinator and Fellows).
- Develop and periodically update logical scope and sequence for Fellows Program, i.e., expectations, typical tasks, professional training, milestones, and timeline.

5. Preparing and Managing Budget and Other Managerial Tasks

- Prepare draft annual budget and manage line-item budgets and timelines related to Program Manager II's primary areas of responsibility.
- Facilitate meetings with stakeholders, contractors, staff, and others.
- Communicate and coordinate with other SBWMA managers.
- Contribute to strategic and long-term planning processes.

6. Other

- Provide policy and programmatic technical assistance to member agencies.
- Other tasks and program management responsibilities as assigned by the Executive Director.

Principal Responsibilities: Program Manager II (Outreach and Communications)

Reporting to the Executive Director, the primary responsibilities of the Program Manager II (Outreach and Communications) include:

- (1) developing, managing and implementing outreach and communication programs for franchised materials and customers;
- (2) initiating and managing various policy efforts centered on waste reduction, recycling and organics management;
- (3) working closely with the SBWMA's franchised hauler's outreach team to ensure contract compliance and performance;
- (4) managing regular staff and/or fellows assigned to Program Manager II's primary areas of responsibility;
- (5) preparing and managing budgets in Program Manager II's primary areas of responsibility.

These primary responsibilities are further outlined below.

1. Managing Outreach and Communications Programs for Franchised Materials and Customers

- Develop, manage and implement outreach and promotion programs, including producing and overseeing the production of various communications materials (e.g., written: website, brochures, newsletter, annual report; visual: videos, posters, other); making public presentations; writing press releases; and working with traditional and social media to promote RethinkWaste's programs and messages.
- Serve as a primary Agency liaison for the TAC, including agenda development, research, technical knowledge and expertise, and general committee support.
- Represent the Agency at industry-related organizations such as the Bay Area Recycling Coalition (BayROC), CRRRA, NCRA and SWANA, as well as local community-based organizations.
- Monitor grant opportunities, prepare grant proposals, and administer grants related to outreach and communications.

2. Initiating and Managing Policy Efforts Centered on Waste Reduction, Recycling and Organics Management

- Analyze and interpret proposed and enacted laws and regulations that affect the SBWMA's programs; prepare various communications in response to proposed legislation or regulations.
- Prepare staff reports and slide presentations for the Executive Director, Board of Directors, and other stakeholders, as needed.

3. Ensuring Contract Compliance by Franchised Hauler's Outreach Team

- Develop, manage and maintain communications plan, working collaboratively with staff, the contracted hauler, and the Agency's Technical Advisory Committee members, in accordance with the hauler's franchise agreement.
- Work closely with the SBWMA's contracted hauler's outreach team to ensure contract compliance.
- Work closely with agency contractors, member agency staff and CalRecycle to ensure complete and timely submittal of mandated annual program reports (EARs). Monitor and evaluate trends in member agencies' landfill disposal rates.
- Manage contractors and limited-term staff on designated programs.

4. Managing Personnel

- Develop annual work plan for primary areas of responsibility.
- Manage, orient, train, mentor, and evaluate staff (regular staff and/or Fellows).
- Develop and periodically update logical scope and sequence for Fellows Program, i.e., expectations, typical tasks, professional training, milestones, and timeline.

5. Preparing and Managing Budget and Other Managerial Tasks

- Prepare draft annual budget and manage line-item budgets and timelines related to Program Manager II's primary areas of responsibility.
- Facilitate meetings with stakeholders, contractors, staff, and others.
- Communicate and coordinate with other SBWMA managers.
- Contribute to strategic and long-term planning processes.

6. Other

- Provide additional outreach-related Member Agency staff support, as needed.
 - Other tasks and program management responsibilities as assigned by the Executive Director.

Distinguishing Characteristics

The Program Manager II position requires strong communication, organizational, and analytical skills and experience, and a documented track record of success. An abiding commitment to the Authority's stakeholders, backed by a client and customer service mentality, is also required. The position requires extensive interaction with local governments (elected officials, staff), outside contractors, internal staff, and the public.

Employment Standards

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

- **Education:** Equivalent to a Bachelor's degree from an accredited college or university, with major course work in environmental science or engineering, resource management, public administration, sustainability, marketing, communications, public relations, journalism, environmental studies, natural resources, public policy, community planning, or a closely related field. An advanced degree in a relevant field is preferred.
- **Experience:**
 - Five+ years of professional experience in source reduction, recycling, composting, energy conservation, water conservation, climate change and greenhouse gas reduction, green business, or environmental education, with increasing levels of responsibility.
 - Demonstrated experience in facilitating meetings with stakeholders.
 - Demonstrated experience in public speaking directly related to the area of assignment.
 - Experience providing effective management or coordination of staff and volunteers.
 - Prior work experience showing strong ability to manage and complete various tasks and assignments well, on time, and within budget.
 - Public sector experience is a plus.

Knowledge, Skills and Attributes

Knowledge of:

- Waste reduction, recycling and composting principles, practices, and programs.
- Basic principles of supervision, training, and performance evaluation.
- Basic principles of fiscal management, including budget development and administration and sound financial management policies and procedures.
- Project and/or program management, analytical processes, and report preparation and presentation techniques.
- Decision making using public processes.
- Techniques for effectively representing the SBWMA in contracts with public agencies, service providers, community groups, and various business, educational, and trade organizations.

Skill in:

- Conducting policy, programmatic, marketing and communications research, gathering and analyzing data, evaluating alternatives, and making recommendations, both written and oral.
 - Administering and growing a program or major project centered on waste reduction, recycling, composting, energy conservation, water conservation, or climate change and greenhouse gas reduction.
 - Preparing and presenting in public forums clear and concise proposals, recommendations and reports.
 - Conducting social media-based outreach.
-

Attributes:

- Identifying and resolving issues in a timely manner; developing alternative solutions; using reason even when dealing with emotional topics; making timely decisions, even in the absence of complete information; exhibiting sound, accurate judgment; supporting and explaining reasoning for decisions; including appropriate people in decision-making process; owning one's mistakes openly and honestly and using them as learning moments.
- Planning and making priorities for work activities; using time efficiently; setting realistic goals and objectives; making action plans, individually and collectively; organizing or scheduling people and their tasks.
- Setting and achieving challenging goals, and motivating supervisees to do so as well; demonstrating persistence and overcoming obstacles; measuring oneself against a standard of excellence; taking measured risks to accomplish goals.
- When representing the SBWMA in meetings with the public, media, government agencies, and industry groups, including public presentations: speaking clearly and persuasively; listening well and obtaining clarification; responding appropriately to questions; demonstrating group presentation and meeting facilitation skills; acting courteously at all times with Authority staff and stakeholders; and acting constructively regardless of the situation.

Working Conditions

The position requires prolonged sitting, standing, reaching, listening, seeing, and speaking while performing daily activities. It also requires grasping, repetitive hand movement and fine coordination while keyboarding. Near vision is required when writing documents; far vision is required when serving in the field. Acute hearing is required in supporting meetings and when providing phone and customer service. The job duties may expose the incumbent from time to time to facility operations, which may include exposure to noise, fumes, dust, allergens and air contaminants, truck traffic, and potential hazards associated with heavy construction and equipment operation.

Additional Requirements

- Ability to travel to various locations in San Mateo County within the Authority's jurisdiction, and, as needed, to locations outside of the service area.
- Must have a valid California driver's license and satisfactory driving record.
- Must be able to participate actively and in person at occasional evening meetings, as needed.
- Must meet all San Mateo County Board of Education student and campus access requirements for public and private campuses, including a successful Department of Justice "Livescan" background check.

Approved: March 2019

Attachment C: Reclassifications Table

Program Manager II

<u>Key Functions, Duties, Experience</u>	<u>Current Position</u>	<u>Proposed Reclassification</u>	<u>Comments</u>
Title	Recycling Outreach Programs Manager	Program Manager II	Program Manager II (PM II) has wide recognition and logical career path; current position does not.
Concentration		Outreach and Communications	PM II class has two complementary, parallel positions, with separate concentrations (see Waste Reduction, Environmental Education, and Non-Franchised Recycling).
Develop, manage, implement outreach and promotion programs	√√√	√√√	No change in major duty.
Serve as a primary staff liaison for Board's PubEd/Outreach Committee and Technical Advisory Committee, and recycling-related organizations	√√√	√√√	No change in major duty.
Prepare grant proposals related to outreach and communications	√	√	No change in minor duty.
Initiate and manage policy efforts centered on waste reduction, recycling and organics management	√	√√	Elevated responsibility and change in level of duty from minor to moderate.
Ensure contract compliance by franchised hauler's outreach team	√√√	√√√	No change in major duty.
Prepare staff reports and presentations for Executive Director, Board of Directors, and stakeholders	√√	√√	No change in moderate duty.
Manage two Fellows (current focus: recycling in public spaces); coordinate the work of consultants and vendors	√√√	√√√	No change in major duty.
Prepare and manage program-level budget and annual work plan for primary areas of responsibility	√√√	√√√	No change in major duty.
Minimum Years of Relevant Experience	5	5	No change.
Summary			No change.

Note A: The Program Manager II independently performs a full range of professional duties, such as leading a program and initiating and implementing major projects from start to finish.

Note B: Program Manager II's have previously acquired considerable breadth and depth of relevant technical experience, based on a demonstrated track record of achievement.

Program Manager II

<u>Key Functions, Duties, Experience</u>	<u>Current Position</u>	<u>Proposed Reclassification</u>	<u>Comments</u>
Title	Environmental Education Manager	Program Manager II	Program Manager II (PM II) has wide recognition and logical career path; current position does not.
Concentration		Waste Reduction, Environmental Education, and Non- Franchised Recycling	PM II class has two complementary, parallel positions, with separate concentrations (see Outreach and Communications).
Manage implementation and improvement of waste reduction, recycling and organics performance at schools	√√	√	Continued duty, but less centrally and with more focus on being a catalyst, with emphasis on strategy, budgeting, and staff training and supervision
Prepare grant proposals related to waste reduction and non-franchised recycling	√	√	No change in minor duty.
Develop projects to reduce waste and to increase the reuse of non-franchised materials (e.g., edible food, construction materials, textiles)		√√	Waste reduction and reuse are far less costly methods of materials handling than disposal, recycling, or large-scale composting. Of the SBWMA's 12 staff, this position will be the only one to focus more heavily on waste reduction and reuse.
Initiate and manage policy and programmatic efforts related to resiliency and climate change (e.g., (A) greatly expand the in-county distribution of compost, an underused asset that the SBWMA has contractual access to at no charge; (B) collaborate on greenhouse gas reduction projects (such as: (i) carbon sequestration, using compost; (ii) reducing GHG associated with materials collection); (C) develop approaches to counter single-use packaging, such as technical assistance, fees, bans, and reusables requirements)		√√	Increasingly, the way that materials are managed (from extraction, delivery, consumption, and disposal or next use) is linked inextricably with GHG generation. Adding community resiliency and climate change-related tasks dovetail well with the position's proposed greater focus on waste reduction and product reuse.
Serve as a primary staff liaison for, and technical assistance provider to, Board's Zero Landfill Committee and Technical Advisory Committee, and recycling-related organizations	√	√√	Significant change, in terms of level, type, and frequency of technical assistance provided to the board and member agencies.
Prepare staff reports and presentations for Executive Director, Board of Directors, and stakeholders	√	√	No change in moderate duty.
Manage Environmental Education Coordinator and two Fellows (current focus: facility tours, special events, in-school recycling); coordinate the work of consultants and vendors	√√	√√	No change in major duty. Note: This position currently manages three staff, while Recycling Programs Outreach Manager currently manages two staff. No change is proposed.
Prepare and manage program-level budget and annual work plan for primary areas of responsibility	√√	√√	No change in major duty.
Minimum Years of Relevant Experience	4	5	25% more experience required, at minimum.
Summary			Current position reflects a much more narrow and limited portfolio of functions than is needed going forward. Substantial increase in major duties and responsibilities, with increased level of prior experience. The salary range for the proposed job re-classification is the same for all specializations within it.

Note A: The Program Manager II independently performs a full range of professional duties, such as leading a program and initiating and implementing major projects from start to finish.

Note B: Program Manager II's have previously acquired considerable breadth and depth of relevant technical experience, based on a demonstrated track record of achievement.

Clerk of the Board / Executive Assistant

<u>Key Functions, Duties, Experience</u>	<u>Current Position</u>	<u>Proposed Reclassification</u>	<u>Comments</u>
Title	Clerk of the Board/Office Manager	Clerk of the Board / Executive Assistant	Position will have dual functions, reporting directly but separately to the Agency's President of the Board of Directors (elected officials) and Executive Director
<u>Executive Assistant</u>			
Provide direct administrative and office support for Executive Director, as needed	√√√	√√√	No change in major duty. Increased load, given larger staff.
Process accounts payable, expense reports, and related routine financial transactions	√√	√√	No change in moderate duty. Increased load, given larger staff.
Maintain office equipment, including information technology and data storage	√√	√√	No change in moderate duty. Increased load, given larger staff.
Answer public inquiries and customer service issues directly, or route accordingly	√	√	No change in minor duty.
Proofread, review and format various reports and correspondence	√√	√√	No change in moderate duty. Increased load, given larger staff.
Coordinate logistics for meetings, presentations and events	√√	√√	No change in moderate duty. Increased load, given larger staff.
Prepare, or assist in the preparation of, administrative-related resolutions and staff reports	√	√	No change in minor duty.
Compile budget reports; assist in forecasting budgetary needs for staffing and office equipment; track budget vs. actual spending; develop internal financial control procedures	√√		Finance Department has assumed this minor responsibility.
Assist in drafting Requests for Proposals, coordinate selection panels, and write selection committee reports	√		This minor responsibility is shared among managers.
Coordinates employee benefits (insurance); monitors payroll reports from third-party human resources vendor; schedules and monitors necessary training for staff	√		Finance Department has assumed this minor responsibility.
Provide limited supervision of part-time or temporary personnel		√	May include limited supervision.
<u>Clerk of the Board</u>			
Prepare or assist in the preparation of agenda packets; post materials appropriately	√√√	√√√	No change in major duty. Increased load, given larger staff.
Record official minutes and actions at Board and Board committee meetings, including accurately reflecting in writing the essential content of discussions, motions, and votes	√√	√√	No change in moderate duty.
Prepare and maintain official records, with appropriate signatures; coordinate filing of various mandatory Fair Political Practices Commission statements	√	√	No change in minor duty.
Respond to inquiries from Board members	√	√√	Change in level of duty reflects fact that all Board members now are elected officials of member agencies
Interface with the Board's general counsel regarding various procedural and other matters that require administrative support		√√	New moderate duty.
Ensure that meetings and notices comply with Brown Act requirements	√	√	No change in minor duty.
Prepare or assist with composing various official documents		√√	New moderate duty.
Perform highly responsible, sometimes confidential, and complex administrative support duties for the Board	√	√√√	Change from minor to major duty, given changes in Board composition from staff to mayors or councilmembers of member agencies
Minimum Years of Relevant Experience	0	4	Current job description has no minimum education or experience section. Proposed re-classified position has minimum education required of A.A. degree or equivalent, with preference for B.A. degree. It also has new requirement for knowledge of rules and regulations governing public meetings, Brown Act open meeting laws, and Public Records Act requirements.
Summary			Current position and job description represents a more narrow set of functions than is needed going forward, including direct responsibility and service to a board of directors consisting entirely of elected officials. In addition, the volume and complexity of work within existing functions has grown in tandem with a higher level of staffing (FY19: 12 staff). Re-classified position reflects increase in major duties and responsibilities, with increased level of prior experience.

Program Manager II, Salary Survey Data, Steven Sherman Consulting, January 2019

<u>Effective Date</u>	<u>Job Title</u>	<u>Jurisdiction</u>	<u>Annual Range (Low)</u>	<u>Annual Range (Mid)</u>	<u>Annual Range (High)</u>	<u>Source</u>
July 2018	Resource Conservation Program Manager	San Mateo County, Office of Sustainability	\$ 98,675	\$ 111,030	\$ 123,386	Resolution No. 076017 (July 2018) Specifying the Number of and Providing Compensation and Benefits for Persons Employed by the County of San Mateo
July 2018	Energy Program Manager	San Mateo County, Department of Public Works	\$ 103,626	\$ 116,574	\$ 129,522	Ibid.
June 2017	Principal Planner, Sustainability	San Mateo County Transit District	\$ 101,541	\$ 124,388	\$ 147,235	Ordinance No. 100 (June 2017) Authorizing Reclassifications, Title Changes, Modification and Addition of Positions, and Effecting an Increase in the Table of Position Classifications and a Wage Adjustment for Administrative (Non-Represented) Employees, Board of Directors, San Mateo County Transit District
June 2017	Project Manager	San Mateo County Transit District	\$ 101,541	\$ 124,388	\$ 147,235	Ibid.
June 2017	Senior Project Manager	San Mateo County Transit District	\$ 110,682	\$ 135,585	\$ 160,487	Ibid.
June 2017	Program Manager	San Mateo County Transit District	\$ 110,682	\$ 135,585	\$ 160,487	Ibid.
January 2019	Public Works Supervisor	Town of Hillsborough	\$ 97,864	\$ 108,424	\$ 118,984	Salary Schedule, Town of Hillsborough, adopted 12/10/2018
January 2019	Management Analyst II	Town of Hillsborough	\$ 94,978	\$ 105,209	\$ 115,440	Ibid.
July 2018	Senior Planner	City of San Carlos	\$ 106,043	\$ 117,471	\$ 128,899	Salary Schedule, FY18-19, City of San Carlos
July 2018	Management Analyst II	StopWaste.org (name for jointly administered Alameda County Waste Management Authority, Alameda County Source Reduction and Recycling Board, and the Alameda County Energy Council)	\$ 106,704	\$ 118,974	\$ 131,244	Appendix A, StopWaste.Org, Annual budget, FY18-19, adopted May 2018 by the Alameda County Waste Management Authority and Alameda County Energy Council, and June 2018 by the Alameda County Source Reduction and Recycling Board; www.stopwaste.org
July 2018	Program Manager II	StopWaste.org	\$ 106,704	\$ 118,974	\$ 131,244	Ibid.
January 2019	Management Analyst II	City of Fremont	\$ 87,798	\$ 103,162	\$ 118,526	Class Specification Bulletin, City of Fremont, undated

Clerk of the Board / Executive Assistant, Salary Survey Data, Steven Sherman Consulting, November-December 2018

<u>Effective Date</u>	<u>Job Title</u>	<u>Jurisdiction</u>	<u>Annual Range (Low)</u>	<u>Annual Range (Mid)</u>	<u>Annual Range (High)</u>	<u>Source</u>
July 2018	Assistant Clerk of the Board	San Mateo County	\$ 77,522	\$ 87,214	\$ 96,907	Resolution No. 076017 (July 2018) Specifying the Number of and Providing Compensation and Benefits for Persons Employed by the County of San Mateo
June 2017	Senior Executive Assistant	San Mateo County Transit District	\$ 62,329	\$ 77,912	\$ 93,495	Ordinance No. 100 (June 2017) Authorizing Reclassifications, Title Changes, Modification and Addition of Positions, and Effecting an Increase in the Table of Position Classifications and a Wage Adjustment for Administrative (Non-Represented) Employees, Board of Directors, San Mateo County Transit District
July 2016	Executive Assistant / Board Clerk / Office Manager	Peninsula Clean Energy	\$ 65,000	\$ 72,500	\$ 80,000	www.peninsulacleanenergy.com; A. Bartoletti, personal corresp., Peninsula Clean Energy, Nov. 2018
Aug 2016	Board Clerk / Executive Assistant	Silicon Valley Clean Energy	\$ 92,400	\$ 118,800	\$ 145,200	Board Clerk/Executive Assistant Job Announcement, Silicon Valley Clean Energy, www.SVCleanEnergy.org/joinourteam
July 2018	Clerk of the Board	StopWaste.org (name for jointly administered Alameda County Waste Management Authority, Alameda County Source Reduction and Recycling Board, and the Alameda County Energy Council)	\$ 106,704	\$ 118,974	\$ 131,244	Appendix A, StopWaste.Org, Annual budget, FY18-19, adopted May 2018 by the Alameda County Waste Management Authority and Alameda County Energy Council, and June 2018 by the Alameda County Source Reduction and Recycling Board; www.stopwaste.org
July 2018	Executive Assistant	StopWaste.org	\$ 85,896	\$ 95,766	\$ 105,636	Ibid.
July 2018	Executive Assistant / Clerk of the Board	Monterey Regional Waste Management Authority	\$ 72,600	\$ 84,954	\$ 97,309	Salary Schedule (approved June 2018, effective July 2018), Monterey Regional Waste Management Authority, 0:\HR\COMPENSATION\Salary Schedules\Wages July 2018_Amended_7.20.18.xlsx; http://www.mrwm.org/