



ADMINISTRATION AND FINANCE



STAFF REPORT

To: SBWMA Board Members
From: Kevin McCarthy, Executive Committee
Date: February 26, 2015 Board of Directors Meeting
Subject: TAC and Board Committee Structure

Recommendation

This staff report is for discussion purposes only and no formal action is requested of the Board of Directors.

Analysis

This staff report is a follow-up to the discussion at the November 20, 2014 Board meeting at which the Board requested a fuller discussion on what is the role of the SBWMA Technical Advisory Committee (TAC), and not a limited discussion on the meeting frequency (i.e., meet on a regularly scheduled basis vs. an as-needed basis). Board Member Olbert raised a concern about a diminished TAC meeting frequency noting he wanted "staff technical experts involved early on" with major items like the budget and the rate applications. Board Member Stone asked how "continuity of institutional knowledge" would be maintained if these meetings were not being held on a regular basis. Similar questions have been previously raised by Board Members in a broader context of what is the role of the TAC.

Previous Policy Discussions

Related to the above, it is important to revisit the SBWMA governance structure discussion via the Blue-Ribbon Committee of elected officials. Ultimately, this Committee recommended a governance change from a staff Board to a Board comprised of elected officials and noted at its April 24, 2013 meeting the importance of retaining the institutional knowledge of the senior staff currently serving as Board Members during the transition to a new Board with elected officials. As part of its final recommendations, the Committee stated that such a new Board with elected officials, as its first order of business, should establish and determine the roles and responsibilities of a TAC comprised of Member Agency staff.

In its June 17, 2013 report, the San Mateo County Civil Grand Jury also recommended establishment of "a technical advisory committee consisting of staff with technical experience in waste management" to advise the newly constituted Board.

At its first Board meeting on August 22, 2013, the new Board passed Resolution 2013-17 (**Attachment A**) establishing the TAC. Resolution 2013-17 states that the TAC should meet on "a regularly scheduled basis with input from the Board and/or Executive Director" and "provide professional advice and direction to the SBWMA Board on matters that are referred to the TAC from time to time by the Board."

Since its establishment, the TAC has met six times with three of the meetings focused on reviewing the draft Commercial Recycler Reporting Ordinance, one organizational meeting, one on the FY1314 mid-year budget and the last meeting on October 9, 2014 to get a staff update on the Long Range Plan. Prior to the October 2014 meeting, the TAC last met on March 13, 2014. Many TAC members have also been attending the regular Board meetings. The Board Executive Committee has not directed more frequent meetings so as to avoid duplication of effort by staff in preparation for Board meetings. The direction has been to hold TAC meetings to vet major

programmatic items that will come before the Board.

Review of other JPAs Use of TACs and Board Committees

Staff completed a limited review of other JPAs to try and better understand how they use a TAC and/or other committees to support their work; the review was primarily conducted through interviewing the respective Executive Director/General Manager of the JPA. **Attachment B** summarizes information from three JPAs, the two other largest recycling and solid waste JPAs in California (StopWaste in Alameda County and Monterey Regional Waste Management District) and for Silicon Valley Clean Water (SVCW). All three JPAs have TACs with Member Agency staff, none of the TACs have voting rights, and two of three TACs meet on an as needed basis. Only the TAC for StopWaste meets on a regular monthly basis and this is really for information sharing as nearly all the cities in Alameda County have dedicated recycling/solid waste staff. The County of San Mateo's Recycleworks program holds similar meetings as StopWaste for city staff involved with recycling/solid waste issues, though very few of the cities have dedicated recycling/solid waste staff.

All of the Executive leaders of the three JPAs noted the TACs served a vital role as an "educational resource" for their Board Members and as a forum to vet major items as they come up. All also noted that the subject matter technical expertise resided largely within the JPAs themselves.

Two of the three JPAs have formal standing committees of Board Members, though only StopWaste had a governance structure such that all major agenda items go through their Board committees first and are voted on before they go to the full Board. Another example of a JPA with a Board Committee structure is the Bay Area Water Supply and Conservation Agency (BAWSCA) which in 2004 created a Policy Committee to carry the functions of advising the General Manager and Board on matters of policy.

Level of Institutional Knowledge

Staff reviewed the current roster of TAC Members (see **Attachment C**) to identify how many were previously Board Members, how long they served on the Board or on the TAC, and what role they previously played in significant JPA initiatives (e.g., contractor selection process, Shoreway masterplan, etc.) Seven of the TAC Members previously served as a Board Member or Alternate with only three serving for 4 or more years, and of those, only one was formally involved in the contractor selection process (which resulted in the selection of Recology and SBR as our contractors) and the Shoreway masterplan. With the exception of Jim Porter from the County of San Mateo, none of the other long-standing Board Members (i.e., Brian Ponty/Redwood City, Brian Moura/San Carlos, Jim Hardy/Foster City, and Larry Patterson/San Mateo) serve on the TAC; much of the institutional knowledge from the prior Board is gone.

Guidance for Consideration

Staff offers the following guidance to the Board as it relates to the future ongoing role of the TAC to support the JPA's mission:

- Maintain a TAC to serve as an educational resource for Board Members on regular Board business.
- Maintain a TAC to address major items as they come up such as future decisions regarding extending the franchise agreements or not, other major policy implementation items that affect Member Agencies such as the current rollout of the Commercial Recycler Reporting Ordinance, etc.

To accomplish the above TAC roles and responsibilities, staff recommends that a standing conference call be held the Monday before each regularly scheduled Board meeting at which JPA staff "brief" TAC members on the Board packet. Staff will also hold longer briefing sessions, as requested, on the annual budget and rate setting

process; though as it relates to rate setting the TAC and other key Member Agency staff are already integrated into the review process for rate setting documents. These briefings will serve the function of keeping TAC Members engaged so that they can answer questions posed to them by their Board Members or local residents or businesses. The Board Members can also continue to address questions directly to JPA staff.

Further, staff recommends that TAC Members be included on adhoc subcommittees, as they currently are now with the Public Education Subcommittee and previously on committees involved with the contractor selection process and Shoreway masterplan, to address major items as they come up.

Staff does not see the need for holding regularly scheduled TAC meetings, though, as noted before it may be easier to keep a standing meeting schedule and cancel meetings if not needed. TAC Members will be kept engaged with regular conference calls, special briefings as needed, and through involvement on adhoc subcommittees.

Fiscal Impact

There is no fiscal impact associated with this item.

Attachments:

A - Resolution 2013-17

B – Summary of other JPAs with TACs

C – TAC Roster



RESOLUTION NO. 2013-17

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY ESTABLISHING A TECHNICAL ADVISORY COMMITTEE

RESOLVED by the Board of Directors of the South Bayside Waste Management Authority (SBWMA) that:

WHEREAS, the SBWMA is an agency responsible for the joint ownership, financing, administering and operating regional facilities and for the joint planning, adoption, financing, administering, management and enforcement of solid waste, recyclable material and plant material collection activities, and;

WHEREAS, the SBWMA Board desires to establish a Technical Advisory Committee (TAC) to advise it from time to time on technical issues that come before the Board, and;

WHEREAS, a TAC comprised of City/District Managers or director level staff from SBWMA Member Agencies as provided herein will be beneficial to implementing the purposes of the SBWMA.

NOW, THEREFORE, BE IT RESOLVED that the SBWMA Board hereby establishes an SBWMA Technical Advisory Committee (TAC) to provide professional advice and direction to the SBWMA Board on matters that are referred to the TAC from time to time by the Board. The Committee shall have the following characteristics:

1. Membership shall include one (1) representative from each of the SBWMA Member Agencies.
2. Appointees would be:
 - a. County, District, City or Town Managers, Assistant Managers or the Manager's designee.
 - b. Department Directors or Assistant Directors, or the equivalent position.
 - c. Environmental Programs Manager
3. The TAC shall be a standing committee and meet on a regularly scheduled basis with input from the Board and/or the Executive Director.
4. The TAC shall be subject to the California Brown Act and Public Meeting requirements.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 22 day of August, 2013, by the following vote:

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 San. District	X			

I HEREBY CERTIFY that the foregoing Resolution No. 2013 - 17 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on August 22, 2013.

ATTEST:



Jeff Ira, Chairperson of SBWMA



Cyndi Urman, Board Secretary

Agency	TAC		TAC Role		TAC Meeting Frequency	TAC Composition		Board Committees*		Description of Board Committees
	Yes	No	Voting	Advisory Only		Board Members	Staff	Yes	No	
Stopwaste	√		No.	Yes.	Monthly	No.	Yes.	√		
Recycling and solid waste JPA comprised of County of Alameda, each of fourteen cities within county, and two sanitary districts that provide refuse collection services.				Informal. Meets on an advisory basis for the JPA staff; information sharing and occasionally for briefings from Authority staff on major items. Nearly all cities have at least 1 or more recycling professional.						P&A: Programs and Administration Committee 12 members P&O: Planning and Organization Committee RB + 5 members 17 Board Members - all serve on a committee Major agenda items go through committees first and voted on. Compensation (stipend) for attending Board and Committee meetings.
SVCW/SBSA	√		No.	Yes.	As needed	No.	Yes.			
JPA for wastewater treatment services . San Carlos, Redwood City, Belmont and West Bay.				"...educational resource for their Commission representative... on agenda items and other things going on at SVCW."				√		N/A. Have discussed a TAC or Board Committees but felt organization was small enough that full Board could get into details; having committees would add more overall time for Board Members. Have 4 Board Members.
MRWMD	√		No.	Yes.	As needed	No.	Yes.	√		
Nine-member recycling and solid waste JPA with rep. from each public agency, one to represent unincorp. Monterey County within District, and "director-at-large" rep. for Pebble Beach Community Services District.				Executive Director has sole discretion as to which items to bring to committees. "Good resource to vet major items." Limited recycling staff in service area.						Personnel - employee and policy items. Finance - operations and all other items. 4 Board Members on each though no limitation on Board Members serving on both Informational only meetings, no voting rights. Nine Board Members total.

*NOTE: ALL JPAs ABOVE HAVE ELECTED OFFICIALS ON THEIR BOARDS. Quotes above are from the JPA's Executive Director/General Manager.

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY

Technical Advisory Committee

Agency	Contact	Year Joined Prior Board/TAC	Years on Prior Board/TAC	Comments
Atherton	George Rodericks City Manager	Former Board Member. Joined BOD October 2012.	2.5	TAC Vice Chair.
Belmont	Afshin Oskoui Public Works Director	Former Board Member. Joined BOD September 2011.	3.5	TAC Chair.
Burlingame	Carol Augustine Finance Director and Treasurer	Former Board Member. Joined BOD March 2013.	<2 on TAC	Prior history with rate setting process when worked at Menlo Park.
East Palo Alto	Need to be appointed.			John Doughty left City of East Palo Alto in Nov. 2014 – Board Member since 2012.
Foster City	Laura Galli Assistant Engineer	Former Board Alternate (along with Public Works Director). Since at least 2002.	<2 on TAC	Long-standing staff person. Participates on adhoc Public Education Subcommittee. Regularly provides comments on BOD packet.
Hillsborough	Jan Cooke Finance Director	Appointed December 2014.	<1 on TAC	
Menlo Park	Heather Abrams Environmental Programs Mgr.	Appointed December 2014.	<1 on TAC Recycling professional.	Recently hired into position at Menlo Park.
Redwood City	Mike Gibbons Public Works Superintendent	Former Board Member 2010. (Alternate before that)	Approx. 4 years	
San Carlos	Jay Walter Public Works Director	Appointed September 2013.	Approx. 1.5 years on TAC	Started with city July 2012. Informal Board alternate prior to March 2013 (Brian Moura’s retirement).
San Mateo	Roxanne Murray Solid Waste/Recycling Programs Coordinator	Officially joined TAC in January 2014.	1 year on TAC. Long-standing staff person. Recycling professional.	Long-standing staff person. Participates on adhoc Public Education Subcommittee.
County of San Mateo	Jim Porter Department Director	Former Board Member. Joined BOD in 2008.	Approx. 6+ years	Heavily involved in prior major decisions around Facility Operations RFP and Shoreway masterplan.
	Joe La Mariana (A) Waste Management & Environmental Services Mgr.	Former BOD Alternate as of 2008.	Long-standing staff person. Recycling professional.	
West Bay Sanitary District	Phil Scott District Manager	Former Board Member. Joined Board 2010.	Approx. 4 years	
	Sergio Ramirez(A) Maintenance Superintendent	TAC Alternate as of January 2014		

Former longest standing Board Members have retired (Brian Ponty/Redwood City, Brian Moura/San Carlos, and Jim Hardy (spring 2015)), or no longer on TAC (Larry Patterson/San Mateo) due to a promotion. Last remaining former Board Member that was involved in contractor selection process and Shoreway masterplan is Jim Porter.



STAFF REPORT

To: SBWMA Board Members
From: Kevin McCarthy, Executive Director
Date: February 26, 2015 Board of Directors Meeting
Subject: Review of Employee Compensation Policy

Board Action

This staff report is for discussion purposes only and no formal action is requested of the Board of Directors.

Analysis

The Executive Director is tasked with periodically reviewing SBWMA existing policies with the Board for input and/or revisions. Two major policies will be reviewed each year and for FY1415 the Investment Policy and Employee Compensation Policy (see **Attachment A**) were selected for review. At the January 22, 2015 Board meeting, the Board reviewed and approved the 2015 Investment Policy.

The Employee Compensation Policy was previously provided to the Board on October 17, 2014 and discussed at length during a closed session on October 23, 2014 regarding the employee merit increase pool for calendar year 2015. At that time there were no suggested changes to the Policy. The Executive Director is not recommending any revisions to the Policy. The Policy provides a clear process for making employee compensation decisions and relies on a merit based approach reflective of employee performance relative to established goals and objectives.

Summary of Employee Compensation Policy

The key aspects of the Policy relate to the establishment of and adjustments to salary ranges by position, performance appraisal, and the granting of merit increases. The Board approves any adjustments to the salary ranges and the Executive Director determines an employee's pay within the approved salary range for the position based in large part on the performance appraisal.

SBWMA employees are eligible for consideration of a merit increase at least annually, usually on January 1. Per the policy, an employee is considered for a merit increase or not based on the following factors:

- a. The employee's annual written performance appraisal measured against predetermined goals and objectives.
- b. The employee's current position within the salary range and his or her salary relative to internal and external comparable positions.
- c. Merit increases shall, in aggregate, not exceed the budget allocations for salary increases as defined in the annual budget unless approved by the Board of Directors.

Annual goals and objectives are proposed in January each year and finalized in February for all employees. Monthly status updates are submitted to the Executive Director. Goals and objectives are modified if necessary during the calendar year to reflect any changes in major work activities. At the end of the year, the Executive Director completes annual performance reviews using an employee evaluation and performance plan form as attached (see **Attachment B**).

Background

The employee compensation policy was adopted by the Board of Directors on November 19, 2009. Salary ranges are reviewed periodically by the Board and were last adjusted per Board approval on June 27, 2013. The current salary ranges are as follows:

<u>Position</u>	<u>Current Salary Range/Year</u>
Finance Manager	\$112,196 - \$140,245
Facility Operations Contract Manager	\$112,196 - \$140,245
Recycling Program Manager ¹	\$112,196 - \$140,245
Recycling Outreach & Sustainability Manager	\$100,976 - \$126,220
Office Manager/Board Secretary	\$59,659 - \$74,573
Environmental Education Coordinator	\$65,267 - \$81,580
Environmental Education Associate	\$25.10 - \$31.37/hour
¹ Contract employee through Local Government Services with PERs benefits.	

Fiscal Impact

There is no fiscal impact associated with this discussion only item. The Compensation Policy establishes the process for employee compensation. Changes to the Salary Range are separate Board actions outside of the Compensation Policy. There could be a future potential fiscal impact if the Board were to adopt changes to the Employee Compensation policy.

Attachments:

Attachment A – Employee Compensation Policy

Attachment B – Employee Evaluation and Performance Plan Form

SBWMA Compensation Policy

Responsible Executive: Executive Director. Per the JPA Agreement Section 8.10 (c) the Executive Director “has authority to appoint, remove, promote, demote, supervise, and determine compensation of any and all SBWMA employees in accordance with Board approved salary ranges.”

Effective Date: Date upon approval by the SBWMA Board of Directors.

Next Review Date: The Executive Director will review the policy annually for update purposes and recommend, if appropriate, changes for consideration by the Board of Directors. Any changes to the policy are subject to Board approval.

Who Is Covered: All SBWMA staff positions with the exception of the Executive Director and any contract staff (e.g., Recycling Program Manager). This policy will be used for guidance, though, in making salary adjustments for contract staff as the SBWMA has contractual responsibility to complete an annual performance review.

I. POLICY SUMMARY

This policy provides direction and authority for establishing, approving, reviewing and revising any salary range changes for regular SBWMA staff positions. Each employee's salary is set by the Executive Director within the salary range established for each position based on performance.

II. POLICY DEFINITIONS

Compensable Factors: Information and data specific to a position that is used to evaluate the position against external market data and internal comparable positions to determine an appropriate Salary Range. External market data includes: salary data for non-exempt administrative positions within our member agencies; and salary data for exempt solid waste and recycling related positions within agencies similar to the SBWMA.

Salary Range: A range of salaries delineated with a minimum, and maximum rate of pay assigned to a given position.

III. POLICY TEXT

A. Salary Ranges

1. Establishment of Salary Ranges

The SBWMA Board has established a set of salary ranges. A position's salary range is established by:

- a. determining the position's key functions, responsibilities, and other compensable factors.
- b. evaluating and comparing the position's compensable factors to relevant market data and internal comparable positions.

2. Purpose of Salary Ranges

The salary ranges allow the SBWMA to administer and manage the salaries of employees in a manner that is competitive with relevant external comparator groups, fosters appropriate internal consistency, and facilitates budget control while maintaining some flexibility and ease of administration.

3. Adjustments of Salary Ranges

The salary range for a position will be reviewed to determine if the duties of a position change substantially, or if the market changes substantially, or if a new position is created.

Changes to salary ranges for positions or the creation of a new position, must be approved by the Board.

Salary ranges are reviewed annually by the Executive Director who may recommend changes to the salary ranges to the Board of Directors for consideration and approval. These salary range changes are made to reflect market movement of salaries for comparable positions or other appropriate factors.

4. Position in Salary Range

The SBWMA's ability to pay competitively (both in terms of salary and total compensation) in the regional marketplace and as compared to similar agencies ultimately affects its ability to attract, motivate and retain the talent necessary to achieve the SBWMA's mission. It is the SBWMA's objective to offer competitive salary opportunities which are reflected in market-competitive salary ranges. A number of factors may be considered to determine appropriate pay in the salary range for individuals, including documented sustained performance and contributions, internal peer comparability, external market comparability, scope and breadth of experience and responsibilities, as well as other relevant factors.

The Executive Director will have ultimate responsibility for determining an employee's pay within the Board approved salary range for the position. There are no automatic salary adjustments for employees such as a COLA adjustment.

In no event shall an employee's salary be set at less than the minimum or above the maximum of the salary range for his or her assigned position unless approved by the Board.

B. Merit Increase

1. Basis for Merit Increase

SBWMA employees are eligible for consideration of a merit increase at least annually. The Executive Director shall determine the amount of an individual's merit increase award based on the following factors:

- a. The employee's annual written performance appraisal and contributions measured against predetermined goals and objectives.
- b. The employee's current position within the salary range and his or her salary relative to internal comparable positions.
- c. Merit increases shall, in aggregate, not exceed the budget allocations for salary increases as defined in the annual budget unless approved by the Board of Directors.

2. Performance Appraisal

An employee's most recent annual performance appraisal must be at least "Good Performance" in order to receive a merit increase. "Good Performance" is defined in the SBWMA annual performance rating worksheet and is shown in the attached.

3. Merit Increase Timing

The annual merit increases are established effective January 1 each year. At the discretion of the Executive Director a mid-year salary adjustment may be awarded subsequent to a mid-year evaluation. In no event shall an employee's salary be adjusted based on merit more than two times in a twelve month period.

ATTACHMENT 1

Employee Performance Scale

The scale below is currently used for completing an annual performance rating for each employee. Employees rated 3 and above are eligible for an annual merit increase. Employees rated 2 or below are not eligible for an annual merit increase.

(5) Role Model: Far exceeds all expectations. Serves as a role model in all aspects of job performance, achieving highest levels of performance in both what was achieved and how results were achieved.

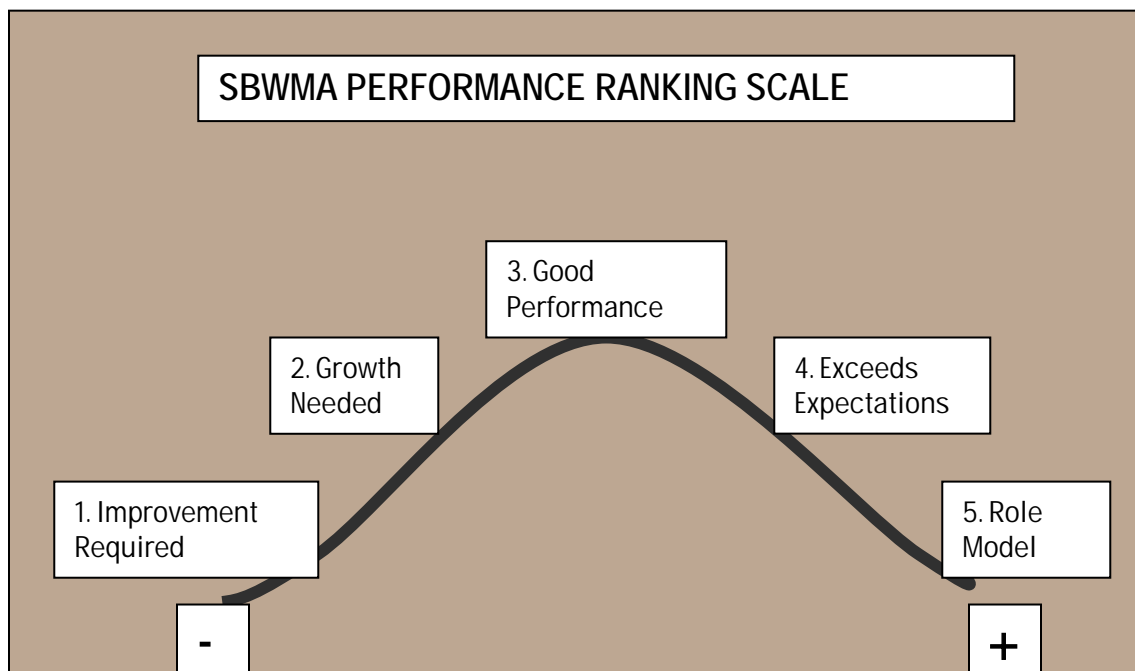
(4) Exceeds Expectations: Employee exceeds many job requirements and duties; demonstrates initiative and makes effort to improve; shows ability to accept responsibility and carry out instructions; demonstrates effective work habits to complete all assignments in a timely manner.

(3) Good Performance: Consistently meets majority of expectations. Good performer and may exceed expectations in focused areas.

(2) Growth Needed in Some Areas: Meets expectations in most areas. Development needed in some areas of responsibility.

(1) Improvement Required: Does not meet expectations. Significant, sustained improvement required immediately.

The following graph shows that the five levels of performance can appear like a traditional “bell shaped curve” showing that on average most employees can give a good performance in their duties. The exceptional areas of performance can be rated positively when a staff member shows that they are a “role model” or negatively when a staff member is ranked as “improvement required”.





A Public Agency

SBWMA Employee Evaluation and Performance Plan

Position:	Employee:	Today's Date:
Department:	Hire Date:	
Immediate Supervisor:	Review Period: <input type="checkbox"/> last six months <input checked="" type="checkbox"/> last 12 months <input type="checkbox"/> OTHER:	
Department Manager:	Next Performance Review Date:	

Supervisor Instructions: This Evaluation and Performance Plan is divided into three sections:

Section 1: Goals and Objectives Performance Evaluation (six months or one year)

Section 2: Next Review Period Performance Plan/ Recommended Professional Development

Section 3: Performance Evaluation Results

SECTION 1: Goals and Objectives Performance Evaluation

During each evaluation period, SBWMA employees will have key goals and objectives that each person will be committed to achieve. This section of the evaluation form will give you an opportunity to evaluate the degree to which your staff has succeeded at achieving their goals and job specific performance outcomes. In order to complete this section, you will need to refer to your employee's weekly and/or monthly status reports for this evaluation period. It will also be necessary to review what your direct report provided to you at the start of this evaluation period to define his or her performance goals during this past evaluation period. They may have provided their goals to you in a project plan or a list of goals. It is your responsibility to assemble this information in order to complete the following section. The following rating scale is used: **1:** did not achieve this goal at all; **2:** made minimal progress on this goal; **3:** completed the majority of this goal; **4:** finished the expected goal; **5:** achieved the goal and surpassed what was expected. Use **NA** for not applicable when achieving that particular goal could not be achieved or evaluated due to circumstances beyond the control of the employee.

GOALS AND OBJECTIVES:	RATING (circle one)
	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	RATING (circle one)
	1 2 3 4 5 NA
Comment:	

GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES:	1 2 3 4 5 NA
Comment:	
GOAL AND OBJECTIVES: Professional development goals	1 2 3 4 5 NA
Comment:	

If additional duties must be evaluated, please add additional sheets of paper as needed.

Section 2: Next Review Period Performance Plan/ Recommended Professional Development

Section 1 of the Employee Evaluation and Performance Review represents a review of the work your staff has completed during the past performance review period. This Section provides an opportunity to plan for the next evaluation period by asking you and your employee to look ahead and see what needs to be achieved between now and his or her next performance review date. *This Section also allows for updating an employee's job description and identifying professional development goals.* The following should be completed together with your employee.

NEXT REVIEW PERIOD: ____ 3 months 6 months ____ 1 year

TENTATIVE DATE FOR REVIEW: July 2015

Please ask your employee to be prepared to describe their top 5 performance objectives for the next six months. List these here or attach on a separate piece of paper:

Supervisor's Initials _____ Employee's Initials _____

RECOMMENDATION FOR PROFESSIONAL DEVELOPMENT

Listed below are major training topics that may be helpful to SBWMA employees. Please identify the training areas that your employee would benefit from exploring during the next 12 months:

SUBSTANTIVE AREAS

- Knowledge of recycling programs and technologies
- Knowledge of facility operations
- Knowledge of communities served by SBWMA
- OTHER: _____

GENERAL

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Organizational skills <input type="checkbox"/> Time management <input type="checkbox"/> Business writing <input type="checkbox"/> Verbal presentation skills <input type="checkbox"/> Collaboration and team work <input type="checkbox"/> Professionalism | <ul style="list-style-type: none"> <input type="checkbox"/> Strategic planning <input type="checkbox"/> Project budgeting <input type="checkbox"/> Community relations <input type="checkbox"/> Program design <input type="checkbox"/> OTHER: _____ |
|--|---|

SUPERVISION

- Setting performance expectations
- Delegating
- Demonstrating respect for others
- Providing effective feedback
- Demonstrating integrity
- Valuing diversity and inclusivity

OTHER: _____

Section 3: Performance Evaluation Results

For completing a performance rating for your employee, you will be using the following rating scale:

- (5) Exceeded Expectations: achieved goals and surpassed what was expected.
- (4) Met Expectations: completed the expected goals and met expectations.
- (3) Substantially Met Expectations: Consistently meets majority of expectations. Need improvement in some areas.
- (2) Growth Needed in Most Areas: Meets expectations in few areas. Development needed in most areas of responsibility.
- (1) Immediate Improvement Required: Does not meet expectations. Significant, sustained improvement required immediately.

Rate Your Staff's Overall Performance Using the Information in Sections 1 and 2.

- ___ [5] Exceeds Expectations
- ___ [4] Met Expectations
- ___ [3] Substantially Met Expectations
- ___ [2] Growth Needed
- ___ [1] Improvement Required Immediately

Employee passes evaluation?
Recommend compensation increase?
Compensation Increase Amount (%):

I have read the above evaluation and have been given an adequate explanation of the basis for my evaluation.

Employee Signature

Supervisor Signature

I have reviewed the aforementioned employee's evaluation & performance review and his/her supervisor's evaluation. Based on the recommendation of the supervisor and my own review of the employee's performance, the following action(s) will be taken with my approval:

- ___ Increase approved at level recommended by immediate supervisor
- ___ No increase approved
- ___ A one time bonus in the amount of \$_____ is to be granted now

Executive Director's Signature



STAFF REPORT

To: SBWMA Board of Directors
From: Kevin McCarthy, Executive Director
Date: February 26, 2015 Board of Director's Meeting
Subject: Appointment of Board Members to Adhoc Subcommittee to Interview Finance Manager Candidates

Recommendation

This staff report is for discussion purposes only and no formal action is requested of the Board of Directors.

Analysis

The Executive Director has requested creation of an adhoc Board subcommittee with at least three Board Members to participate in the interviews of final candidates for the Finance Manager (GM) position for the SBWMA. Staff will also participate on the interview panel. The job posting is attached (see **Attachment A**). Staff expects interviews to be conducted in the next 30 days.

Background

Periodically, the SBWMA Board has created adhoc subcommittees for various purposes. Such adhoc subcommittees are comprised of less than a majority of Board Members and as such are not subject to Brown Act requirements. Member Agency staff has also participated in such subcommittees.

The Executive Committee is an adhoc committee informally established by the Chair of the Board to assist in Board agenda planning. Invitations to Board Members to participate are at the discretion of the Chair; the Chair has the ability within the inherent powers of the Chair to engage in agenda planning and ask other Board Members to participate. There is no provision in the JPA Agreement for an "Executive Committee."

On February 27, 2014 the Board approved creation of an Audit adhoc Subcommittee consisting of three Board Members to review audited financial statements for the fiscal year and the calendar year audit document and review the JPA's Investment Policy. The Board at the January 22, 2015 Board meeting approved creation of an adhoc subcommittee to conduct interviews of Recology's final General Manager candidates. The only other current adhoc subcommittee is for Public Education which historically has included participation by Board Members and Member Agency staff.

Fiscal Impact

There is no fiscal impact associated with this item.

Attachments

A- SBWMA Finance Manager Job Posting



POSITION DESCRIPTION

Finance Manager

Regular, Full-time, Exempt

Salary Range of \$112,196 - \$140,245 per year

Excellent benefits package

Filing Deadline is open until filled

Position Summary:

The Finance Manager's primary responsibilities include fulfilling the fiduciary responsibilities of the Authority, budgeting and internal financial projections, review of contractors' annual compensation applications and assisting twelve agencies with rate related issues, review and approval of contractor monthly invoices and payments, human resources, general insurance, and cost analysis on projects.

Reports to: Executive Director

The Agency:

RethinkWaste is a joint powers authority of twelve public Agencies (Atherton, Belmont, Burlingame, East Palo Alto, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, San Mateo, the County of San Mateo and the West Bay Sanitary District) in San Mateo County, California and is a leader in the delivery of innovative waste reduction and recycling programs. RethinkWaste owns and manages the award-winning Shoreway Environmental Center which receives all the recyclables, organic materials, and materials (i.e. solid waste) collected in its service area. RethinkWaste also provides strategic oversight, support and management of service providers that collect, process, recycle and dispose of materials for its Member Agencies. RethinkWaste (i.e., South Bayside Waste Management Authority) was formed in 1982. For more information on RethinkWaste, please visit our website at www.RethinkWaste.org or follow us at www.Facebook.com/rethinkwaste or www.Twitter.com/rethinkwaste.

RESPONSIBILITIES:

Principal responsibilities as Finance Manager include:

Budgeting

- Prepare annual and semi-annual budgets
- Develop detailed support for all inbound and outbound facility tonnage, revenue, and disposal expense and other detail as needed
- Combine input from program and capital budgets; develop cash reserve budget and summary variance analysis to explain trends
- Assist in preparation of staff reports to the Board of Directors with analysis and supporting tables

Financial Analysis

- Prepare the calendar year financial projections and review with the Board Adhoc Audit Subcommittee
- Analyze cost of new programs, processes, etc. as needed
- Review fiscal year audited financial statements and provide management analysis and review with the Board Adhoc Audit Subcommittee

- Review the detailed calculations and approve the Shoreway operator's monthly invoice, public revenue transfer, and commodity revenue transfer
- Prepare the monthly invoice to the franchised collection services provider for disposal at the Shoreway facility
- Review Investment Policy annually and prepare quarterly investment reports for approval by the Board

Contractor Compensation and Rate Review

- Review in detail the annual franchise collection service provider's compensation application for accuracy and compliance
- Review in detail the annual Shoreway facility contractor's compensation application excel cost file for accuracy and compliance with contract terms
- Understand and manage the financial aspects of both the Franchise Collection Agreement and the Shoreway Operations Agreement with the two contractors
- Assist in preparation of staff reports and supporting tables and explanations to the Board of Director's
- Manage the annual 3rd party financial audits of the franchise service provider and Shoreway facility operator
- Assist Member Agencies as needed to understand their total cost and rate adjustment
- Assist our twelve Member Agencies and attend local meetings as requested on rate issues

Payroll/Human Resources

- Prepare bi-weekly time card submission to 3rd party payroll processor and prepare payroll journal entry
- Manage all employee benefit programs and annual renewals
- Prepare annual retirement plan reporting; manage any employment issues with state, etc.

Other

- General insurance policy management and renewal
- Household Hazardous Waste program billing to Member Agencies and the franchise service provider
- Manage all bond covenant reporting requirements to MSRB and bank trustee
- Review, prepare, and/or edit various staff reports for monthly Board of Director meetings as needed
- Work with financial services provider (City of San Carlos) as needed on any accounting or financial questions, annual auditor questions, etc.

Responsibilities NOT Included

- General accounting and external financial reporting are outsourced to the City of San Carlos. This position assists in some review but has no direct day-to-day responsibility.
- No supervision of any employees.

QUALIFICATIONS

Education: An advanced degree is preferred. A Bachelor's degree in accounting or similar required.

Experience/Skills/Abilities:

- 7-10 years of professional finance/accounting experience, with increasing levels of responsibility.
- Minimum of 5 years' experience in a controller, financial analyst or equivalent position.
- Experience with solid waste and recycling industry and rate-setting environment strongly preferred.
- Public sector experience a plus, but not required.
- Position requires very detailed independent work as well as summarize at a high level.
- Excellent interpersonal, oral, and written communication skills.

- Demonstrated ability to function effectively in a team-oriented environment while maintaining independence as needed.
- Plans and prioritizes work activities; uses time efficiently; sets challenging but realistic goals; meets deadlines.
- Ability to represent the SBWMA in meetings with the public and government agencies, including public presentations. Participates constructively in meetings.
- Strong working knowledge of MS Office, especially excel.

SUMMARY OF BENEFITS

The SBWMA offers a comprehensive benefit package that includes medical, dental, vision, LTD and life insurance as well as vacation and sick leave. In addition, the SBWMA contributes 10% to a 401a retirement plan and will match up to an additional 2%. The SBWMA does not belong to the Social Security system. Additional information is available upon request.

Application Procedure

Submit a cover letter and resume to:

Kevin McCarthy, Executive Director
RethinkWaste
610 Elm Street, Suite 202
San Carlos, CA 94070
kmccarthy@rethinkwaste.org

Deadline for the receipt of applications:

Open until filled.

No faxes or postmarks accepted. Electronic correspondence preferred.