



Scott Alvord, City of Roseville, Chair
Shanti Landon, Placer County
Bonnie Gore, Placer County
Bill Halldin, City of Rocklin
Dan Karleskint, City of Lincoln
Ken Grehm, Executive Director

WESTERN PLACER WASTE MANAGEMENT AUTHORITY MEETING OF THE BOARD OF DIRECTORS

APRIL 13, 2023 5:00 PM

Materials Recovery Facility Administration Building
3013 Fiddymment Road, Roseville, CA 95747

The WPWMA Board of Directors APRIL 13, 2023 meeting will be open to in-person attendance. Individuals may also participate in the meeting for Agenda Item 3 and following via Zoom at <https://placer-ca-gov.zoom.us/j/94113319517>

Materials related to an item on this Agenda submitted to the Board of Directors after distribution of the agenda packet are available for public inspection by emailing the Clerk of the Board at info@WPWMA.ca.gov. The Western Placer Waste Management Authority is committed to ensuring that persons with disabilities are provided the resources to participate fully in its public meetings. If you require disability-related modifications or accommodations, please contact the Clerk of the Board at (916) 543-3960 or info@WPWMA.ca.gov. If requested, the agenda shall be provided in appropriate alternative formats to persons with disabilities. All requests must be in writing and must be received by the Clerk three business days prior to the scheduled meeting for which you are requesting accommodation. Requests received after such time will be accommodated if time permits.

1. Call Meeting to Order

The meeting will be called to order at the Construction and Demolition Facility Groundbreaking site shown on Page 3 of this Agenda.

2. Construction & Demolition Facility Groundbreaking (Ken Grehm)

Pg. 3

At the conclusion of the Groundbreaking Ceremony, the meeting will be temporarily recessed and then reconvened in the Materials Recovery Facility Administration Building meeting room at the above address.

3. Pledge of Allegiance (Director Gore)

4. Roll Call

5. Statement of Meeting Procedures (Clerk of the Board)

6. Public Comment

This is a time when persons may address the Board regarding items not on this Agenda. It is requested that comments be brief, since the Board is not permitted to take any action on items addressed under Public Comment.

7. Announcements & Information

a. Reports from Directors

b. Report from the Executive Director (Ken Grehm)

c. Financial Reports (Eric Oddo)

Pg. 5

d. Monthly Tonnage Reports (Eric Oddo)

e. MRF Improvements Project Update (FCC)

Pg. 7

8. Action Items

- a. Minutes of the Board Meeting held March 9, 2023 Pg. 17
Approve as submitted.
- b. Outreach Action Plan Audiences and Priorities (Emily Hoffman) Pg. 27
 - 1. Approve suggested audiences and priorities to be incorporated in the FY 2023/24 Outreach Action Plan.
 - 2. Determine the recommended action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15301.
- c. Third Amendment to the Agreement with SCS Engineers for the Aquifer Pump Test and Feasibility Study (Ryan Schmidt) Pg. 31
 - 1. Authorize the Executive Director or designee, upon review and approval by WPWMA Counsel, to sign the Third Amendment to the Aquifer Pump Test and Feasibility Study Agreement with SCS Engineers for additional groundwater studies and reporting related to the Corrective Action Plan, to decommission an existing water supply well, and add two compost system monitoring wells for a total of \$328,286, increasing the total not-to-exceed cost of the Agreement to \$878,686.
 - 2. Determine the recommended action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15301.
- d. Dedication of Roadway Easements (Ken Grehm) Pg. 41
 - 1. Authorize the Executive Director, upon review and approval by WPWMA Counsel, to execute the necessary documents to provide one or more irrevocable offers to the County of Placer dedicating portions of the WPWMA's property as easements adjacent to existing County roadways.
 - 2. Determine the recommended action is not a project pursuant to California Environmental Quality Act Guidelines Section 15378.
- e. Future WPWMA Organization (Ken Grehm) Pg. 45
 - 1. Provide feedback and direction to staff on potential changes to WPWMA's organizational structure to align with WPWMA's Strategic Plan.
 - 2. Authorize the Executive Director to enter into an agreement retaining the services of an Executive Recruiter to assist in the hiring of a full-time General Manager for WPWMA at a cost not to exceed \$50,000.
 - 3. Determine that the proposed action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15320.

9. Upcoming Agenda Items

Identification of any items the Board would like staff to address at a future meeting.

10. Adjournment

**MEMORANDUM
WESTERN PLACER WASTE MANAGEMENT AUTHORITY**

TO: WPWMA BOARD OF DIRECTORS

DATE: APRIL 13, 2023

FROM: KEN GREHM / ERIC ODDO 

SUBJECT: CONSTRUCTION & DEMOLITION FACILITY GROUNDBREAKING

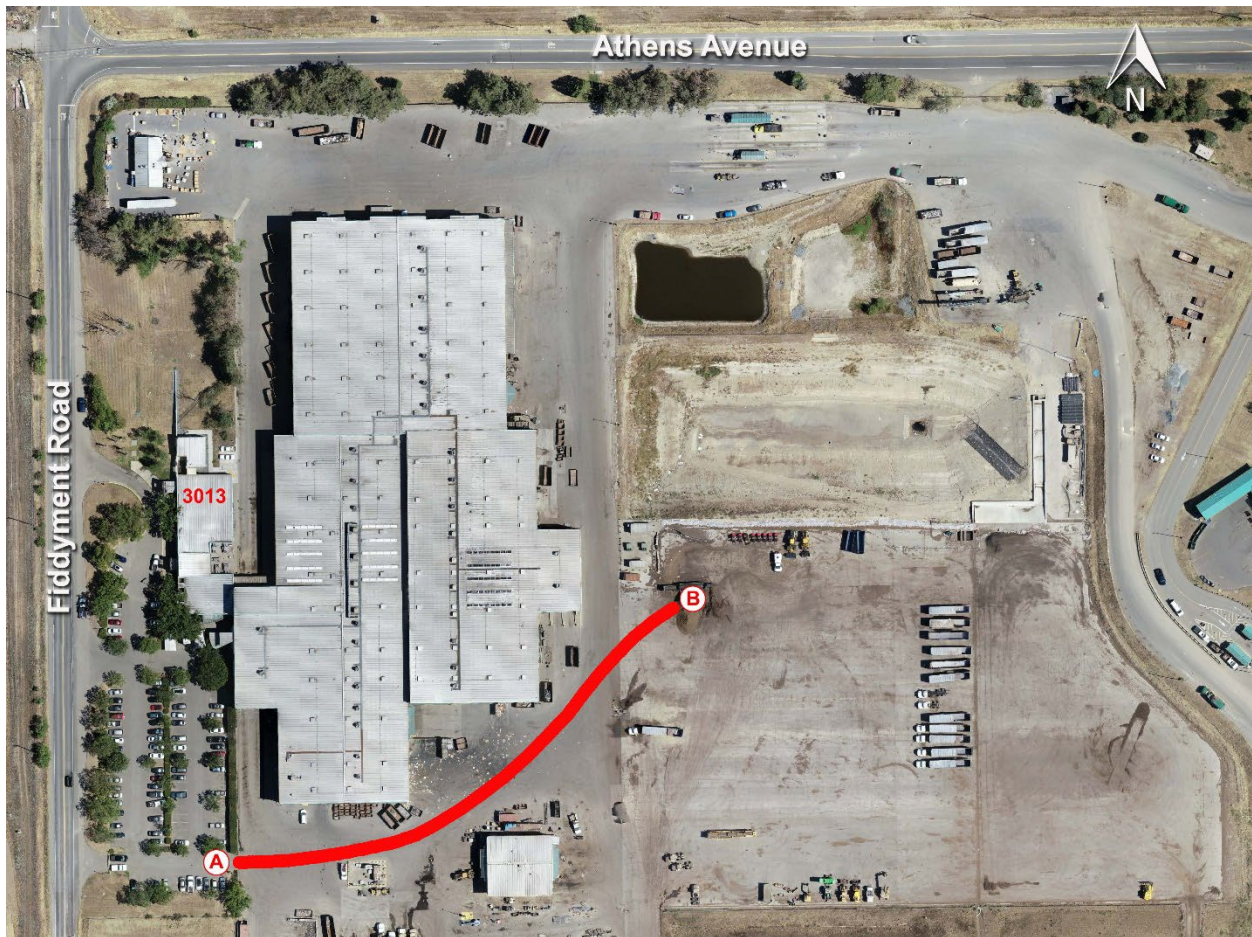
RECOMMENDED ACTION:

None. This report is for information purposes only.

BACKGROUND:

The groundbreaking ceremony for development of the new Construction & Demolition facility will take place on the North Compost Pad, located approximately 600 feet west of the WPWMA's Administration Building, as indicated on the figure below.

Attendees will be able to access the groundbreaking ceremony via an ADA accessible and fully delineated path beginning at the facility access gate located at the south end of the parking lot (denoted as "A" below) and terminating at the northwestern edge of the North Compost Pad (denoted as "B" below).



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Western Placer Waste Management Authority - Operations Fund Income Statement
(unaudited/depreciation excluded)

Year-to-Date
February 2023

	Year to Date				Notes
	Annual Budget	Budget	Actuals	Variance	
Revenue					
42010:Investment Income					
Interest / Investment Income	104,614	69,743	137,078	67,335	Budgeted a lower rate of return based on previous years' earnings rate
Interest with Fiscal Agent	-	-	934,832	934,832	Interest earned on bond funds
42030:Rents and Concessions	592,577	395,051	351,512	(43,539)	Energy royalties tracking ~14% below projected levels
46240:Sanitation Services - Other	31,617	20,592	20,713	121	
46250:Solid Waste Disposal	45,173,775	28,698,169	29,526,815	828,646	Tipping fee revenues tracking ~2.9% above budgeted amounts
46430:Insurance	208,637	-	357,883	357,883	Reflects final portion of MRF fire insurance settlement
48030:Miscellaneous	40,000	26,667	107,763	81,096	Includes payment from Nortech for recyclable revenue sharing (\$47,686) and CCTV system (\$25,000)
49040:Gain/Loss on Fixed Asset Disposal	1,130,560	1,130,560	1,085,560	(45,000)	Received payment from FCC on 14 of the 15 trucks sold; waiting for title from Nortech on 15th truck
Total Revenue	47,281,780	30,340,782	32,522,156	2,181,374	
Expenses					
Capital Assets:					
54430:Buildings & Improvements	30,603,376	26,472,974	1,824,000	24,648,974	Expected costs from FCC related to MRF improvements not yet realized
54450:Equipment	19,701,502	13,215,180	7,577,734	5,637,446	Expected costs from FCC related to MRF improvements not yet realized
54470:Infrastructure	695,000	-	-	-	
54480:Land Improvements	7,891,710	7,891,710	7,003,689	888,022	Module 6 excavation completed ahead of schedule; differential associated with compost pond project not yet completed.
Operating Expenses:					
51010:Wages and Salaries	2,151,929	1,434,619	1,506,417	(71,798)	Approx \$33,955 assoc. w/ OT and \$21,457 assoc. w/ accrued leave cash outs - for a total of \$55,412
52030:Clothing and Personal	6,000	4,000	1,522	2,478	
52040:Communication Services Expense	16,882	11,255	7,008	4,247	
52050:Food	1,000	667	1,069	(402)	
52060:Household Expense	3,000	2,000	66	1,934	
52080:Insurance	341,907	227,938	237,254	(9,316)	Insurance premiums greater than budgeted. Anticipate tracking ~\$40k over budget by end of FY
52140:Parts	3,000	2,000	220	1,780	
52160:Maintenance	32,911	21,941	67,533	(45,593)	Includes full annual payment for SCADA support (\$9,203) and Drone software (\$16,000)
52161:Maintenance - Building	30,000	15,000	-	15,000	No building maintenance costs realized to date.
52170:Fuels & Lubricants	2,000	1,333	3,702	(2,369)	Increased fuel cost for generators during January storms
52180:Materials - Buildings & Improvements	1,000	667	-	667	
52240:Professional / Membership Dues	5,000	5,000	7,975	(2,975)	Includes an unbudgeted, one-time cost of \$2,995 to register for Federal grant opportunities over the next 5 years.
52250:Services and Supplies	1,000	667	-	667	
52260:Misc Expense	-	-	-	-	
52320:Printing	32,200	21,467	11,435	10,032	Reducing printing costs to degree possible.
52330:Other Supplies	25,000	16,667	8,411	8,255	Lower office supply demand to date.
52340:Postage	4,110	2,740	2,081	659	Reducing hardcopy mailing costs to degree possible
52360:Prof. & Special Svcs - General	2,983,661	1,881,437	1,841,967	39,471	No direct billing for credit card services (auto deducted from cc payments to WPMMA)
52370:Professional and Special Services - Legal	160,000	106,667	84,760	21,907	Lower than expected legal counsel costs to date
52380:Prof. & Special Svcs - Tech., Eng. & Env.					
SC3140 Building Maintenance Installation and Repair Services	5,000	5,000	10,097	(5,097)	Costs related to CCTV system maintenance; originally budgeted under 52360
SC3180 MRF Operations	29,208,676	18,576,433	19,251,848	(675,415)	Includes ~\$349,000 in one-time costs paid to Nortech at end of contract and increased FCC fees due to higher tonnages.
SC3190 Landfill Operations	2,791,477	1,860,985	1,650,698	210,287	
SC3320 Environmental and Ecological Services	300,000	200,000	50,045	149,955	Lower than expected County staff time billed to WPMMA-related projects
SC3322 Hazardous Waste	60,000	60,000	52,705	7,295	Full payment for annual HHW collection date realized. Any future costs related to cost sharing agreement with Sac.
52390:Prof. & Special Svcs - County	249,600	166,400	130,226	36,174	Lower than expected County professional service costs to date.
52400:Prof. & Special Svcs - IT	135,200	90,133	4,557	85,577	IT costs not yet billed or realized
52440:Rents and Leases - Equipment	100	67	-	67	
52450:Rents and Leases - Buildings & Improvements	100	67	-	67	
52460:Small Tools & Instruments	1,000	667	567	100	
52480:PC Acquisition	12,500	12,500	-	12,500	Costs associated with server upgrades and one new workstation. Costs not realized or billed yet.
52510:Commissioner's Fees	6,000	4,000	3,900	100	
52540:Signing & Safety Material	10,000	6,667	86	6,581	Costs for new facility signage not yet realized or billed.
52560:Small Equipment	100	67	-	67	
52570:Advertising	20,000	13,333	18,095	(4,762)	Includes annual purchase of "premium items" for give aways and public outreach events
52580:Special Department Expense	10,000	6,667	470	6,197	Costs for office furniture for new staff not yet realized.
52785:Training / Education	10,000	5,000	1,079	3,921	Costs for staff training not yet realized or billed.
52790:Transportation and Travel	48,000	32,000	26,846	5,154	
52800:Utilities	250,000	166,667	78,986	87,681	Annual leachate disposal and new sewer discharge fees not realized yet.
52810:Operating Materials	1,000	667	-	667	
53050:Debt Issuance Costs	999,464	999,464	999,464	-	One time costs at realized when bonds were issued in September 2022. No additional costs expected this FY.
53060:Bond Interest	3,488,615	-	-	-	First bond payment due June 2023
53110:Interest	-	-	230	(230)	Associated with overdraw on bond proceeds.
53190:Taxes and Assessments	549,512	274,756	333,189	(58,433)	Includes \$22,583 and \$59,630 in annual APCD and Water Board permitting costs, respectively.
53250:Contributions to Other Agencies	269,442	269,442	265,287	4,155	Annual CFD payment lower than projected.
53390:Transfer Out A-87 Costs	84,000	56,000	36,174	19,826	Annual A-87 payment lower than projected.
55510:Operating Transfer Out	-	-	-	-	
55561:Interfund/Intrafund Activities Out	-	-	20,800	(20,800)	Costs associated with annual audit. Final Budget included \$20k for audit under account 52360
59000:Appropriation for Contingencies	-	-	-	-	
Total Expenses	103,201,973	74,142,906	43,122,191	31,020,715	
Net Income/(Loss)	(55,920,193)	(43,802,124)	(10,600,035)	33,202,089	
Additional non Income Statement Transactions:					
Bond Proceeds	57,867,742	47,540,617	10,401,198	37,139,420	
Planned use of Reserves	4,195,000	2,796,667	198,838	2,597,829	
Total with Bond Proceeds and Reserves	6,142,549	6,535,160	-	72,939,338	

Notes:

- Budgeted revenues and expenses are generally prorated equally each month of the fiscal year, whereas actual revenues and expenses reflect those realized as of the date of the report. This may lead to notable reported discrepancies between budgeted and actual amounts.
- Differences in the coding between the budgeted and actual revenues and expenses may result in notable reported discrepancies within the report.
- Additional non income Statement Transactions reflect amounts from WPMMA's Balance Sheet and are shown on this report for tracking and informational purposes only.

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**MEMORANDUM
WESTERN PLACER WASTE MANAGEMENT AUTHORITY**

TO: **WPWMA BOARD OF DIRECTORS**

DATE: **APRIL 13, 2023**

FROM: **KEN GREHM / KEITH SCHMIDT** 

SUBJECT: **MRF IMPROVEMENTS PROJECT UPDATE**

RECOMMENDED ACTION:

None. This report is for information purposes only.

BACKGROUND:

The following presentation was drafted independently by FCC Environmental Services California, LLC (FCC) and was submitted to the WPWMA on April 5, 2023. The attached presentation is presented to your Board as it was received by WPWMA staff. As such, subjective statements are those of FCC and do not necessarily represent the opinions of WPWMA staff.

Project Timeline

8

C&D Facility
ADA improvements
Green Waste Compost
Parking Extension

Phase 1
April 2023-January 2024

Maintenance
Building

**Phase 2. May 2023-
February 2024**

New MRF equipment
CASP Compost
Update traffic flow

**Phase 3. January 2024-
January 2025**

Project Updates



Waiting on Planning & Development Agreement



Building permit submitted and in process of been reviewed



First set of containers for C&D equipment already shipped from Rotterdam

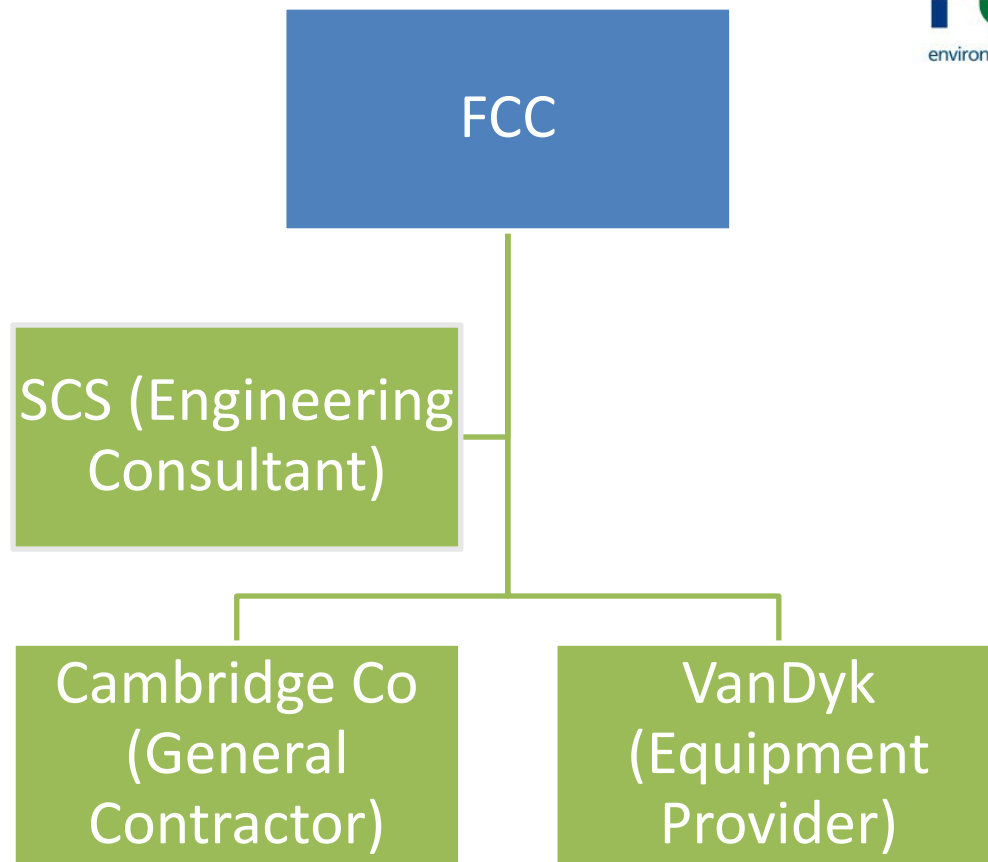


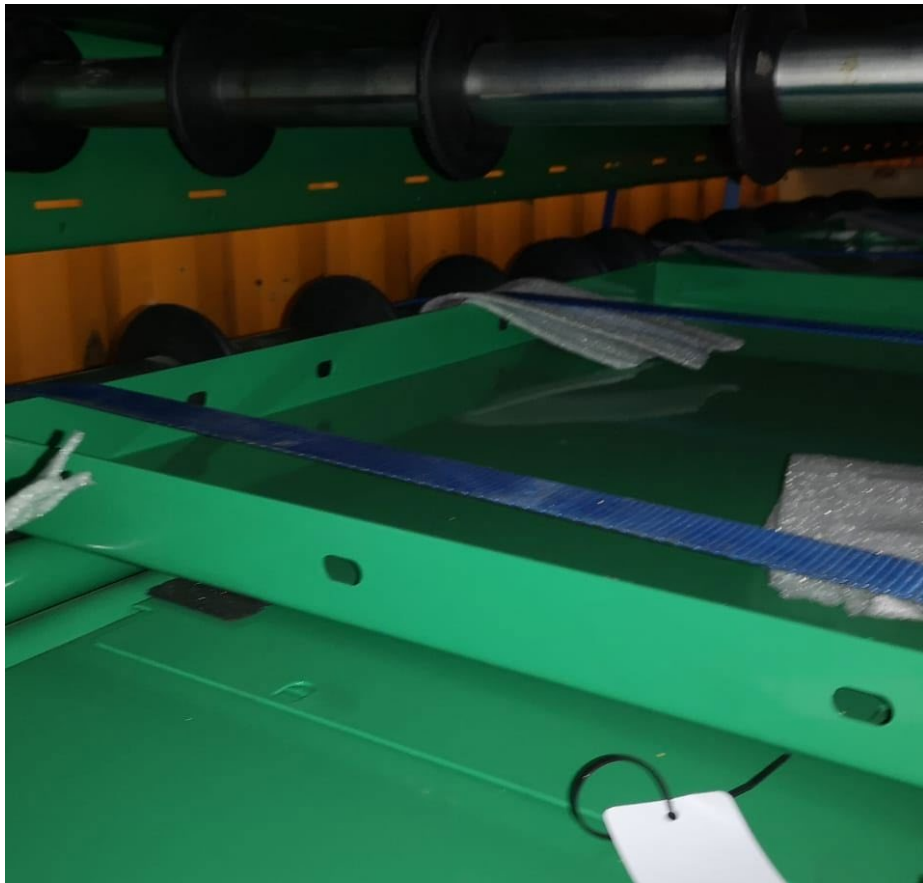
Signed a contract with a GC for Phase 1 and Phase 2



Mobilization for construction started early April

Organizational Chart of the Project Team





Phase 1 Project Timeline



Green Waste Compost April 2023-January 2024



	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Contractor Mob	█								
Order Blowers and Controls	█	█	█	█	█	█			
Mechanical	█	█	█	█	█				
Electrical Utilities	█	█	█	█	█				
Install Blowers/Control Panel							█		
Green ASP Start-Up							█	█	



Thank you

www.fccenvironmental.com

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WESTERN PLACER WASTE MANAGEMENT AUTHORITY

Minutes of March 9, 2023

The meeting of the Western Placer Waste Management Authority Board of Directors was called to order at 5:02 PM by Chairman Alvord in the WPWMA Administration Building at the Materials Recovery Facility.

Directors Present:

Scott Alvord
Shanti Landon
Bonnie Gore
Bill Halldin
Dan Karleskint

Staff Present:

Ken Grehm
Kevin Bell
Eric Oddo
Robert Sandman
Emily Hoffman

Will Scheffler
Keith Schmidt

1. Call Meeting to Order: Chairman Alvord called the meeting to order at 5:02 PM.
2. Pledge of Allegiance: Director Landon led the Pledge of Allegiance.
3. Roll Call: All Directors were present.
4. Statement of Meeting Procedures: Heather Wilden read the procedures for in-person and virtual meeting participation.
5. Public Comment: None.
6. Announcements & Information:
 - a. Reports from Directors: None.
 - b. Report from the Executive Director: Ken Grehm informed the Board of the C&D groundbreaking ceremony scheduled for the start of the April 13, 2023 Board meeting.

Ken also noted that the WPWMA's legislative advocacy consultant, Shaw Yoder Antwih Schmelzer & Lange, are working with the Rural County Representatives of California (RCRC) to provide a tour of the WPWMA's facility to key legislators and regulators on May 5, 2023.
 - c. Financial Reports: Eric Oddo provided a summary of the financials. There were no questions from the Board.
 - d. Monthly Tonnage Reports: Eric Oddo provided an overview of the tonnage reports and answered questions from the Board. A copy of the charts presented to the Board at the meeting are included as an attachment to these minutes.
 - e. MRF Operator Report: Andrea Rodriguez of FCC Environmental Services provided a summary of the report.
 - f. Landfill Operator Report: Brandon Stevens of FCC Environmental Services provided a summary of the report and answered questions from the Board.
 - g. MRF Improvements Project Update: Andrea Rodriguez of FCC Environmental Services provided a presentation of the improvements to the MRF and answered questions from the Board.

- h. WPWMA Operations Report: Will Scheffler informed the Board that the Fire Recovery Period ended January 15, 2023. Will and Eric Oddo answered questions from the Board.
 - i. Circular Economy Innovation Competition: Emily Hoffman provided an update noting that 12 business concepts were selected for the next stage of the competition and will likely be further refined to the top 6-10 concepts for final consideration. Concept selection is scheduled for Wednesday April 19, 2023 at noon at the Roseville Venture Lab where Chairman Alvord and Director Halldin will serve on the final judging panel. Emily answered questions from the Board.
7. Consent Agenda:
- a. Minutes of the Board Meeting held February 10, 2023:
Staff recommended approving the minutes as submitted.
 - b. North Compost Pond Leachate Pond Project:
Staff recommended the Board:
 - 1. Authorize an increase of \$300,000 to the spending authority delegated to the Executive Director or designee, increasing the total delegated spending authority to an amount not to exceed \$3,228,369.
 - 2. Determine the recommended action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15301.
 - c. Authorization to Apply for CalRecycle Grants:
Staff recommended the Board:
 - 1. Approve Resolution No. 23-03 authorizing the submittal of applications to CalRecycle for all grants for which the Western Placer Waste Management Authority is eligible.
 - 2. Determine the recommended action is not a project pursuant to California Environmental Quality Act Guidelines Section 15378.

The Chair opened public comment on the Consent Agenda; no comments were received.

**MOTION TO APPROVE CONSENT AGENDA:
Karleskint/Halldin**

ROLL CALL VOTE:

Halldin:	YES	Karleskint:	YES
Alvord:	YES	Gore:	YES
Landon	YES		

Vote: 5 In Favor, 0 Opposed – Motion Passed

8. Action Items:
- a. WPWMA Strategic Plan:
Staff recommended approving the 2023-2027 WPWMA Strategic Plan.

Director Gore suggested additional outreach to new residents including working with Bright Beginnings and the Greater Sacramento Economic Council (GSEC).

Emily Hoffman summarized the report and answered questions from the Board.

The Chair opened the item for public comment; no comments were received.

MOTION TO APPROVE:

Karleskint/Halldin

ROLL CALL VOTE:

Halldin:	YES	Karleskint:	YES
Alvord:	YES	Gore:	YES
Landon	YES		

Vote: 5 In Favor, 0 Opposed – Motion Passed

b. Module 6 Liner Construction:

Staff recommended approving the plans and specifications and authorizing solicitation of bids for the Module 6 Liner Construction Project.

Keith Schmidt summarized the report and answered questions from the Board.

The Chair opened the item for public comment; no comments were received.

MOTION TO APPROVE:

Halldin/Gore

ROLL CALL VOTE:

Halldin:	YES	Karleskint:	YES
Alvord:	YES	Gore:	YES
Landon	YES		

Vote: 5 In Favor, 0 Opposed – Motion Passed

c. Eighth Amendment to the Agreement with SCS for LFG Operation and Maintenance Services:

Staff recommended the Board:

1. Authorize the Executive Director or designee, upon review and approval by WPWMA Counsel, to sign the Eighth Amendment to the Agreement with SCS Field Services (SCS) to provide landfill gas (LFG) operations and maintenance services for the Western Regional Sanitary Landfill (WRSL) extending services for an additional four months and authorizing additional related services for a total of \$466,641, increasing the total not-to-exceed cost of the Agreement to \$6,261,543.
2. Determine the recommended action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15301.

Will Scheffler summarized the report and Eric Oddo answered questions from the Board.

The Chair opened the item for public comment; no comments were received.

MOTION TO APPROVE:

Gore/Halldin

ROLL CALL VOTE:

Halldin:	YES	Karleskint:	YES
Alvord:	YES	Gore:	YES
Landon	YES		

Vote: 5 In Favor, 0 Opposed – Motion Passed

9. Closed Session:

The Board adjourned to Closed Session at 5:08 PM to discuss the following:

- a. Government Code 54957(b)(1) – Public Employee Performance Evaluation: Title: WPWMA Executive Director
- b. Significant exposure to litigation pursuant to Government Code 54956.9(d)(2): one potential case.

WPWMA Counsel reported out of Closed Session that the Board directed staff to return with an Open Session item related to item 9a.

WPWMA Counsel reported out of Closed Session that the Board heard a report from Counsel and that the Board took no action on Item 9b.

10. Upcoming Agenda Items: None.

11. Adjournment: Meeting was adjourned at 6:56 PM.

Respectfully Submitted,

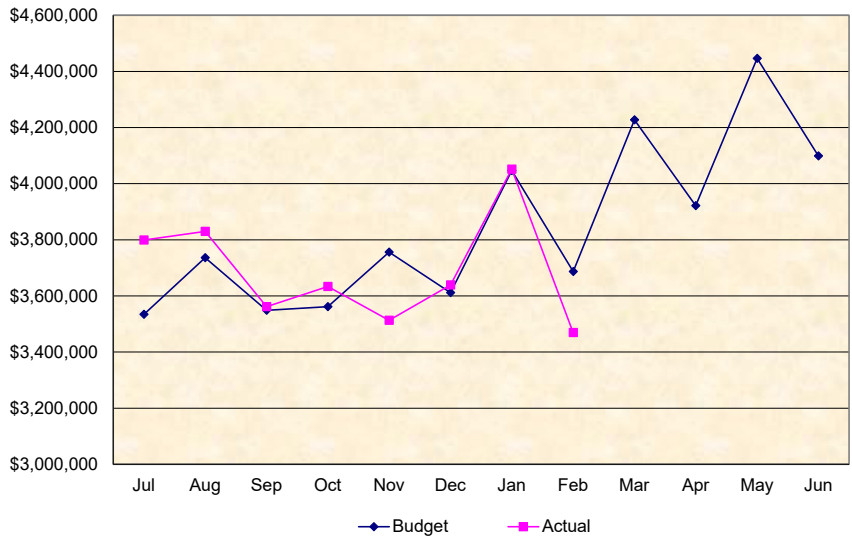


Heather Wilden, Clerk of the Board
Western Placer Waste Management Authority

Fiscal Year 2022-2023

Combined Revenue

Month	Budget	Actual	Variance
Jul	\$3,534,174	\$3,798,942	\$264,767
Aug	\$3,736,199	\$3,829,921	\$93,722
Sep	\$3,548,984	\$3,561,853	\$12,869
Oct	\$3,561,882	\$3,633,625	\$71,744
Nov	\$3,756,273	\$3,513,267	(\$243,006)
Dec	\$3,611,935	\$3,639,173	\$27,238
Jan	\$4,047,005	\$4,051,880	\$4,875
Feb	\$3,686,761	\$3,469,476	(\$217,285)
Mar	\$4,227,596		
Apr	\$3,921,883		
May	\$4,446,557		
Jun	\$4,098,871		
Totals:	\$46,178,120	\$29,498,137	\$14,924

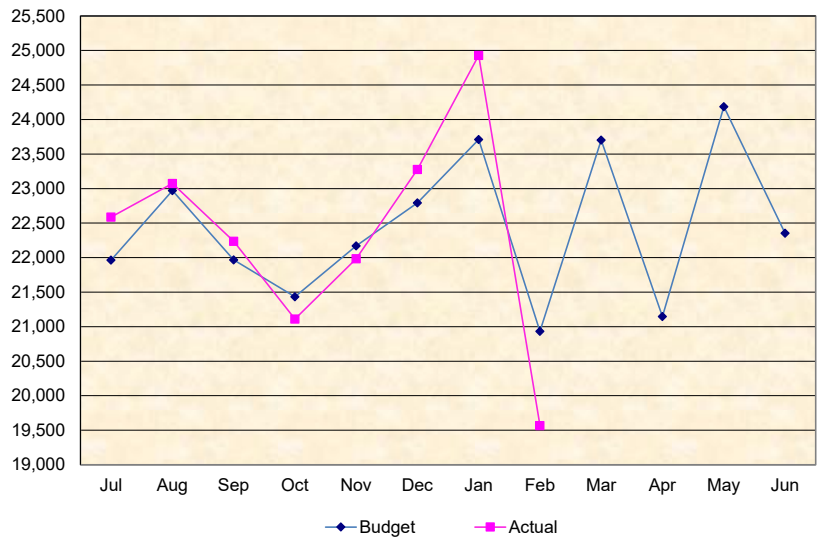


Combined Tipping Fee Revenue Year to Date

Budget	\$29,483,213
Actual:	\$29,498,137
Variance	\$14,924

MSW Tonnage

Month	Budget	Actual	Variance
Jul	21,965	22,588	623
Aug	22,971	23,076	104
Sep	21,969	22,236	267
Oct	21,434	21,110	(324)
Nov	22,171	21,985	(186)
Dec	22,794	23,277	483
Jan	23,712	24,930	1,218
Feb	20,933	19,567	(1,366)
Mar	23,704		
Apr	21,147		
May	24,187		
Jun	22,354		
Totals:	269,339	178,767	820

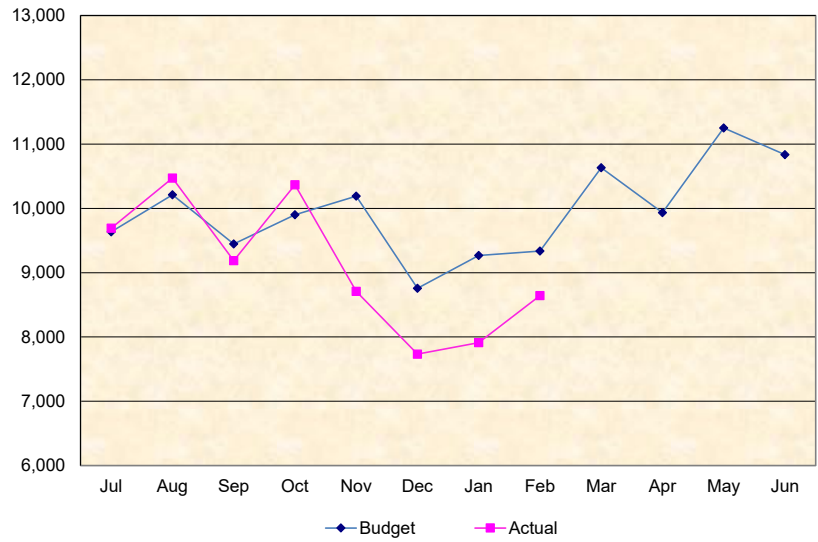


MSW Tonnage Year to Date

Budget:	177,947
Actual:	178,767
Variance	820

C&D Tonnage

Month	Budget	Actual	Variance
Jul	9,635	9,690	55
Aug	10,210	10,471	262
Sep	9,448	9,187	(261)
Oct	9,900	10,368	468
Nov	10,189	8,708	(1,481)
Dec	8,757	7,734	(1,023)
Jan	9,268	7,910	(1,358)
Feb	9,336	8,643	(693)
Mar	10,634		
Apr	9,932		
May	11,251		
Jun	10,836		
Totals:	119,396	72,711	(4,031)

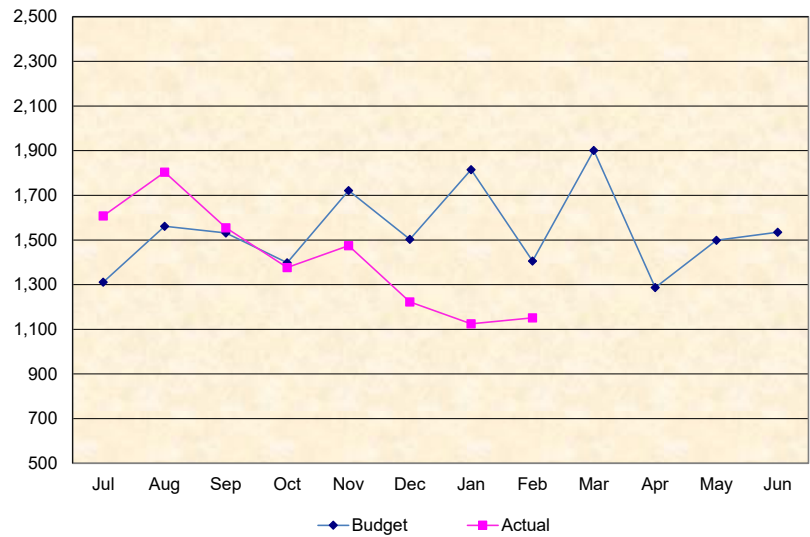


C&D Tonnage Year to Date

Budget:	76,742
Actual:	72,711
Variance	(4,031)

Sludge & Mixed Inerts Tonnage

Month	Budget	Actual	Variance
Jul	1,311	1,608	297
Aug	1,562	1,804	242
Sep	1,531	1,555	24
Oct	1,398	1,377	(21)
Nov	1,722	1,475	(247)
Dec	1,503	1,223	(280)
Jan	1,815	1,125	(691)
Feb	1,406	1,152	(255)
Mar	1,901		
Apr	1,287		
May	1,498		
Jun	1,535		
Totals:	18,471	11,318	(931)

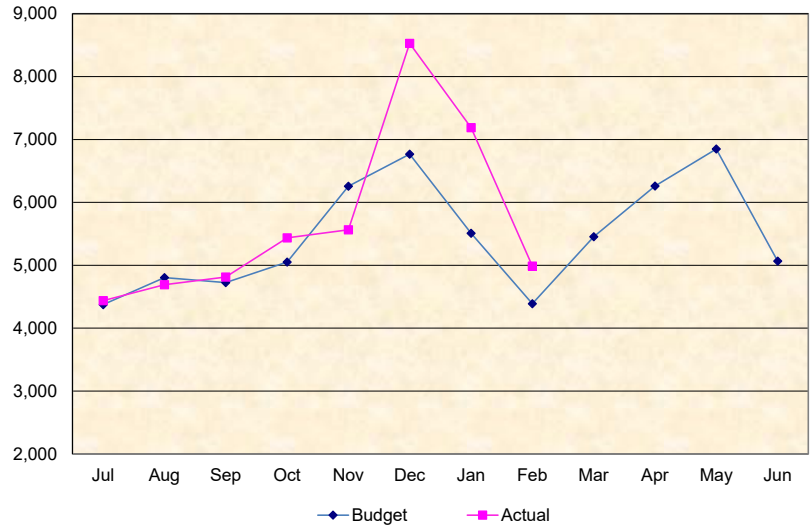


Sludge & Mixed Inerts Tonnage Year to Date

Budget:	12,249
Actual:	11,318
Variance	(931)

Green Waste Tonnage

Month	Budget	Actual	Variance
Jul	4,375	4,437	62
Aug	4,804	4,690	(114)
Sep	4,725	4,813	88
Oct	5,052	5,437	384
Nov	6,256	5,564	(693)
Dec	6,766	8,529	1,763
Jan	5,509	7,189	1,680
Feb	4,388	4,986	598
Mar	5,454		
Apr	6,260		
May	6,849		
Jun	5,066		
Totals:	65,505	45,646	3,769

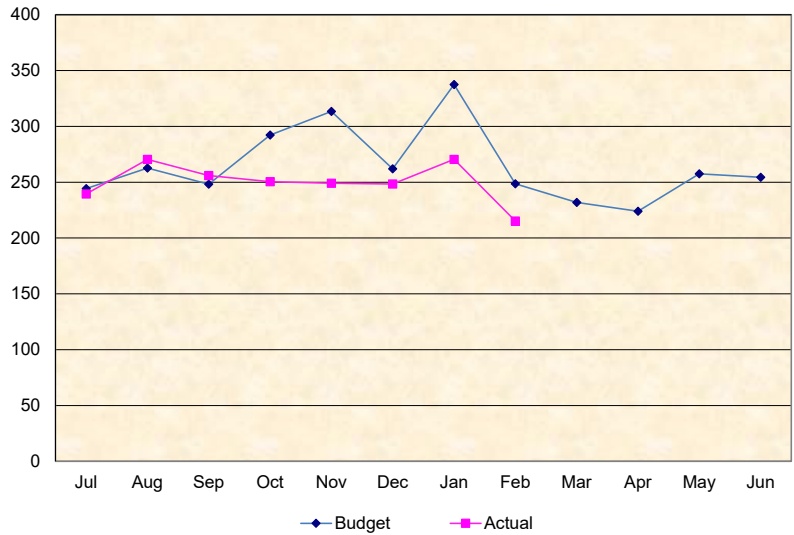


Green Waste Tonnage Year to Date

Budget:	41,876
Actual:	45,646
Variance	3,769

Food Waste Tonnage

Month	Budget	Actual	Variance
Jul	244	239	(5)
Aug	263	270	8
Sep	248	256	8
Oct	292	251	(42)
Nov	313	249	(64)
Dec	262	248	(14)
Jan	337	270	(67)
Feb	248	215	(33)
Mar	232		
Apr	224		
May	257		
Jun	254		
Totals:	3,176	1,999	(209)

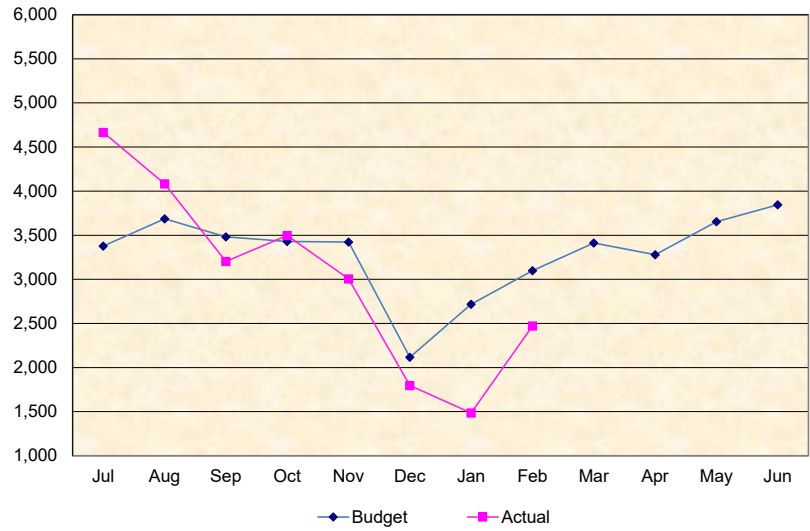


Food Waste Tonnage Year to Date

Budget:	2,209
Actual:	1,999
Variance	(209)

Inerts Tonnage

Month	Budget	Actual	Variance
Jul	3,377	4,666	1,289
Aug	3,686	4,083	397
Sep	3,482	3,202	(280)
Oct	3,430	3,497	67
Nov	3,423	3,004	(419)
Dec	2,116	1,796	(320)
Jan	2,718	1,485	(1,233)
Feb	3,099	2,472	(627)
Mar	3,412		
Apr	3,279		
May	3,654		
Jun	3,845		
Totals:	39,522	24,204	(1,127)

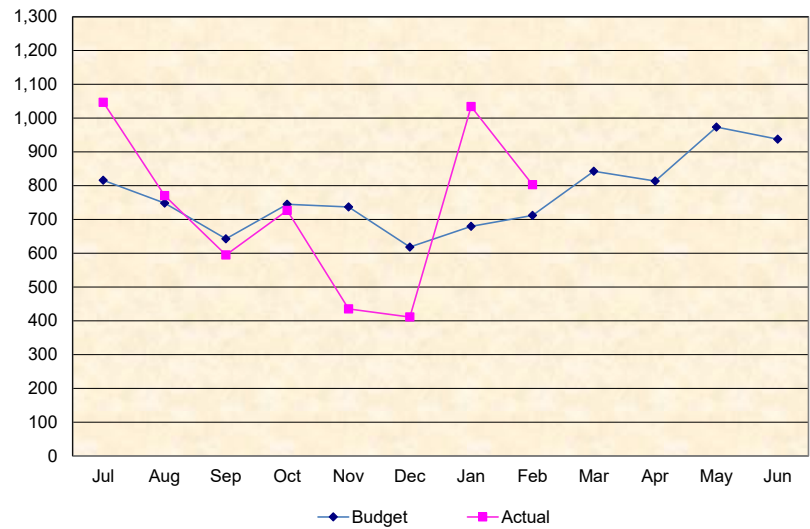


Inerts Tonnage Year to Date

Budget:	25,331
Actual:	24,204
Variance	(1,127)

Wood Tonnage

Month	Budget	Actual	Variance
Jul	816	1,047	231
Aug	748	771	22
Sep	643	595	(48)
Oct	745	727	(18)
Nov	737	435	(302)
Dec	618	411	(207)
Jan	680	1,034	355
Feb	712	803	91
Mar	842		
Apr	814		
May	973		
Jun	937		
Totals:	9,266	5,823	123

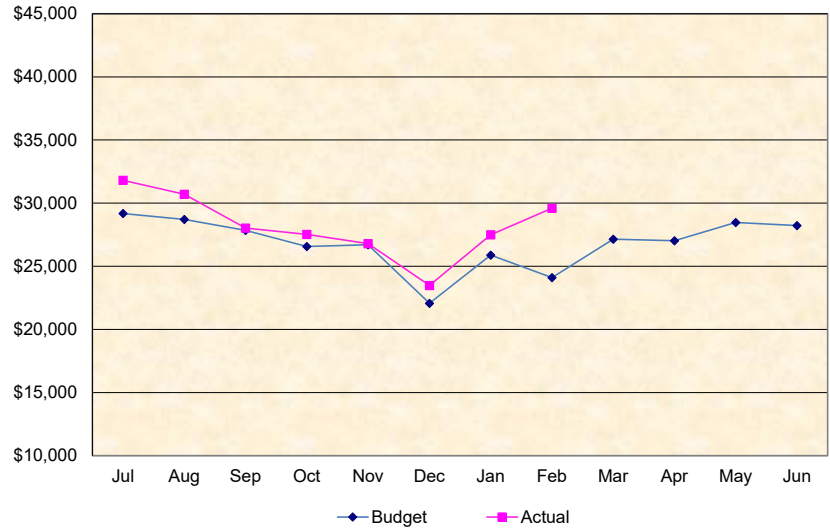


Wood Tonnage Year to Date

Budget:	5,699
Actual:	5,823
Variance	123

Miscellaneous Tipping Fee Revenue

Month	Budget	Actual	Variance
Jul	\$29,174	\$31,807	\$2,632
Aug	\$28,713	\$30,705	\$1,992
Sep	\$27,840	\$28,031	\$191
Oct	\$26,573	\$27,518	\$946
Nov	\$26,706	\$26,800	\$94
Dec	\$22,071	\$23,483	\$1,412
Jan	\$25,878	\$27,492	\$1,614
Feb	\$24,103	\$29,586	\$5,483
Mar	\$27,150		
Apr	\$27,015		
May	\$28,465		
Jun	\$28,230		



Totals:	\$321,918	\$225,422	\$14,364
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Miscellaneous Tipping Fee Revenue Year to Date

Budget:	\$211,058
Actual:	\$225,422
Variance	\$14,364

Miscellaneous tipping fee revenue reflects tipping fees received from tires, treated wood waste, appliances, and water treatment plant sludges.

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**MEMORANDUM
WESTERN PLACER WASTE MANAGEMENT AUTHORITY**

TO: **WPWMA BOARD OF DIRECTORS** DATE: **APRIL 13, 2023**
FROM: **KEN GREHM / EMILY HOFFMAN** *eh*
SUBJECT: **OUTREACH ACTION PLAN AUDIENCES AND PRIORITIES**

RECOMMENDED ACTION:

1. Approve suggested audiences and priorities to be incorporated in the FY 2023/24 Outreach Action Plan.
2. Determine the recommended action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15301.

BACKGROUND:

Following your Board's approval of the WPWMA's Strategic Plan at the March 9, 2023 meeting, staff has been working to develop an Outreach Action Plan to accomplish Goal 1, to improve outreach, public education, and customer experience/service.

The Integrated Waste Management Act (AB 939) of 1989 included establishment and maintenance of an education and public information program requirement; at the request and for the benefit of the Member Agencies, the WPWMA expanded its role by assuming additional responsibilities to fulfill the public outreach requirement.

To maximize resources, the WPWMA has historically contracted with one or more consulting firms to develop and implement various outreach program elements. With the WPWMA's new Public Information Assistant (PIA), the WPWMA has been able to internalize large portions of the duties previously performed by the WPWMA's outreach consultants to realize additional benefits and cost savings. Staff is currently working with Magma Creative and JSR Strategies to design a new website to simplify the WPWMA and Placer Recycles brands to be easier to understand and navigate for users.

While the WPWMA's outreach efforts aid the Participating Agencies in meeting AB 939's requirements (including waste diversion), it's important to note that AB 939 does not apply directly to the WPWMA itself. Over the years, the WPWMA has implemented a variety of outreach strategies, many in partnership with the Participating Agencies, to pool resources and provide consistent, simplified messaging to residents and businesses throughout western Placer County.

With the certification of the WPWMA's Renewable Placer Waste Action Plan, staff recommends the WPWMA conduct additional outreach to educate and foster the siting of compatible technologies and development of a local circular economy. Staff believe this will require focusing on different audiences than have been typical for previous WPWMA outreach efforts.

Staff recommends focusing efforts on the following audiences and priorities to best serve both the WPWMA's evolving needs and to continue to provide benefit to our Participating Agencies.

Suggested Audiences

Staff recommends focusing efforts for FY 2023/24 on the following audiences:

1. New residents to western Placer County (including those near the WPWMA).
2. Community leaders, elected officials, and regulatory/governing agencies.
3. Development site selectors, commercial real estate, circular economy entrepreneurs/manufacturers, and local economic development professionals.
4. K-12 and higher education institutions of learning.
5. General public customers.

Suggested Priorities

Staff recommends focusing efforts for FY2023/24 on the following priorities:

1. Holding regular workshops and events in addition to the annual Odor Workshop (such as an Open House) at the WPWMA for members of the public, regulators/governing officials, community leaders, etc.
2. Increasing ease of engagement for the public with the WPWMA in an official capacity, including public meetings and advisory groups.
3. Engaging with digital tools such as email newsletters, a regular video series, annual and/or post-interaction surveys (for customers, tours, and events), regularly updated & consumer-friendly reports, etc.
4. Convening partners in K-12 and higher education to develop and implement a more impactful and effective agency-specific education program that realizes the WPWMA's outreach goals and spurs meaningful inspiration and progress for developing a local circular economy.
5. Reinforcing the importance of the WPWMA's facility in enabling the Participating Agencies to comply with state regulations while providing a long-term, stable, and secure method for managing solid wastes.
6. Deepen the WPWMA's efforts in developing a local circular economy and responsible investment in innovation through strategic partnerships.

Staff seeks your Board's direction and welcomes its input regarding the above elements and any recommended approaches to develop further.

Following approval from your Board of these suggested audiences and priorities, staff will work with appropriate staff from the Participating Agencies to ensure that they continue to achieve regulatory compliance for outreach elements while receiving commensurate benefit, that the WPWMA is able to exceed any identified expectations, and that all suggested actions proposed effectively reach the audiences and address the priorities approved by your Board. Additionally, staff will conduct a brainstorming session with appropriate staff from the Participating Agencies to discuss regional messaging, K-12 education efforts, and ways to improve regional outreach collaboration. Suggestions from this session will be included in the Outreach Action Plan.

Staff anticipates presenting an Outreach Action Plan for FY 2023/24 to your Board at a future meeting.

ENVIRONMENTAL CLEARANCE:

Development and implementation of a public education program is categorically exempt under CEQA Guidelines, Article 19, Section 15322, "Education or Training Programs Involving No Physical Changes."

FISCAL IMPACT:

Sufficient funding for current outreach efforts has been identified in the FY2022/23 Budget and future efforts will be appropriately allocated for the FY 2023/24 Budget based upon your Board's priorities.

STRATEGIC PLAN/GOALS:

Goal 1 – Improve outreach, public education, and customer experience/service.

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**MEMORANDUM
WESTERN PLACER WASTE MANAGEMENT AUTHORITY**

TO: **WPWMA BOARD OF DIRECTORS** DATE: **APRIL 13, 2023**
FROM: **KEN GREHM / RYAN SCHMIDT** *RS*
SUBJECT: **THIRD AMENDMENT TO THE AGREEMENT WITH SCS ENGINEERS
FOR THE AQUIFER PUMP TEST AND FEASIBILITY STUDY**

RECOMMENDED ACTION:

1. Authorize the Executive Director or designee, upon review and approval by WPWMA Counsel, to sign the Third Amendment to the Aquifer Pump Test and Feasibility Study Agreement with SCS Engineers for additional groundwater studies and reporting related to the Corrective Action Plan, to decommission an existing water supply well, and add two compost system monitoring wells for a total of \$328,286, increasing the total not-to-exceed cost of the Agreement to \$878,686.
2. Determine the recommended action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15301.

BACKGROUND:

As early as 1992, groundwater impacts near the Western Regional Sanitary Landfill (WRSL) were detected in three onsite groundwater monitoring wells, including the site's water supply well. In 1994, the WPWMA installed a series of landfill gas (LFG) probes which indicated subsurface migration of LFG. As a result, the WPWMA was required to install additional groundwater wells and submit a Corrective Action Plan (CAP) to the Central Valley Regional Water Quality Control Board (Water Board). The WPWMA submitted, and the Water Board approved, a Feasibility Study and CAP requiring the WPWMA to: 1) cease landfilling in the unlined areas of the WRSL and install a final cap system, 2) use an LFG recovery system to correct impacts to groundwater, 3) conduct more frequent sampling of select groundwater wells, and 4) conduct additional groundwater-related analysis until the matter was resolved to the Water Board's satisfaction.

On January 17, 2019, the Water Board issued a Notice of Violation for persistent Volatile Organic Compounds in groundwater, despite implementation of the approved CAP. The Water Board directed the WPWMA to prepare and submit a new CAP and revised Report of Waste Discharge that identified a different approach to mitigating groundwater impacts. On March 14, 2019, your Board authorized an amendment to the Water Quality Monitoring and Reporting contract with SCS Engineers (SCS) to conduct a broad Engineering Feasibility Study aimed at determining the most effective method of corrective action. SCS identified that a groundwater extraction and treatment system would be the most effective corrective action and at the July 9, 2020 meeting, your Board authorized SCS to conduct an Aquifer Pump Test and Engineering Feasibility Study for groundwater pumping and treatment. SCS drilled groundwater extraction wells and conducted the pump test and determined a system designed to extract, treat and dispose of 100 gallons per minute of water would be required to meet the standards established by the Water Board.

WPWMA staff presented the findings to Water Board staff on April 19, 2022, and WPWMA staff intonated, although the project was technically feasible, it was economically and environmentally difficult to justify extracting approximately 50 million gallons of groundwater annually to recover an estimated 2 gallons of contaminants. Water Board staff agreed to allow the WPWMA additional time to analyze the efficacy of the LFG system and determine if LFG system upgrades and enhanced monitoring and reporting procedures could serve to meet the Water Board's goals and result in lower net economic and environmental impacts.

Because of SCS's long history at the WRSL managing both the LFG and groundwater monitoring systems, staff believe SCS is best suited to perform the additional analysis. As such, staff negotiated the proposed Third Amendment with SCS to evaluate the effectiveness of:

1. The existing CAP since its implementation in 1997 using historical records and additional groundwater sampling data.
2. The standard design of the WPWMA's groundwater monitoring wells.
3. The landfill cover system in reducing leachate production.
4. The LFG system operational practices. SCS will also be required to prepare an update to the LFG system operations plan.

This proposed Third Amendment also includes destruction of the old water supply well located to the west of Module 1. Analytical sampling results from the well suggest it has been impacted by LFG or leachate from the WRSL. Further, based on the design and construction of the well, it currently provides a hydraulic connection between groundwater aquifers of various depths. Staff recommend the well be destroyed and the annular space sealed to prevent further risk of cross contamination of aquifers.

Additionally, the Composting General Order requires that compost facilities monitor groundwater for the earliest detection of contamination from compost leachate. The WPWMA had previously been permitted to use existing groundwater wells to meet this requirement but, in permitting the North Compost Pond, the Water Board required the WPWMA to include a groundwater monitoring well adjacent to each compost leachate pond to detect any groundwater contamination from the composting system. Since this requirement by the Water Board was not provided to the WPWMA in time to include with the project to expand and line the North Compost Pond, construction of the additional wells had to be performed separately. The proposed Third Amendment provides for the construction of a single well adjacent to each of the WPWMA's two compost leachate ponds to comply with this regulation.

ENVIRONMENTAL CLEARANCE:

With the exception of the proposed well destruction and groundwater well construction, all work required under the proposed Third Amendment is categorically exempt under CEQA Guidelines, Article 19, Section 15306 "Information Collection", which allows for data collection when such activities do not result in a serious or major disturbance to an environmental resource.

Destruction of the onsite water well and construction of additional groundwater monitoring wells are categorically exempt under CEQA Guidelines, Article 19, Section 15301 “Existing Facilities”, which allows for work that will not result in an expansion of the previously approved use.

FISCAL IMPACT:

The cost of providing the additional scope identified in the proposed Third Amendment is \$328,286 and would increase the total not-to-exceed cost of the Agreement to \$878,686. Of this amount, \$132,280 is associated with the additional analysis, \$112,006 with destruction of the onsite water well, and \$84,000 with construction of two new monitoring wells near the compost leachate ponds. Sufficient funding for these additional services is available in the FY 2022/23 Budget.

Staff anticipates, dependent on the results of these studies, construction of additional groundwater wells may be warranted. The current estimated additional well cost is conservatively estimated at \$700,000 assuming installation of four (4) triple completion wells (12 borings). This cost will be reflected for planning purposes in the FY 2023/24 Preliminary Budget which staff anticipates presenting to your Board for consideration at the May 2023 meeting. If installation of additional groundwater wells proves necessary, staff will return to your Board at a subsequent meeting with the appropriate recommendation for your Board’s consideration and approval.

STRATEGIC PLAN/GOALS:

Goal 4 – Establish well-planned facility infrastructure and ensure its proper maintenance and operation.

ATTACHMENT: THIRD AMENDMENT

ADMINISTRATING AGENCY: Western Placer Waste Management Authority

AGREEMENT NO.: SCN103038

DESCRIPTION: Third Amendment to the Aquifer Pump Test and Feasibility Study

This THIRD Amendment is made to be effective as of, from and after the day of _____ 2023, and between the **WESTERN PLACER WASTE MANAGEMENT AUTHORITY**, a joint powers authority organized under California law (hereinafter referred to as the "WPWMA"), and **SCS ENGINEERS** (hereinafter referred to as the "Consultant").

RECITALS

1. The WPWMA and Consultant have entered into that certain "Aquifer Pump Test and Feasibility Study Agreement" as of August 19, 2020, amended as of November 4, 2020 by the First Amendment and as of August 3, 2021 by the Second Amendment (hereinafter referred to as the "Agreement").
2. The WPWMA was required to submit a Corrective Action Plan (CAP) to the Central Valley Regional Water Quality Control Board (Water Board) that included additional measures beyond the CAP approved by the Water Board in 1997, to control impacts to groundwater at the Western Regional Sanitary Landfill.
3. Continuing Consultant's prior work regarding the CAP, the WPWMA retained Consultant via the Agreement to collect empirical data to size and estimate the cost of a groundwater extraction and treatment system. WPWMA staff and Consultant presented the treatment system design to Water Board staff. After outlining the substantial cost of groundwater extraction in comparison to the positive impacts to groundwater, Water Board agreed to allow the WPWMA additional time to determine if landfill gas system, monitoring system and reporting upgrades could demonstrate that groundwater impacts are being addressed sufficiently.
4. WPWMA staff requested a proposal from Consultant to evaluate the effectiveness of systems in place at the Western Regional Sanitary Landfill to confirm whether groundwater impacts can be adequately controlled and mitigated by existing corrective action measures. Consultant recommended and WPWMA agrees to revise the contract to add tasks for evaluation of corrective action measures, decommissioning of the water supply well, and installation of two compost monitoring wells for a net additional cost of \$328,286.
5. Consultant has consistently performed contracted services for the WPWMA through changing project conditions, maintaining a positive working relationship with the WPWMA and its consultants and contractors.
6. WPWMA staff believes Consultant understands the scope of work, has proposed a reasonable budget, and is uniquely suited to effectively complete the work given their current performance of the aquifer pump test and engineering feasibility study.
7. The WPWMA and Consultant acknowledge that, by providing these additional services, the total cost of the Agreement shall increase by \$328,286 to Eight Hundred Seventy-Eight Thousand Six Hundred Eighty-Six Dollars (\$878,686).
8. The WPWMA and Consultant desire to amend the Agreement to reflect the revised understanding between the parties as set forth below. All references in this Third

Amendment to a Section, to an Appendix, or to an Exhibit shall refer to that Section or Exhibit of the Agreement, and all terms defined in the Agreement shall have the same meaning herein.

NOW THEREFORE, THE PARTIES AGREE AS FOLLOWS:

- a. The last sentence in item 2. **Payment**, shall be replaced with the following sentence:

“The total amount payable for all services provided under this Agreement, including Additional Services, shall not exceed Eight Hundred Seventy-Eight Thousand Six Hundred Eighty-Six Dollars (\$878,686) without the prior written approval of the WPWMA.”

- b. Exhibit A, Scope of Services, shall be amended to add the following new Task 6 which shall read in its entirety as follows:

“TASK 6 – EVALUATION OF CORRECTIVE ACTION MEASURES

Consultant shall conduct the following services under this task to evaluate the effectiveness of existing control systems to confirm groundwater impacts can be adequately controlled and mitigated by the existing corrective action plan:

6A Historic Groundwater Data Analysis, Mapping & Isotope Study

Consultant shall evaluate historic groundwater data and conditions, history of impact detections, and correlation of impacts to known landfill events, including concentrations of volatile organic compounds (VOCs), both as individual species and as combined indicators, such as the dehalogenation series of tetrachloroethene (PCE), trichloroethene (TCE), cis- and trans-1,2-dichloroethene (DCE), and vinyl chloride, and evaluate inorganic chemistry trends.

Consultant shall perform a study of isotope dating by sampling monitoring wells for isotope analysis to determine the relative age of the groundwater to identify younger water that may be recently recharged versus older water (pre-1950s) that may be moving slowly through the aquifer at an estimated rate of about 10-15 feet per year.

Consultant shall correlate groundwater chemistry trends with known landfill events (first waste deposition, placement of soil covers, subsurface oxidation events, etc.), and major weather events such as heavier than normal precipitation years. The WPWMA and Consultant shall work together to prepare a timeline.

Consultant shall prepare maps and cross sections of the vertical and lateral extent of at least three (3) of the most illustrative, traceable contaminants for at least four (4) time periods; for example, a map of total VOCs, PCE and chloride for the periods of 1995 (or earliest detection of VOCs), 2015 (before the subsurface oxidation event), 2019 (at the end of the subsurface oxidation event), and the most recent data. Consultant shall use the maps to indicate

where additional monitoring wells or probes are warranted, including number, location, depth and type, to help provide the earliest detection of contamination or further define the areas of known groundwater impacts.

Using data generated from this historic groundwater data analysis and isotope study, Consultant shall prepare a Summary Report of results and conclusions.

6B – Evaluation of Monitoring Well Design

Consultant shall evaluate the design alternatives of single-screen monitoring wells versus nested monitoring wells, such as the WPWMA wells CW-5, CW-7, CW-9, CW-19 and CW-25, all of which were installed in 2016 and include three (3) adjacent wells screened at a shallow, medium and deeper water bearing zone; part of this evaluation shall be a correlation to landfill geologic conditions, and results obtained from the data analysis and isotope study in Task 6A.

Consultant shall compare results of aquifer pumping tests already completed, including the testing done for extraction well effectiveness, to determine if there is a preferred monitoring well design for effectively monitoring the upper-most aquifer.

Consultant shall complete short-term extraction tests on existing monitoring wells to determine if there are correlations with geological conditions and monitoring well design. For individual wells, Consultant shall administer a single-well drawdown and recovery test of no more than 4 hours total per well. For cluster wells, Consultant shall test all three wells for drawdown and recovery while water level response is monitored in the remaining two wells.

Based on analysis of the existing monitoring wells and related factors (geology, drawdown/recovery, etc.), Consultant shall prepare a Technical Memorandum that summarizes the evaluations completed, and recommendations for future monitoring well design and installation methods and shall evaluate the data to determine if the cluster well design provides sufficient benefits to justify replacement of existing single-completion wells with new cluster wells.

6C – Evaluate Existing Interim Cover of CAP Area

Consultant shall work with WPWMA staff to define interim soil cover areas that may need to be tested for effectiveness. Once defined, Consultant shall prepare a sampling grid over the areas, the size of which will be determined based on the size of the area and the density of sampling points desired by WPWMA. For each sampling point, Consultant shall utilize hand-augers to determine the thickness of the cover soils and observed conditions shall be noted, such as soil type and moisture content. Consultant shall backfill hand-compact all hand-auger locations. At selected locations, Consultant shall collect a bulk soil sample and analyze for grain size distribution, permeability and Atterberg Limits.

This Agreement assumes the study area is approximately 17.5 acres with one sample point for every 150'x150' grid (22,500 square feet), for a total of

approximately 34 locations and up to 12 locations will be selected for soil testing. Depending on initial results, WPWMA may reduce the number of grid cells or samples collected for soil testing.

Consultant shall then generate a map or 3-D surface representation of cover thickness (isopach map) identifying the permeability sampling locations and results.

6D – LFG Operations Plan Update

Consultant shall review and revise the current LFG Operations and Maintenance Manual (Manual) to provide more detail on procedures, both for maximum LFG production and best practices for LFG controls as a corrective action. Consultant shall prepare revisions to the Manual to include an additional section describing a procedure for data review and wellfield evaluation relative to groundwater impacts as well as areas of the landfill where impacts may be expected due to landfill construction and any areas where groundwater impacts have been observed. Consultant shall include a map indicating sections of the landfill where collection wells are, or should be, utilized to prevent or mitigate groundwater impacts.

Consultant shall establish and describe the goals of wellfield monitoring and tuning for areas of LFG or VOC- impacted groundwater and the reporting system that will be used to validate collected data and the operational quality controls that will be shown and verified in the monthly, quarterly, and semi-annual reports.”

- c. Exhibit A, Scope of Services, shall be amended to add the following new Task 7 which shall read in its entirety as follows:

“TASK 7 – DECOMMISSION EXISTING WATER SUPPLY WELL

According to the Department of Water Resources Well Drilling Log, the existing water supply well is 265 feet deep and constructed of 6-inch diameter “plastic” casing with screen perforations from 185 ft. to 265 ft. The surface seal is cement grout to a depth of 60 feet, meaning the gravel pack is emplaced from 60 ft. to 265 ft. which provides a potential pathway for contaminants in the upper aquifer, if present, to migrate to deeper zones.

Consultant shall decommission this well via the following steps:

- A well pump contractor will be retained to remove the existing pumping equipment. This equipment will be placed onsite at the direction of WPWMA staff.
- A well video contractor will be retained and a video log will be completed for the entire well length to determine current condition.
- Using the well video and other available data, determine the best method to accomplish the decommissioning: either (1) over-drill to remove all

existing well components (casing, screen, grout, gravel pack), then grout the entire borehole, (2) destructive drilling to mill out all existing well components (casing, screen, grout, gravel pack), then grout the entire borehole, or (3) perforate the well casing, especially in the zone of 60 to 185 ft., then pressure grout the well to force grout into the entire gravel pack and well casing.

- Prepare a Well Abandonment Work Plan and submit the Work Plan to the RWQCB.
- Prepare a RFP for drilling services; distribute the RFP to potential drilling companies that are licensed to perform such services; conduct a job walk for interested drilling companies; evaluate bids received; and retain the most cost-effective, qualified contractor.
- Provide well destruction CQA through oversight and documentation of all drilling, well modification, and well grouting activities.
- Prepare a memo to WPWMA upon substantial completion of the well decommissioning activities.
- Prepare a Well Abandonment Report and submit the Report to the RWQCB.”

d. Exhibit A, Scope of Services, shall be amended to add the following new Task 8 which shall read in its entirety as follows:

“TASK 8 – EXPAND GROUNDWATER MONITORING NETWORK

Compost Pond Monitoring Wells

Following the Work Plan submitted by the WPWMA and approved by the Water Board, Consultant shall install two single-completion wells for compost site monitoring. The following steps shall be completed by Consultant:

- Prepare a Request for Proposal (RFP) for drilling services; distribution of the RFP to potential drilling companies that are licensed to perform such services; conduct a job walk for interested drilling companies; evaluate bids received; and retain the most cost-effective, qualified contractor.
- Provide monitoring well Construction Quality Assurance (CQA) through oversight and documentation of all drilling, well construction, and well development activities.
- Prepare a memo to WPWMA upon substantial completion of the well installation activities.
- Sample all new monitoring wells for the constituents required to be sampled per the Composting General Order.
- Prepare a Monitoring Well Installation Report and submit the Report to the RWQCB.

- Update the Compost reporting and permit documents to accurately display the newly installed monitoring wells in the Monitoring and Reporting Program (MRP), Compost General Order Notice of Intent or other documents as required by RWQCB.”

e. Exhibit B.2 shall be deleted and Exhibit B.3 attached hereto are substituted therefore.

Except as expressly provided in this Third Amendment, the Agreement shall remain unchanged and in full force and effect. After this Third Amendment is duly executed and delivered by WPWMA and Consultant, this Third Amendment shall be and constitute an integral part of the Agreement.

IN WITNESS WHEREOF, the WPWMA and Contractor have executed this Third Amendment as of the day and year first above written.

WESTERN PLACER WASTE MANAGEMENT AUTHORITY

By: _____
Executive Director

Date: _____

SCS ENGINEERS, CONSULTANT

By: _____
E. Wayne Pearce, Vice President

By: _____
Patrick Sullivan, Senior Vice President

Approved as to Form:

By: _____
WPWMA Counsel

**EXHIBIT B.3
PAYMENT FOR SERVICES RENDERED**

Payment to Consultant shall be made by the WPWMA on an hourly basis in accordance with the schedule attached hereto as Exhibit B-1.3 and subject to the task budgets listed in Table 1, below.

Consultant shall submit invoices monthly and describe in detail the work and work hours performed, staff performing the work, staff hourly rate, and expenses for which reimbursement is claimed. Consultant shall also include with the monthly invoice a spreadsheet indicating task budgets, charges by task for each invoice, cumulative charges to date by task, and percent of budget remaining by task. Consultant shall state hourly time in increments of no less than one-quarter (1/4) of an hour. All invoices shall be submitted to the WPWMA electronically via invoices@wpwma.ca.gov.

Provided the work has been satisfactorily performed, WPWMA will pay invoices within thirty (30) days after approval of the invoice. Consultant shall provide additional information requested by the WPWMA to verify any of the amounts claimed for payment in any invoice. The Executive Director or designee shall retain the ability to adjust the budget between task as long as the total amount payable for all services provided under this Agreement shall not exceed Eight Hundred Seventy-Eight Thousand Six Hundred Eighty-Six Dollars (\$878,686).

Table 1 – Task Budgets

Task	Description	Existing Budget	3 rd Amendment	Total
1	Well Design, Permitting, and Solicitation of Bids	\$30,000	---	---
2	Well and Piezometer Drilling, Aquifer Pumping	\$334,000	---	---
3	Well Construction Quality Assurance and Pump Test Memorandum	\$35,000	---	---
4	Groundwater Pump and Treat System Engineering Feasibility and Preliminary Design Report	\$131,400	---	---
5	Additional Services	\$20,000	---	---
6	Evaluation of Corrective Action Measures	---	\$132,280	\$132,280
7	Decommission Existing Water Supply Well	---	\$112,006	\$112,006
8	Expand Groundwater Detection Monitoring Network	---	\$84,000	\$84,000
TOTAL CONTRACT AMOUNT		\$550,400	\$328,286	\$878,686

**MEMORANDUM
WESTERN PLACER WASTE MANAGEMENT AUTHORITY**

TO: **WPWMA BOARD OF DIRECTORS**

DATE: **APRIL 13, 2023**

FROM: **KEN GREHM**

SUBJECT: **DEDICATION OF ROADWAY EASEMENTS**

RECOMMENDED ACTION:

1. Authorize the Executive Director, upon review and approval by WPWMA Counsel, to execute the necessary documents to provide one or more irrevocable offers to the County of Placer dedicating portions of the WPWMA's property as easements adjacent to existing County roadways.
2. Determine the recommended action is not a project pursuant to California Environmental Quality Act Guidelines Section 15378.

BACKGROUND:

Prior to your Board's action to certify the WPWMA's Renewable Placer: Waste Action Plan Environmental Impact Report (EIR) at the December 8, 2022 meeting, staff submitted a request to the County of Placer (County) for a finding that Plan Concept 2 of the EIR is in substantial conformance with the WPWMA's existing Conditional Use Permits (CUPs.) The County responded making the requested finding conditioned upon WPWMA's compliance with a number of items including providing irrevocable offers of dedication on WPWMA-owned property upon the County's written request of rights-of-way for future traffic improvements, constructed and funded by others, along Fiddymment Road, East Catlett Road, and Sunset Boulevard West. Consistent with the existing MRF CUP, the WPWMA previously dedicated to the County a 30-foot wide highway easement and 12.5-foot wide multi-purpose easement along the portions of both Athens Avenue and Fiddymment Road adjacent to the MRF property. The resulting design of the WPWMA's facilities as well as leasing portions of the WPWMA's land for the siting of compatible technologies and operations was predicated on these easements and other setback requirements identified in the MRF CUP.

In early March 2023, FCC submitted an application for a Design Review and building permit to the County for the first phase of MRF improvements specifically related to the Construction and Demolition Debris facility upgrades. The County is requiring, at this time, the dedication of: 1) a 37-foot wide highway easement along Fiddymment Road and Athens Avenue abutting the MRF property, and 2) a 22.5-foot multi-purpose easement adjacent to the Highway Easements prior to a Certificate of Occupancy being issued for the first phase of improvements. Making the dedication now will ensure that construction of the facility upgrades, and the subsequent receipt of the Certification of Occupancy, remain on schedule.

ENVIRONMENTAL CLEARANCE:

The recommended action is not a project under Section 15378 of the California Environmental Quality Act.

FISCAL IMPACT:

There is no immediate fiscal impact associated with the recommended action. If there are any direct costs to the WPWMA associated with implementation of any subsequent agreement between the WPWMA and County, staff will return to your Board with the applicable information or for the necessary approvals. Neither the County's substantial conformance finding nor the March 2023 preliminary comments require the WPWMA to directly fund or construct any future roadway improvements to the surrounding roadway network.

STRATEGIC PLAN/GOALS:

Goal 4 – Establish well-planned facility infrastructure and ensure its proper maintenance and operation.

ATTACHMENT: EXISTING AND SUGGESTED ROADWAY EASEMENTS



42.5 FT WIDE EASEMENT
CONSISTENT WITH EXISTING
C.U.P. 1717 (typ.)

59.5 FT WIDE EASEMENT
AS SUGGESTED BY
COUNTY - MARCH 2023 (typ.)

Drawn by:	
Checked by:	
Approval date:	
Issue for bids:	
Issue for const:	
REVISIONS	

VERIFY SCALES: BAR IS TWO INCHES ON ORIGINAL DWG.



WESTERN PLACER
WASTE MANAGEMENT AUTHORITY
3013 Fiddymnt Road - Roseville, California 95747
(916) 543-3960 www.wpwma.ca.gov

WRSL SITE MAP

SURVEY DATE: JAN 20, 2023

Project

Sheet

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**MEMORANDUM
WESTERN PLACER WASTE MANAGEMENT AUTHORITY**

TO: **WPWMA BOARD OF DIRECTORS**
FROM: **KEN GREHM**
SUBJECT: **FUTURE WPWMA ORGANIZATION**

DATE: **APRIL 13, 2023**

RECOMMENDED ACTION:

1. Provide feedback and direction to staff on potential changes to WPWMA's organizational structure to align with WPWMA's Strategic Plan.
2. Authorize the Executive Director to enter into an agreement retaining the services of an Executive Recruiter to assist in the hiring of a full-time General Manager for WPWMA at a cost not to exceed \$50,000.
3. Determine that the proposed action is exempt from environmental review pursuant to California Environmental Quality Act Guidelines Section 15320.

BACKGROUND:

Your Board approved a Strategic Plan (Plan) for the organization at its March 9, 2023 meeting. The Plan provides a vision for a much more active WPWMA, including management of our operations, future landfilling, public engagement, legislative/regulatory advocacy and encouraging the development of local markets through fostering the siting of compatible manufacturing using materials recovered at the WPWMA's facility.

This updated vision follows a host of recent accomplishments including:

- Successful procurement and operating agreement for our upgraded Material Recovery Facility (MRF)/Landfill Operations (FCC Environmental)
- Successful \$98M bond issuance (AA rating) to upgrade facility
- Excavated new landfill cell
- Partnership with CSUS/Carlsen Center to encourage compatible manufacturing
- Board approval of a 3-year rate structure
- Certification of WPWMA Waste Action Plan Environmental Impact Report

The next 2-3 years will focus on outcomes of our upcoming action plans and will include:

- Complete upgrades (\$120M) to the facility
- Facility to achieve compliance with various regulations, including SB1383
- Begin permitting of future landfill expansion on Western property
- Construct lining and complete newest landfill cell
- Hold first business idea competition in conjunction with CSUS and Carlsen Center
- Procurement for use/sale of Landfill Gas

In October of 2020, your Board received a Labor Study Report conducted by Municipal Resource Group. The Study was to review WPWMA's priorities and staffing needs to meet the community's and our Member Agency's needs and reflect the current solid waste industry. Several of the Study's recommendations have already been implemented. These included establishing two divisions (Operations and Engineering), instead of just one division. Your Board also authorized 3 new positions; two to help staff the new Operations Division and a new public information staff person.

The Study also suggested future consideration of a new full-time on-site General Manager to guide the organization and exclusively report to the WPWMA Board of Directors. Currently, the County's Director of Public Works and its Assistant Director of Public Works act as the WPWMA's Executive Director and Deputy Executive Director, respectively. Both of these positions oversee various County Public Works operations and are not dedicated full-time to WPWMA business. As noted in the Study, it is estimated that the Executive Director spends 10% of their time on WPWMA business and the Deputy Executive Director spends 25% of their time on WPWMA business. In light of the Strategic Plan, status of facility upgrades and our current industry position, the Board may want to entertain the possibility of implementing a full-time General Manager.

A General Manager would provide full-time on-site executive leadership to direct all WPWMA operations and be directly and exclusively accountable to your Board. Today the on-site WPWMA employees are employees of the County but are dedicated full-time to WPWMA business. Your Board could consider separating all connections with the County and performing all functions of an employer, including all forms of employee management and labor relations. This would add additional costs and may redirect WPWMA staff attention from its mission and regular activities. Staff recommend exploring a Memorandum of Understanding (MOU) with the County that specifically identifies the relationship between the WPWMA and the County and likely provides for a full-time employee to serve as the General Manager.

Staff has reviewed the potential ongoing costs associated with hiring a full-time General Manager. If a new General Manager was sought, the WPWMA would also require additional staff to perform various financial and administrative tasks that are currently performed by the County Public Works Department. A possible organizational structure is attached that suggests that the WPWMA would need to hire at least four (4) additional staff and reclassify one position to replace the services provided by County Public Works. Based on the current County classification system and salary schedule and assuming the classifications shown in the potential organization chart, the approximate additional ongoing annual cost of adding these positions, which includes the General Manager is \$949,000/year. The WPWMA currently reimburses the County approximately \$564,000/year for these services, leading to a potential net increase of approximately \$385,000/year. This cost does not consider any one-time costs associated with securing office space, equipment or parking for the increased number of employees.

If your Board chooses to move forward, staff recommends that your Board authorize the Executive Director to enter into an agreement with an Executive Recruiter to develop the recruitment process, including identifying candidates and assisting the Board in finding the best candidate to fill the General Manager role. In addition, next steps could include discussions with the County and WPWMA Counsel on an appropriate MOU, appropriateness of proposed classifications and other potential transition issues.

ENVIRONMENTAL CLEARANCE:

Consideration of a change in Local Agency organization is categorically exempt in accordance with Section 15320 of the CEQA Guidelines.

FISCAL IMPACT:

As proposed, the hiring of a full-time General Manager and associated staff positions could cost an additional \$385,000/year. There may also be some one-time costs associated with office space, equipment and parking to accommodate new employees. The cost of having an Executive Recruiter assist in the search for a General Manager is estimated to not exceed \$50,000 and sufficient funding will be allocated in the FY 2023/24 Preliminary Budget.

STRATEGIC PLAN/GOALS:

Goal 6 – Establish internal policy and inform regional policy.

ATTACHMENTS:

1. WPWMA STRATEGIC PLAN
2. 2020 WPWMA LABOR STUDY
3. POTENTIAL NEW ORGANIZATION CHART
4. POTENTIAL BREAKDOWN OF COSTS



Western Placer Waste Management Authority's 2023 - 2027 Strategic Plan

VISION

The WPWMA is recognized as a leader in solid waste management and resource innovation that contributes to our region's prosperity

MISSION

Creating solutions and transforming waste into a resource for a sustainable environment and prosperous economy

CORE VALUES

- *Transparent & Acts with Integrity*
- *Collaborative*
- *Exceeding Expectations*
- *Reliable & Sustainable*
- *Innovative*

STRATEGIC PRIORITIES

Engagement

- *The WPWMA will engage a wider reach of individuals, agencies, and businesses by utilizing existing relationships and building support with new neighbors and partners.*

Leadership

- *The WPWMA will take an active role in providing the systems needed for effective collaboration in achieving success for solid waste needs and diversion requirements of Participating Agencies, meeting the moment as local and industry leaders and experts.*

Reliability

- *The WPWMA will be an independent and reliable community resource. Member Agencies, customers, and regulatory/governing agencies can rely on the WPWMA to provide uniformity of service and exceed expectations in a sustainable way for employees, facilities, and the environment.*

Innovation

- *The WPWMA embraces new ways of thinking to benefit the quality of life in our region and facility operations.*

GOALS

1. *Improve outreach efforts, public education, and customer experience & service*
2. *Enhance economic development and investment in innovation*
3. *Increase material diversion and domestic reuse*
4. *Establish well-planned facility infrastructure and ensure its proper maintenance and operation*
5. *Maintain fiscally responsible systems*
6. *Establish internal policy and inform regional policy*

WESTERN PLACER WASTE MANAGEMENT AUTHORITY

LABOR STUDY

October 2020



Prepared by:

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Mike Bakaldin, Consultant
Dana Shigley, Consultant

Municipal Resource Group, LLC

October 2020

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I. EXECUTIVE SUMMARY

The Western Placer Waste Management Authority (WPWMA) staffing allocation has been consistent for the last several years. During this time, and into the near future, the solid waste industry has become more complex and subject to increasing regulation. WPWMA staff accommodated the changing and more complicated industry without additional resources.

In general, MRG found that WPWMA is understaffed and did not have enough available work hours to continue providing its current service level reliably. MRG recommends adding three additional positions for the immediate future to provide WPWMA with the capacity to perform all of its critical tasks, including capital improvement, policy development, business development and marketing, and organizational support. Currently, WPWMA is challenged to meet its goals in these areas because of its limited capabilities.

MRG did not find any contracted services that would be more cost-effective if they were discontinued and assumed by WPWMA. We found limited opportunities for significant savings or efficiency gains as most contracts are for highly specialized services, require unique training and equipment, and are not continuous. It would be challenging to justify in-sourcing these tasks given the intermittent and highly skilled nature of the work.

Recommendation #1: *WPWMA should align its decisions with its values, mission, and objectives.*

Urgency: *Important*

This report contains 19 separate recommendations for improving WPWMA's service delivery capacity. **Exhibit 1-1** is a list of MRG's recommendations. To help WPWMA develop an implementation plan, we prioritized each suggestion. **Exhibit 1-2** is a list of our recommendations from highest to lowest priority. Our recommendations provide WPWMA with choices to consider as it continues to perfect its service delivery. WPWMA should align its decisions regarding our recommendations with its values, mission, and objectives.

Common to all the recommendations is an acknowledgment that WPWMA is challenged to find time to be strategic. As difficult as it is to find extra time, WPWMA must be disciplined and make time to analyze, consider, and implement changes. While even short-term disruptions can seem daunting, a long-term strategic view is much needed.

II. INTRODUCTION

WPWMA is a regional solid waste management provider with landfill and material recovery facilities located in Roseville, CA. WPWMA is a Joint Powers Authority with four member agencies: the cities of Rocklin, Lincoln, and Roseville, and the County of Placer (County). The region is known for its natural beauty and open spaces with more than one million acres of national forest. The member agencies have a reputation for robust growth. Fifty percent (50%) of the county residents have an associate degree or higher, a median household income of \$85,000, and a median home value of \$473,000. The community is well-educated and vibrant.

A five-member Board of Directors comprised of one elected official from each city agency and two representatives from the County governs WPWMA. The County Public Works Director and Deputy Director serve part-time as the Executive Director and Deputy Executive Director, respectively.

WPWMA serves a population of 347,500 and processes approximately 274,815 tons of solid waste each year.¹ It owns and operates both landfill and recycling facilities. There are 16 dedicated staff members performing everything except landfill and recycling operations. WPWMA contracts with Nortech for landfill and recycling operations.

The County provides staffing for WPWMA, including staff dedicated to and located at, the WPWMA facility in Roseville. The County supplements the dedicated employees with administrative and technical support staff that allocates a portion of its time to WPWMA activities. In addition to on-site and county support staff, WPWMA contracts with numerous third parties to perform an array of specialized services and tasks.

WPWMA is a separate government agency from the County and has historically adopted the County's policies, including those related to personnel allocation and management.

III. PROJECT SCOPE

WPWMA engaged MRG to conduct an independent labor study identifying WPWMA's priorities and staffing needs. Our study resulted in staffing recommendations that provide WPWMA with the capacity to perform all required services. MRG designed processes to determine if WPWMA had sufficient staff to complete its current workload, how the distribution of contract vs. in-house services compared to similar agencies, and how to staff

¹ www.calrecycle.com

WPWMA to meet its priorities. The study was organized into three main tasks and included sub-tasks, where appropriate. The project scope was as follows:

1. Task 1 – Kick-Off Meeting and Document Review
2. Task 2 – Conduct Labor Study
 - a. Identification of Services and Tasks
 - b. Prioritization Exercise
 - c. Labor Hour Calculations
 - d. Labor Classifications
 - e. Service Cost Evaluation
 - f. Agency Comparison
 - g. Preliminary Staffing Recommendation
 - h. Final Report
3. Task 3 – Additional Services

The project scope was well defined, and required only one, minor scope adjustment. The initial agency comparison outcome was to identify five comparable organizations. However, to provide the best comparison data, WPWMA asked MRG to include a sixth agency. At WPWMA's request, we incorporated the additional analysis into the project scope as an additional service. No other additional services were identified or provided.

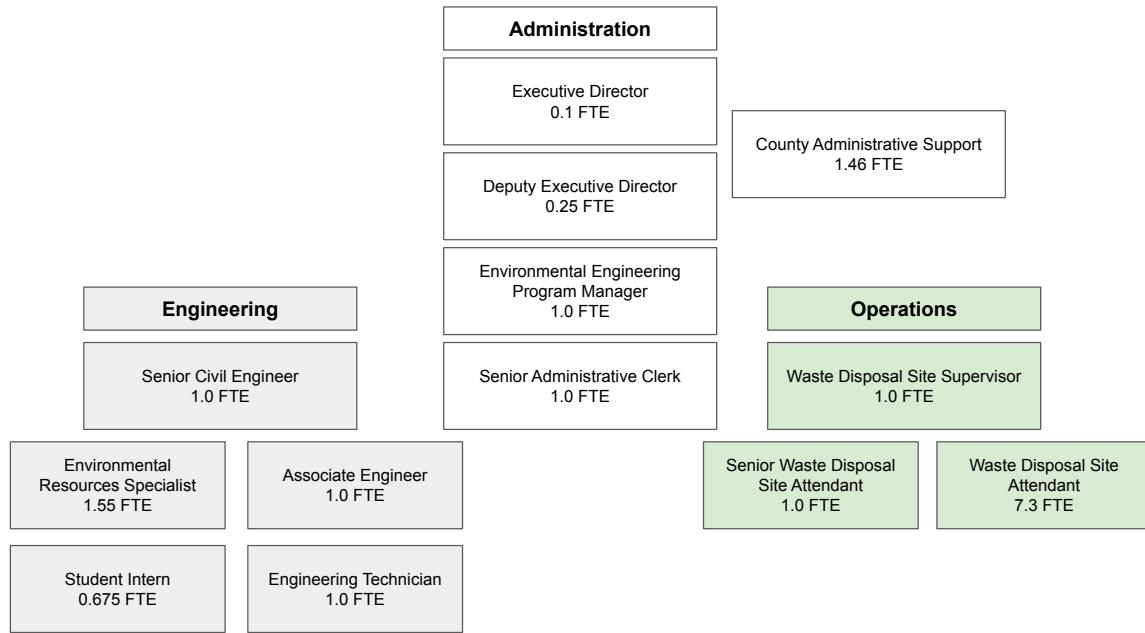
IV. BACKGROUND AND METHODOLOGY

A. Background

After the initial kick-off meeting with the WPWMA Project Management Team, MRG obtained and reviewed numerous documents, including service agreements with WPWMA contractors and consultants, long-term planning documents, operating permits, finance and budget reports, the current organizational chart, and position descriptions. This information provided MRG with important background information that informed the remaining project steps.

The WPWMA Program Manager is responsible for day-to-day operations and oversees the on-site employees. WPWMA's current staffing plan was our starting point, as depicted below.²

² Full-time equivalents (FTEs) are the total allocated FTEs including partial FTEs, part-time, and extra-help positions. The County administrative support FTEs also include human resources and finance FTEs not depicted in this chart.



B. Methodology

MRG consultants used a multi-step process to obtain information, analyze data, and develop meaningful recommendations.

In addition to reviewing background materials, we interviewed seven WPWMA employees and four County staff members. During each interview, MRG asked employees to describe their typical work tasks and the time spent on each, the contracted services they supported, their thoughts about WPWMA priorities in the coming year or two, and functional areas that might need additional attention. We conducted several follow up interviews to obtain clarification or further information.

Using the information gathered during the interviews, MRG developed a matrix identifying each primary function and task performed, who performed the task (staff, contractor, or a combination of both), and how much time staff dedicated to the job. With staff feedback, we also identified tasks and functions that could benefit from additional employee capacity or contractor attention. The WPWMA Project Management Team reviewed and finalized the matrix. **Exhibit 4-1** is the task matrix.

V. COMPARISON AGENCIES

To provide context, WPWMA provided 14 possible comparison agencies. The 14 agencies were:

Alameda County Waste Management
 County of Nevada
 County of Sacramento
 Del Norte Solid Waste
 Humboldt Waste Management
 Kings Waste and Recycling
 Mendocino Solid Waste
 Monterey Regional Waste Management
 Napa-Vallejo Waste Management
 Salinas Valley Solid Waste Management
 San Luis Obispo Integrated Waste
 South Bayside Waste Management
 Tehama County Solid Waste
 Yolo County Integrated Waste Management

Exhibit 5-1a is the data comparison for the 14 original comparison agencies.

To identify the organizations most comparable to WPWMA, MRG ascertained which of these agencies operated an active landfill. Of the 14 provided agencies, the five with active landfills were:

County of Sacramento
 Monterey Regional Waste Management
 Salinas Valley Solid Waste Management
 Tehama County Solid Waste
 Yolo County Integrated Waste Management

To provide WPWMA with six relevant comparisons, MRG identified four additional agencies operating active landfills. Three were counties and one was a regional service provider. MRG selected the regional provider, Merced County Regional Waste Management Authority, as most similar to WPWMA.

To quantify their similarity to WPWMA, MRG used five data points representing WPWMA's unique characteristics. The five data points were:

Population
 Revenue
 Square Mileage
 Total Annual Tonnage

Total Number of Employees

Using these data points, MRG ranked each of the six agencies according to its similarity to WPWMA. To ensure consistent comparisons, MRG relied upon the data provided by the California Department of Resources Recycling and Recovery (www.calrecycle.ca.gov) and the California State Controller's Office Government Compensation in California (www.publicpay.gov) websites, whenever possible. This data could differ from the local jurisdiction's data; for example, WPWMA reported their tonnage to MRG as processed tonnage, and the CalRecycle website used disposed waste. The comparison agencies were relative rankings designed to quantify how similar each of the 6 organizations was to WPWMA; it was essential to use standardized data whenever possible. **Exhibit 5-1b** is the data for the final six comparison agencies.

Based on this methodology, Salinas Valley and Merced County Regional were tied as the most similar to WPWMA. Monterey Regional and Yolo County Integrated were also tied as the fourth most similar. MRG used the total annual tonnage data as the tie breaker. The six agencies are ranked by their comparability to WPWMA are below.

Agency	Similarity Ranking
Salinas Valley Solid Waste Management	1
Merced County Regional Waste Management	2
County of Sacramento	3
Monterey Regional Waste Management	4
Yolo County Integrated Waste Management	5
Tehama County Solid Waste Management Agency	6

MRG used the comparisons to provide perspective for our findings and recommendations. Factors typically considered when conducting salary surveys, such as labor force competition and commute distances, were not relevant for this analysis. WPWMA should not use these comparison agencies for other purposes.

A. Staffing Comparisons

Comparing staffing levels to other similar agencies helps place WPWMA's staffing analysis in a broader framework. Like WPWMA, they used a combination of employees and contractors to provide a full range of services. According to the publicpay.ca.gov data, the number of employees ranged from 13 to 265 compared to WPWMA's five employees. The

publicpay.ca.gov data is based on the number of W-2 forms issued by each agency.³ Like WPWMA, many special districts rely on counties or cities for administrative processes including payroll processing. Often, to simplify payroll processing, the county or city will treat special district employees as their own, including issuing the annual W-2 form. Thus, the publicpay.ca.gov data may not accurately represent special districts' employee counts.

To provide a more meaningful comparison of staffing levels, for all agencies, MRG researched and included all positions related to general management, gate operations, outreach, and engineering. Interns and temporary agency employees, as well as human resources and finance staff, were excluded to mimic WPWMA's decision to outsource human resources and finance functions. MRG relied upon agency websites to evaluate the staffing plans of the comparison agencies.

The below chart illustrates WPWMA's and the comparison agencies' workforces and the ratio of employees to annual tonnage.

Agency	Total # of Employees	Comparable Number of Employees ⁴	Operations Contract or in house	Annual Tonnage	Ratio of Tonnage to One Comparable Employee
WPWMA	18.1	13.9	Contract	274,814	19,771:1
Salinas Valley Solid Waste Management	59.5	19	In-house	248,669	13,088:1
Merced County Regional Waste Management	41	17	In-house	172,056	779:1
County of Sacramento	265	74	In-house	393,850	5,322:1
Monterey Regional Waste Management	145	20	In-house	95,770	4,789:1

³ The IRS Form W-2 is the wage and tax statement employers are required to send to employees and the IRS at the end of each year.

⁴ "Comparable employees" includes employees engaged in tasks similar to WPWMA staff. This includes administration, engineering, public education and outreach, compliance, and gate operations. Collection, landfill, materials recovery, transfer, and household hazardous waste processing are not included.

Agency	Total # of Employees	Comparable Number of Employees ⁴	Operations Contract or in house	Annual Tonnage	Ratio of Tonnage to One Comparable Employee
Yolo County Integrated Waste Management	35	28	In-house	178,326	6,369:1
Tehama County Solid Waste Management Agency	17	3	Contract	45,048	15,016:1
Average Ratio:					9,637:1

Based on the above comparison, WPWMA's tonnage to employee ratio is higher than all of the comparison agencies and significantly higher than the six-agency average. MRG used comparable employees for this evaluation, and excluded comparison employees performing duties that are performed by contract employees at WPWMA. Thus, our conclusion is not influenced by the five of the comparison agencies with in-house landfill operations. And, WPWMA's ratio is higher than Tehama County Solid Waste, which also contracts for its landfill operations. MRG did not rely on the comparison data for our staffing recommendations. We relied on our task matrix and available labor hours analysis to reach our recommendations. The comparison agencies helped us determine how best to organize and assign essential duties.

Based on its current organization chart, WPWMA organizes its staff into three divisions: Administration, Engineering, and Operations. To refine our analysis, we used these divisions to equate WPWMA's staffing with the comparison agencies. The table below shows how the three most comparable agencies allocate their staff among the three divisions.

Agency	Engineering	Administration	Operations
WPWMA	4.6	2.4	7
Ratio	33%	17%	50%
Salinas Valley Solid Waste Management	3	9	7
Merced County Regional Waste Management	3	2	12

Agency	Engineering	Administration	Operations
County of Sacramento	24	7	43
Monterey Regional Waste Management	4	7	9
Yolo County Integrated Waste Management	7	8	13
Tehama County Solid Waste Management Agency	0	3	0
Average Employees	6.8	5.7	14
Average Ratio	26%	22%	52%

Based on the staffing ratio comparison, WPWMA appears to be overstaffed in its Engineering function, understaffed in Administration, and right-sized in Operations. It is important to recognize that most comparison agencies have substantially more robust recycling and waste reduction education programs than WPWMA and include this program in their Administration functions. WPWMA assigns its public outreach program to its Engineering function. WPWMA does not need extensive educational programming because of its "one-big-bin" collection system. Also, some of the comparison agencies operate their landfills with employees rather than contractors. While we did not include staff directly assigned to landfill operations, agencies that internally staff their facilities organize their operations divisions very differently, making direct comparisons difficult.

Before concluding that WPWMA needed more staff, and in which functions, we examined the use of contractors.

B. Contract Services

By far, the most significant driver of comparison agency staff counts and the use of contract services is whether or not an agency contracted out their landfill and MRF operations. The five agencies which operated their landfills and MRFs with in-house staff or a combination of in-house and contractors had significantly higher staff counts than WPWMA. As a result, two of those (Monterey Regional and Salinas Valley) also supported internal and full-service finance and human resources divisions. The remaining agency (Yolo County) relied on county staff for finance and human resource services.

All of the comparison agencies had much more robust public outreach, public education, and resource recovery internal staffs, with a likely smaller reliance on contractors for those

services. As mentioned previously, WPWMA places a lower emphasis on public outreach and education due to its "one-big-bin" MRF operation, which does not require customers to separate their solid waste.

All of the comparisons, except for Tehama County had dedicated engineering division staff including civil engineers, hydrogeologists, project managers, GIS⁵ technicians, planners, and environmental specialists. Salinas Valley and Merced Regional had two and no engineers on staff, respectively. Salinas Valley and Merced Regional also used in-house professional staff to manage projects and teams of technical and compliance consultants.

VI. IDENTIFICATION OF SERVICES AND TASKS

A. Internal Services

During our interviews, MRG spent a significant amount of time identifying and categorizing the critical tasks performed by each division and position. We identified all outside services contracts and confirmed the annual dollar value and scope of work for each vendor. MRG also estimated the amount of time spent by each employee on the identified vital tasks. After our initial interviews, we followed up with individual staff members to confirm essential duties and time allocations and compiled the data into a task matrix (**Exhibit 4-1**). MRG organized the 68 critical responsibilities into one of the following 11 categories:

1. Landfill & MRF Operations Contract Compliance (Nortech)
2. Permits Compliance
3. Odor Management
4. Legislative & Regulatory Tracking and Advocacy
5. Capital Improvement
6. Gate Management
7. Administrative Support
8. Business Development and Facility Planning
9. WPWMA Board Support
10. Organizational Support and Improvement
11. Public Outreach and Education

In the next step, MRG asked employees to estimate how many additional hours, beyond those currently worked, were needed to perform each task adequately. MRG recognized these

⁵ Geographical Information Systems, e.g., digital mapping

estimates were employee perceptions. Then, we forwarded the matrix to each participating employee for review and confirmation of the critical functions by position, the time estimates per task and position, and an estimate of the additional hours needed for each job.

MRG reviewed and analyzed WPWMA staff responses and compiled a final draft matrix, which included our initial analysis of the additional hours needed for each task. We converted our additional hours estimate to full-time equivalents (FTEs) and provided staffing estimates for each of the 11 task categories. MRG based its staffing estimate on our objective analysis of employee input, available data, our knowledge of similar organizations and staffing allocations, and information from the comparison agencies. We forwarded the final draft matrix to the WPWMA Project Management Team for its review and approval in preparation for the prioritization exercise. Our final estimate of additional hours needed for each task category follows. These hours are in addition to WPWMA's current staffing allocation, including the vacant Engineering Associate position.⁶

⁶ At the time of our labor study, the Engineering Associate position was vacant. After our study was completed and before this report was finalized, WPWMA filled the position. MRG's recommendations for the best use of this position were not affected by this change.

Category	Additional Hours Needed	FTE ⁷
Landfill and MRF Operations	30	0.88
Permit Compliance	17	0.5
Odor Management	6	0.15
Legislative and Regulatory Tracking and Advocacy	4	0.12
Capital Improvement	40	1.18
Gate Management	0	0
Administration	16	0.47
Business Development and Facility Planning	30	0.88
Board of Directors Support	0	0
Organizational Support and Improvement	10	0.29
Public Outreach and Education	25	0.74
Total	178	5.24⁸

B. Contract Services

MRG identified all contracts for outside services and reviewed the purpose and scope of each agreement with the responsible WPWMA employee. We placed each contract into one of six categories: environmental monitoring, gas to energy, advocacy, HHW event management, public outreach, and minor maintenance and services.

MRG found limited opportunities for significant savings or improved efficiency as most contracts were for highly specialized services, required unique training and equipment, and were not continuous. For example, contractors typically performed groundwater and leachate monitoring monthly or quarterly, and usually completed the associated fieldwork within days. It would be challenging to justify in-sourcing that task given the intermittent and highly specialized nature of the work. There were two exceptions.

⁷ MRG used the average number of weekly available labor hours available (34) for the FTE calculation.

⁸ MRG's recommendations to add five FTE are divided into two priorities. We recommend adding three positions immediately and two in the future.

One was the public outreach category, which had various contracts related to public education and outreach and WPWMA's on-line presence. If WPWMA created and filled the recommended Public Information Assistant position, these contracts could be eliminated or reduced.

The second was the Blue Ridge Services contract, which included drone mapping services. With WPWMA staff performing drone mapping, there is an opportunity to reduce the related duties in the Blue Ridge Services contract.

VII. PRIORITIZATION EXERCISE

WPWMA needed to align its resources with its highest priority functions and tasks. As part of this study, MRG facilitated a prioritization exercise to help WPWMA identify its most pressing issues. The exercise involved two steps: an employee survey and a prioritization exercise with the WPWMA Project Management Team. MRG used the combined results to identify WPWMA's highest priorities and develop our staffing recommendations.

The prioritization exercise served two essential purposes. First, by identifying which tasks and functions were most critical for WPWMA's success, MRG focused its staffing recommendations on WPWMA's most urgent and essential needs. Second, the exercise served a higher-level organizational function by providing an opportunity for staff and management to collaboratively explore WPWMA's mission and goals and focus their energy and existing resources on the most critical tasks.

The first step of the prioritization exercise was the employee survey. MRG sent an electronic survey to 12 individuals, including WPWMA and County employees.⁹ **Exhibit 7-1** is the prioritization survey. The survey asked respondents to rate the priority of tasks and projects in each functional area. The available ratings ranged from critical to not important based on the contribution to the WPWMA's success. 92% of the participating employees completed the survey. **Exhibit 7-2** is the survey responses table.

The results for staff and managers were consistent. The landfill and MRF operations and permit compliance categories received multiple "most critical" scores, and the public education category received the lowest scores. The staff tended to rate every task as more important than the managers. A summary of the survey results (from the highest average response to the lowest) follows.

⁹ The WPWMA Project Management Team identified the participating employees.

Category	Average Response ¹⁰	Staff Average Response	Management Average Response
Permit Compliance	4.49	4.65	4.33
Gate Management	4.22	4.21	4.22
Capital Improvement	4.15	4.43	3.87
Landfill and MRF Operations	4.15	4.30	4.00
Organizational Support	4.12	4.18	4.07
Legislative and Regulatory Activities	4.05	4.21	3.89
Odor Management	3.97	4.20	3.74
Administration	3.94	4.21	3.62
Board Management and Policy	3.94	4.13	3.33
Business Development and Marketing	3.92	4.10	3.75
Public Education and Outreach	3.38	3.93	2.83

The prioritization table (**Exhibit 7-2**) shows survey results for each task within the 11 functional categories.

The second step was to engage the WPWMA Project Management Team, review the survey results, and collaboratively identify WPWMA's highest priorities for the current and immediate future. While initially planned as an on-site exercise, MRG conducted the activity using video conferencing, following shelter-in-place requirements. MRG prepared and distributed a prioritization matrix from the survey results in advance of the meeting. **Exhibit 7-3** is the prioritization matrix. MRG and the Project Management Team discussed the array and determined which tasks were most critical to overall agency success. After considerable conversation, the group categorized each of the 11 functional areas into one of three priorities: most critical, important, or necessary, as defined in the following chart.

¹⁰ Survey participants ranked priorities on a five-point scale, with five being the highest priority.

<p>Most Critical: These tasks were the most critical to WPWMA’s overall success. Success in these areas meant WPWMA was meeting its core objectives to provide waste management services. Failures in these areas could manifest themselves quickly and with great potential risk. WPWMA would first meet the need for additional staffing or resources in these areas if it identified critical needs.</p>
<p>Important: These tasks were very important for WPWMA’s overall success and represented key tasks that complemented and supported its core functions. Success in these areas meant WPWMA was providing services that met community standards efficiently and a forward-looking vision of WPWMA's future. Failure could challenge WPWMA's ability to provide its core services in the near future. If it identified critical needs, WPWMA would consider the need for additional staffing or organizational changes in these areas.</p>
<p>Necessary: These tasks were important and necessary for WPWMA's continued operation. The current service levels in these areas were satisfactory and did not need additional resources. However, WPWMA would consider organizational changes that improved effectiveness or efficiency.</p>

No participant rated any category or task as unimportant, and the discussion reflected that all functions contributed to WPWMA's success. However, some were more important than others. **Exhibit 7-4** is the prioritization exercise results; the following chart is a summary.

Most Critical
Landfill and MRF Operations
Permit Compliance
Capital Improvement
Gate Management
Board Support and Policy
Important
Odor Management
Legislative and Regulatory Activities
Business Development and Marketing
Organizational Support

Necessary
Public Education and Outreach
Administration

MRG relied on the final priorities established with the Project Management Team to develop staffing recommendations that positioned WPWMA for success as defined by its priorities.

VIII. LABOR HOUR CALCULATIONS

A. Available Work Hours

Accurately calculating the work hours available to perform required duties is critical to an accurate staffing study. 2,080 hours is the gross number of annual work hours available per employee¹¹; however, this number does not account for any time off, such as holidays, vacations, sick leaves, etc. For example, accounting for two weeks of vacation per year reduces the number of available work hours to 2,000.

To accurately calculate the work hours available for WPWMA staff, MRG estimated the paid time off benefits for each of the 13 full-time employees (holiday, vacation, and management leave where applicable.) Based on our experience, we assumed employees would use all of their paid holidays and vacation. Those who received the management leave benefit could convert unused time to cash at the end of the year. Because of this ability, we estimated those employees would use 10% of their management leave as time off. We also calculated paid sick time accruals, which included bereavement leave. We learned that the Gate Attendants typically used a large percentage of their accrued sick leave and, thus, estimated average sick leave usage at 65%. **Exhibit 8-1** is the available work hours spreadsheet. Based on our analysis, we determined that, on average, WPWMA had 34 weekly work hours available per employee. A summary of our work follows.

¹¹ 2,080 hours equals a 40-hour work week multiplied by 52 weeks per year.

Available Work Hours			
Annual Gross Hours Available	Annual Leave Usage	Annual Available Hours	Weekly Available Hours Per Employee
27,040	3,805	23,235	34.4

B. Required Work Hours

As previously described, we asked employees to provide the current number of hours they spent on each essential task, and the hours routinely worked in addition to their regular schedule. We also asked them how many additional hours they needed to complete all of their duties. We reviewed the perceived extra hours required, eliminated duplicates (multiple employees estimated the same tasks), and applied the benefit of our experience. MRG's task matrix (**Exhibit 4-1**) illustrates our process. MRG determined that WPWMA required an additional 178 hours per week to complete all of its essential tasks.¹² Our final estimate of the required work hours needed for each task category follows.

¹² These hours are in addition to WPWMA's current staff allocation, including the vacant Engineering Associate position.

Category	Current Hours Worked	Excess Hours Worked	Additional Hours Needed	Total Hours Needed
Landfill and MRF Operations	22.8	1.0	30.0	53.8
Permit Compliance	30.2	1.5	17.0	48.7
Odor Management	21.0	2.0	6.0	29.0
Legislative and Regulatory Tracking and Advocacy	9.2	0	4.0	13.2
Capital Improvement	5.4	0	40.0	45.4
Gate Management	295.9	18.0	0	313.9
Administration	99.2	2.5	16.0	117.7
Business Development and Facility Planning	31.1	0	30.0	61.1
Board Management and Policy	12.6	0.5	0	13.1
Organizational Support and Improvement	20.6	0	10.0	30.6
Public Education and Outreach	45.9	0	25.0	70.9
Total	593.9	25.5	178	797.4

MRG used the total hours' needed calculation to determine the number of FTE required to accomplish each essential task. We based our FTE calculation on the 34 available work hours average.

Category	Total Hours Needed	Total FTE Needed
Landfill and MRF Operations	53.8	1.6
Permit Compliance	48.7	1.4
Odor Management	29.0	0.9
Legislative and Regulatory Tracking and Advocacy	13.2	0.4
Capital Improvement	45.4	1.3
Gate Management	313.9	9.2
Administration	117.7	3.5
Business Development and Facility Planning	61.1	1.8
Board Management and Policy	13.1	0.4
Organizational Support and Improvement	30.6	0.9
Public Education and Outreach	70.9	2.1
Total	797.4	23.5

IX. STAFFING RECOMMENDATION

Based on MRG's labor hour calculations, WPWMA is operating with a work hour deficit; staff does not have enough available work hours to complete their tasks. Employees use their work hours to complete day-to-day activities with minimal capacity for strategic or emergent issues.

MRG recommends that WPWMA add five positions to its staffing plan; three now and two in the future. To address urgent needs, MRG recommends that WPWMA reassign current responsibilities and add three new positions, two in Operations and one in Administration.

In the future, as WPWMA's strategic plan evolves and becomes more complex, it should consider creating two positions, a General Manager and a Senior Management Analyst. WPWMA should also fill the vacant, unfunded Waste Disposal Site Attendant position.

A. Current Staffing Plan

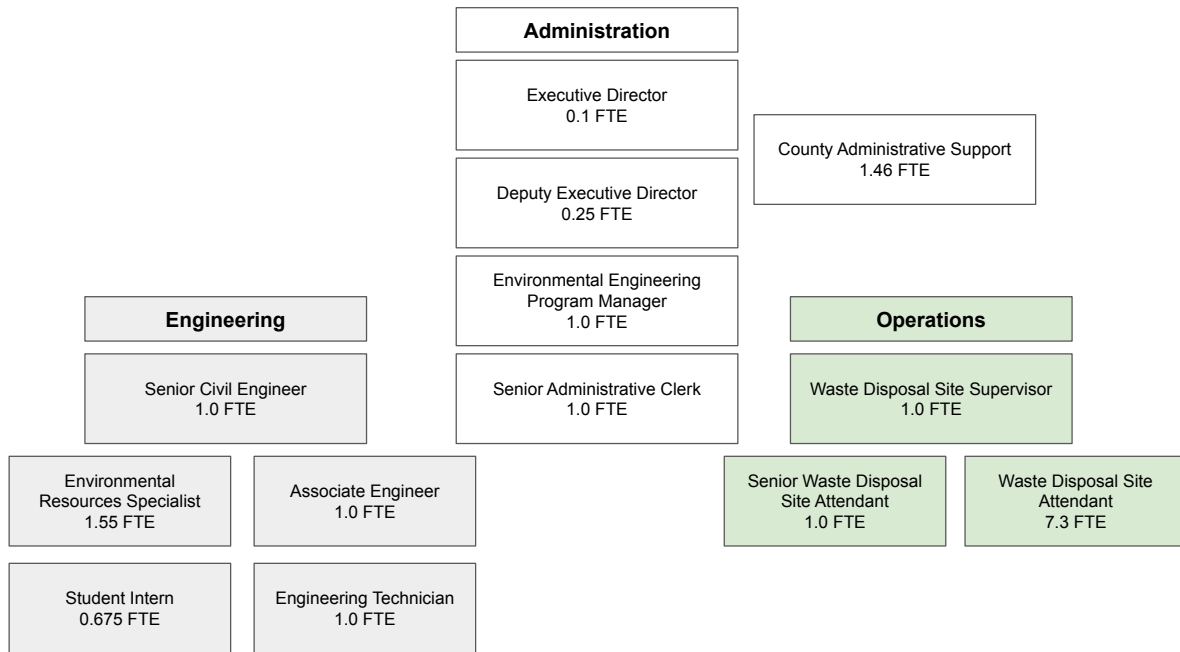
1. Budgeted Positions

Currently, WPWMA has a total staff of 18.1 full-time equivalent positions (FTE), including the County staff assigned to direct and support WPWMA. The Placer County Public Works Director and the Deputy Director are designated to provide WPWMA with part-time executive-level direction. And County fiscal, human resources, and analyst staff provided approximately 1.5 FTE to support WPWMA. The current position allocation is below.

Title	FTE
Executive Director	0.1
Deputy Executive Director	0.25
Program Manager	1.0
Senior Civil Engineer	1.0
Associate Engineer	1.0
Environmental Resources Specialist	1.55
Engineering Technician	1.0
Student Intern	0.675
Senior Administrative Clerk	1.0
Waste Disposal Supervisor	1.0
Senior Disposal Attendant	1.0
Disposal Attendant	7.3
County Administrative Support	1.46
Total	18.3¹³

WPWMA organizes its current budgeted positions, as depicted in the following diagram.

¹³ This includes County support staff. The 16 FTE used in the comparison agency analysis did not include County support FTEs.



As shown, WPWMA allocates its budgeted positions to one of three divisions: Engineering, Administration, or Operations. The following chart compares WPWMA's staffing plan to the comparison agencies. Because the comparisons were of varying sizes, the table uses the percent of total positions in each division to facilitate a meaningful comparison.

WPWMA Current Staffing Plan			
Agency	Engineering	Administration	Operations
WPWMA	33%	17%	50%
Comparison Agencies Average	26%	22%	52%

The above comparison provided helpful context for evaluating WPWMA's staffing plan. As noted previously, based on these comparisons, WPWMA appears to be overstaffed in Engineering and understaffed in Administration. However, some of the comparison agencies are organized very differently than WPWMA. For example, WPWMA does not need a robust recycling education program in its Administration Division. Every agency is unique; such staffing comparisons are only broad indicators and provide context for other relevant analyses, including workload and organizational priorities.

Based on the above comparison, WPWMA could be overstaffed in its Engineering function, understaffed in its Administration division, and right-sized in its Operations division with its current responsibilities. The possible Engineering overstaffing is likely caused by WPWMA assigning its compliance responsibilities to this function. The comparison agencies either assigned compliance to their operations function or had a separate compliance function. The

Administration understaffing is due to WPWMA's reliance on County personnel; several of the comparison agencies used in-house staff for their administrative capacity. As described in our staffing recommendations, MRG recommends three additional positions and reassigning most of WPWMA's compliance responsibility to Operations.

In general, WPWMA staff members described having more work than they could complete within their regular work hours. Some regularly worked beyond their scheduled work hours. Others had resigned themselves to accomplishing what they could during work hours. The data MRG gathered from employees supported these generalizations and reflected that most staff members had capacity only for their daily activities. They were overwhelmed when strategic or other non-routine activities increased their workloads. Completing their reporting responsibilities, reviewing consultant reports, and finishing additional essential and time-sensitive tasks challenged staff.

B. Recommended Staffing Plan

1. Budgeted Positions

It is difficult for leanly staffed agencies to maintain their productivity and find capacity for strategic or emergent initiatives. WPWMA serves a region that anticipates significant growth in the not-too-distant future. That growth would directly impact WPWMA and its operations. WPWMA developed its Renewable Placer strategic plan to ensure it would meet its customers' future needs. The project addressed WPWMA's infrastructure needs and featured opportunities for industrial innovation and economic growth. The current WPWMA staffing plan does not provide the capacity to work on strategic initiatives, including the Renewable Placer strategic plan.

Recommendation #2: *WPWMA should carefully examine regular work tasks to ensure efforts are necessary, coordinated, and not duplicated.*

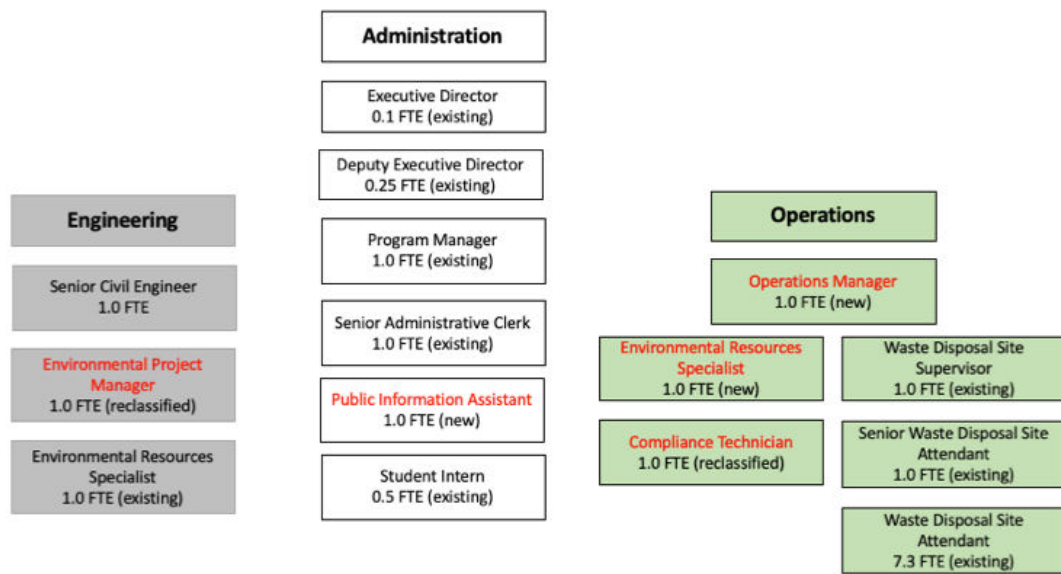
Urgency: *Immediate*

WPWMA is leanly staffed and should carefully examine regular work tasks to ensure efficiency. The WPWMA staff is relatively small and has worked together for several years. They are a cohesive group and enjoy their workplace environment, which is casual and collegial. They are willing to help each other and will step up to satisfy unmet needs when they recognized them. The downside to this work style is that individuals, with the best intentions, could fill their days with tasks that may be best assigned to others. Where we recognized more efficient task assignments, we included them in our recommendations.

Recommendation #3: WPWMA should add three FTE to its staffing plan; two in Operations and one in Administration.

Urgency: Immediate

MRG recommends the following staffing plan for WPWMA. New and reclassified position titles are in red text. Where appropriate, MRG used existing Placer County classifications. If we did not find an existing classification that described a position's responsibilities, we explained the new classification's characteristics in Section IX (Labor Classifications) of our report. As with all of our new and reclassified position recommendations, WPWMA should conduct classification studies to determine if existing classifications are appropriate or if new classifications are needed. We did not recommend adding staff positions lightly and understand that the structural costs are significant. Contracting for additional capacity can sometimes be a viable strategy; however, supplementing staff with contractors is typically practical and realistic when facing project-based or finite demands. WPWMA needs increased capacity to address current and future on-going efforts.



Our recommended staffing plan adds three FTE to the organization, two in Operations and one in Administration, and reclassifies two existing positions. Based on the comparison agencies, this is a modest, yet reasonable recommendation.

WPWMA Recommended Staffing Plan				
Agency	Engineering	Administration	Operations	Ratio of Tonnage to One Employee
WPWMA (Recommended)	18%	21%	61%	16,808:1
Comparison Agency Average	26%	22%	52%	9,637:1

The following table depicts the recommended staffing plan responsibilities.

Division Functions and Staffing Allocations	
Engineering Division	
Responsibilities	Staffing Allocation
Responsible for engineering, capital project management, environmental compliance (e.g., groundwater and landfill gas), master plan development, and legislative activities.	3 Positions Senior Civil Engineer Environmental Project Manager Environmental Resources Specialist
Administration Division	
Responsibilities	Staffing Allocation
Responsible for day-to-day operational management and support, developing and implementing policies, planning, organizing, and implementing WPWMA's public information program, and administrative, clerical, and document processing functions.	3.5 Positions Environmental Engineering Program Manager Public Information Assistant Senior Administrative Clerk Student Intern

Division Functions and Staffing Allocations	
Operations Division	
Responsible for operator contract management, operational compliance (e.g., stormwater, air pollution control, compost permitting, organics regulations, diversion regulations, active landfilling compliance, and HHW regulations), odor management, gate operations (including cash handling), field inspections, and site safety and risk management.	<p>12.3 Positions</p> <p>Operations Manager</p> <p>Environmental Resources Specialist</p> <p>Compliance Technician</p> <p>Waste Disposal Site Supervisor</p> <p>Senior Waste Disposal Site Attendant</p> <p>Waste Disposal Site Attendant</p>

Shifting operational compliance responsibilities to Operations and moving the public information function to Administration brings the Engineering function in line with the comparison agency average. With these changes, the Administration function is also closer to the norm. Administration division staffing remains lower than the comparison agency average due to WPWMA's reduced staffing of its public education and resource recovery programs. Overall, the recommended staffing plan lowers the tonnage to employee ratio closer to the norm.

a) Engineering

Recommendation #4: *Move responsibility for operational compliance to Operations.*

Urgency: *Immediate*

Engineering was responsible for WPWMA's compliance activities, including permit compliance, odor management, and violation notices. These activities are operational. Moving the responsibility to Operations would enable WPWMA to respond to issues quickly and more easily connect causes and effects. Examples of operational compliance include stormwater monitoring, air pollution control, compost permitting, organics regulations, diversion regulations, active landfilling compliance, and HHW regulations. Permit compliance was one of WPWMA's most critical priorities, and odor management was an important priority.

Recommendation #5: *Assign capital improvement project management responsibilities to the Associate Engineer position.*¹⁴

Urgency: *Immediate*

WPWMA's Associate Engineer position was vacant when MRG began the labor study as the agency thought there could be a better use of the position. We agree and recommend that WPWMA use the Associate Engineer position to focus on capital improvement project management.

No longer responsible for operational compliance, the Senior Civil Engineer would have the capacity to manage the capital improvement program and master plan development. WPWMA's current staffing plan lacks the capability for these critical priorities.

While the Senior Civil Engineer is responsible for the capital improvement program, he does not have the time to manage capital projects. Also, project management is more appropriately assigned to a lower-level manager. The capital improvement program is a critical priority for WPWMA. Adding a position responsible for capital projects management to the Engineering function would create the needed capacity.

If the Associate Engineer classification description does not accurately describe the project management duties, WPWMA may consider reclassifying the position. While the Associate Engineer classification description does not contain project management responsibilities, these duties may be described in the essential duties. If WPWMA determines they did not describe the anticipated duties accurately, it may consider a new classification of Environmental Project Manager. MRG reviewed the County's existing Project Manager classifications and determined they did not describe the anticipated duties accurately. In general, the definition was right: "To develop and manage capital improvement projects from inception to completion." However, the Project Manager I/II duties were less complicated and did not describe WPWMA's highly technical and regulated environment. The Senior Project Manager position had supervisory responsibilities and, thus, also was not an appropriate classification.

The Associate Engineer's budgeted salary is likely appropriate for the Environmental Project Manager classification.

¹⁴ With the recent hiring of an Associate Engineer, WPWMA can achieve the recommended staffing plan by assigning the Environmental Project Manager duties to the Associate Engineer position. However, as with all of our position recommendations, WPWMA should conduct a classification study to determine the correct classification.

Recommendation #6: *Assign responsibility for environmental compliance to the existing Environmental Resources Specialist.*

Urgency: *Immediate*

While operational compliance is a better fit for Operations, WPWMA appropriately assigns environmental compliance to Engineering. Examples of environmental compliance include groundwater and landfill gas monitoring. Currently, WPWMA spends a large percentage of its compliance capacity on operational compliance. Its environmental monitoring contractors provide regular ecological reports and data. Unfortunately, WPWMA does not have the bandwidth to track and analyze this data routinely. The Environmental Resources Specialist spends at least 35% of her time on operational compliance tasks. Reassigning the operational compliance responsibility to Operations would create capacity for the environmental compliance program.

b) Operations

Recommendation #7: *Add an Operations Manager position to Operations.*

Urgency: *Immediate*

Currently, the Program Manager is spending almost half of his time on operational issues. He has little time to address agency-wide initiatives such as policy development, fiscal planning, business development and marketing, and organizational leadership. These are all critical or important priorities for WPWMA.

Adding an Operations Manager would relieve the Program Manager of his operational responsibilities and provide capacity for him to work on high priority, organization-wide initiatives.

Three of the comparison agencies (Monterey, Yolo County, and Salinas Valley) had similar positions. Monterey used a Director of Operations classification; however, they are a much larger organization (145 FTE).¹⁵ Yolo County and Salinas Valley each used an Operations Manager classification. The Operations Manager would have responsibility for ensuring the contract operator complies with its contract, operational compliance, and gate operations. Landfill and MRF operations, permit compliance, and gate management are all critical priorities for WPWMA.

¹⁵ The comparison details, including a comparison to Placer County's Senior Project Manager duties, are described in Section XI (Labor Classifications) of this report.

Recommendation #8: Add an Environmental Resources Specialist position to Operations.

Urgency: Immediate

Recommendation #9: Update the Environmental Resources Specialist classification to describe its compliance duties better.

Urgency: Immediate

Operations would need the capacity to perform its newly reassigned compliance responsibilities. The incumbent Environmental Resources Specialist currently performs those duties. Thus, it is likely the correct classification to assume operational compliance responsibilities. The current classification description is sufficiently operational and complex but did not clearly describe the position's compliance duties. The classification description should be updated to represent compliance duties more accurately.

The new Environmental Resources Specialist would also track new solid waste laws, regulations, and mandates, interpret new requirements and analyze their impact on the WPWMA operations.

Per the current classification, the Environmental Resources Specialist would provide functional and technical supervision for the Compliance Technician position described below.

Recommendation #10: Move the Engineering Technician position to Operations.

Urgency: Immediate

Recommendation #11: Reclassify the Engineering Technician position to Compliance Technician.

Urgency: Immediate

The Engineering Technician spends at least 75% of her time on operational programs, including permit compliance and odor management. With these programs reassigned to Operations, WPWMA should also assign the Engineering Technician to Operations. The Compliance Technician title more accurately reflects the duties and role of this position. We elaborate on these differences in Section XI (Labor Classifications).

c) Administration

Recommendation #12: Add a Public Information Assistant position to Administration.

Urgency: Important

WPWMA performs a wide array of public education efforts, including special events, facility tours, school outreach programming, participation in regional recycling groups, and social media/website presence. WPWMA provides these services with a combination of staff time and service contracts. Currently, five different employees spent 45 total hours per week (approximately 1.3 FTE) performing these functions. Also, the agency spent \$165,000 annually on related service contracts.

During the prioritization exercise, WPWMA identified public education efforts as necessary and vital for its continued operation and success. It described the overall service levels as satisfactory and not needing added capacity. However, MRG identified an opportunity to improve the efficiency and effectiveness of this function by consolidating many of the related duties into a new Public Information Assistant position. This change would shift some of the education and outreach functions from other employees, providing them with additional capacity for higher priority tasks. The Senior Administrative Clerk would continue to support this function by performing scheduling, distribution, and other appropriate duties. The Environmental Resource Specialist would continue to provide technical expertise, as well. The new Public Information Assistant would also perform tasks currently performed by contractors, thus reducing these costs. Finally, and importantly, the Public Information Assistant could develop and implement a strategic outreach plan, focused on WPWMA's higher priorities and responding to community needs and interests.

The County's existing Public Information Assistant classification duties accurately represent the anticipated responsibilities.

2. Future Staffing Plan

Recommendation #13: Create a General Manager position.

Urgency: Future

In the future, as WPWMA's strategic plan evolves and becomes more complex, it should consider creating a General Manager position. Currently, WPWMA functions as an operational division of the County's Public Works Department. This arrangement is efficient, while the agency is primarily an operational entity. As WPWMA begins implementing the more strategic elements of its master plan, particularly business development for compatible manufacturing, it may benefit from having full-time executive-level vision and decision making closer to its operational realities. Also, strategic initiatives would require more executive capacity. In the current structure, the Executive and Deputy Executive directors (the County's Public Works Director and Deputy Director) have other responsibilities. They do not typically

more time on WPWMA responsibilities.¹⁶ Creating a General Manager position, appointed by and reporting to the Board of Directors, would ensure full-time executive leadership for WPWMA.

If a future General Manager determined a better method for meeting WPWMA's administrative needs, s/he would need administrative support. For example, given its specialized and highly regulated industry, it may assume responsibility for its job classifications and compensation structure as well as other organizational programs. If that happens, the General Manager would need an administrative manager to oversee WPWMA's administrative programs.

Recommendation #14: Consider adding a Senior Management Analyst position.

Urgency: Future

Should WPWMA assume internal responsibility for its administrative processes, it would need the capacity and expertise to manage those processes. The County's Senior Management Analyst classification accurately describes these administrative responsibilities. Also, it is a supervisory classification and would supervise the Senior Administrative Clerk, Public Information Assistant, and Student Intern.

Recommendation #15: Fill the vacant and unfunded Waste Disposal Site Attendant position.

Urgency: Future

Gatehouse operations, including managing the flow of incoming private and commercial vehicles, addressing customer concerns, scheduling, and cash management, is performed by the Waste Disposal Supervisor, a Senior Waste Disposal Site Attendant, and five Waste Disposal Attendants. However, there are insufficient full-time Attendants to cover operating hours and employees on leave. When the gates are open regular business hours, the Attendants work approximately 72 overtime hours per month. Additionally, WPWMA relies on the use of a temporary employment agency to fill in as needed, spending an additional \$75,000 per year on temporary employees.

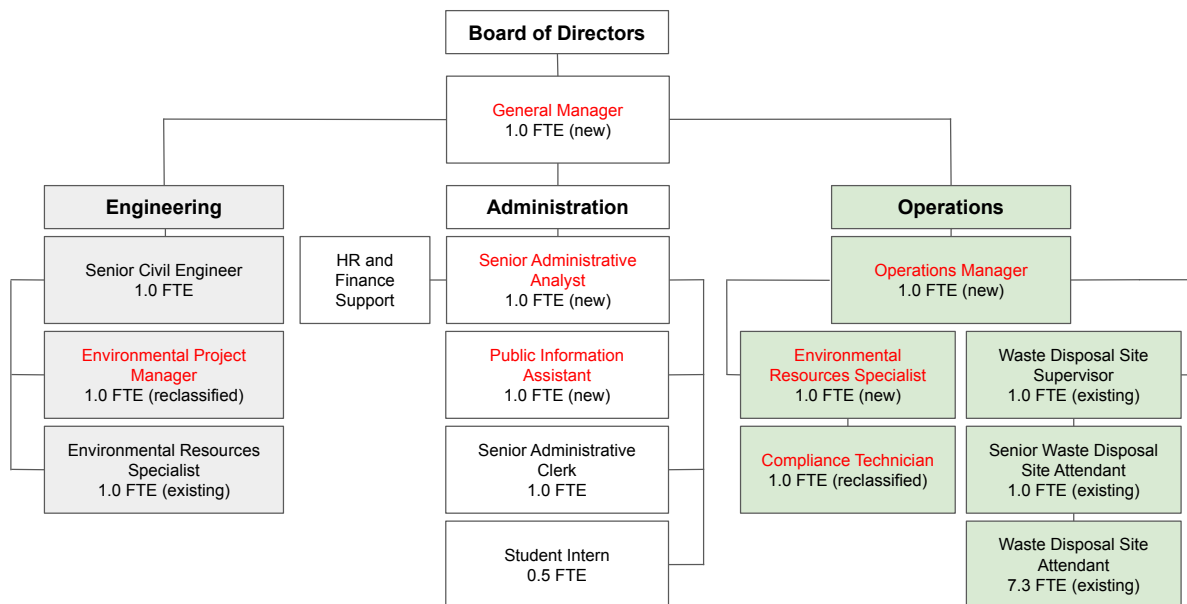
While the use of temporary, on-call employees could be an effective and efficient strategy for periodically covering shifts, WPWMA's on-going use of temporary employees likely creates inefficiencies. The hours temporary employees can work are limited, they turn over

¹⁶ The Director currently allocates 10% of his time to WPWMA and the Deputy Director allocates 25%.

frequently, and can be less reliable than full-time employees. Temporary employees are often not as well trained as full-time employees.

WPWMA's current staffing plan includes six full-time Waste Disposal Site Attendants; however, one position is vacant and unfunded. Operationally, WPWMA would benefit from funding and filling this sixth position. Filling the position would reduce the need for temporary employees and overtime while improving customer service at the gates. While WPWMA could gain significant operational efficiencies, using the County's salary cost allocation, this change would be prohibitively expensive. MRG does not recommend moving this change forward until the County's salary cost allocations can be further analyzed and addressed. Our cost analysis is in Section X (Cost Analysis) of our report (page 28).

Including MRG's immediate and future recommendations, WPWMA's ultimate staffing plan is below.



X. COST ANALYSIS

A. Recommended Staffing Plan Salaries

MRG recommends three new and two reclassified positions to meet the WPWMA's immediate needs.

To estimate the fiscal impact of these recommendations, we used the following conclusions.

- **Environmental Project Manager:** This position replaced the current Associate Civil Engineer position, which was vacant. The Associate Civil Engineer salary is likely appropriate.
- **Operations Manager:** This is a new position, and the County did not have an appropriate classification. Based on the recommended organizational structure and internal equity, the Senior Civil Engineer salary is likely suitable.
- **Environmental Resources Specialist:** MRG recommended adding a second Environmental Resources Specialist to the Operations division. This position is an existing classification with an assigned salary range.
- **Compliance Technician:** This is a reclassified position replacing the Engineering Technician position. The current salary is likely appropriate.
- **Public Information Assistant:** This is a new position, and the classification and salary range already existed in the County's classification plan.

We do not recommend any changes to the remaining WPWMA classifications and positions:

- Environmental Engineering Program Manager
- Senior Civil Engineer
- Environmental Resources Specialist
- Waste Disposal Supervisor
- Senior Waste Disposal Attendant
- Waste Disposal Attendant
- Senior Administrative Clerk

To estimate the cost of our immediate recommendations, MRG used the following methodology:

- The top salary step was used for all positions.
- Per information provided by the County, the cost of benefits (medical insurance, retirement programs, etc.) was equal to 73.66% of salary costs.
- Our analysis only included positions that are directly charged to the WPWMA budget and excluded "overhead" positions such as the Director of Public Works, finance, and human resources staff (addressed later in this section, starting on page 34).

The annual cost for WPWMA's currently authorized positions is approximately \$1.8 million, as shown below.

Annual Cost for Current Staffing Plan				
Currently Authorized Positions	Top Salary	Benefit Cost at 73.66%	Total Cost per Position	Total Cost for All Positions
Environmental Engineering Program Manager	\$152,235	\$112,136	\$264,371	\$264,371
Civil Engineer - Senior	137,654	101,396	239,050	239,050
Environmental Resources Specialist	100,381	73,941	174,322	174,322
Engineering Technician I/II	82,576	60,825	143,401	143,401
Civil Engineer - Associate	118,914	87,592	206,506	206,506
Waste Disposal Supervisor	66,206	48,767	114,973	114,973
Senior Waste Disposal Attendant	60,070	44,248	104,318	104,318
Waste Disposal Attendant (5 FTE)	54,454	40,111	94,565	472,824
Senior Administrative Clerk	53,227	39,207	92,434	92,434
Total for 13 positions				\$1,812,199

1. Immediate Recommendations

The estimated annual cost increase of our immediate recommendations is approximately \$0.5 million, as shown in the following chart.

Annual Cost for Recommended Staffing Plan				
Recommended Positions	Top Salary	Benefits Cost 73.66%	Total Cost per Position	Total Proposed Cost
Environmental Engineering Program Manager	\$152,235	\$112,136	264,371	\$264,371
Civil Engineer - Senior	137,654	101,396	239,050	239,050
Environmental Project Manager	118,914	87,592	206,506	206,506
Environmental Resources Specialist (2)	100,381	73,941	174,322	348,644
Operations Manager	137,654	101,396	239,051	239,051
Compliance Technician	82,576	60,825	143,401	143,401
Waste Disposal Supervisor	66,206	48,767	114,973	114,973
Senior Waste Disposal Attendant	60,070	44,248	104,318	104,318
Waste Disposal Attendant (5)	54,454	40,111	94,565	472,824
Public Information Assistant	93,496	68,869	162,365	162,365
Senior Administrative Clerk	53,227	39,207	92,434	92,434
Total for 16 Positions				\$2,387,937
Estimated Contract Savings				(82,500)
Net Cost of Immediate Recommendations				\$2,305,437

WPWMA would increase annual salary and benefit costs by \$575,737 if it implemented all of our immediate recommendations. However, reducing contracted services would likely offset the additional costs for the Public Information Assistant (a decrease of half the current contract costs would save \$82,500 for a net cost increase of \$493,237).

2. Future Recommended Changes

a) General Manager

As discussed earlier in our report, as WPWMA grows in both populations served and operational complexity, and pursues its more complex strategic programs, the Board might

consider adding a General Manager position appointed by, and reporting to, the Board of Directors. The General Manager would provide broad oversight of WPWMA activities and eliminate the need for executive management by the County Public Works and Deputy Public Works Directors.

Recommendation #16: *WPWMA should carefully consider decisions affecting incumbents to minimize impacts.*

Urgency: *Important*

It would be likely that, with a General Manager and an Operations Manager, the Environmental Engineering Program Manager position would be redundant. WPWMA should consider this transition carefully to minimize impacts on incumbents.

MRG recommends that should WPWMA proceed with this future change, the Director of Air Pollution Control salary range would be appropriate for the General Manager position.

General Manager Salary Cost Estimate			
Position	Top Salary	Benefit Cost at 73.66%	Total Cost
Director of Air Pollution Control	\$180,315	\$132,820	\$313,135
Environmental Engineering Program Manager	(152,235)	(112,136)	(264,371)
Deputy Public Works Director (0.25 FTE)	(41,621)	(30,658)	(72,279)
Net Cost			(\$23,515)

Recommendation #17: *Conduct a more detailed cost analysis when adding a General Manager.*

Urgency: *Future*

The change would decrease salary and benefit costs by approximately \$23,515. However, the estimate does not include the cost savings created by eliminating oversight by the Public Works Director. The County embeds the cost of the Public Works Director's management in its cost allocation rate, which is addressed later in our report. A more detailed cost analysis should be conducted when the Board considers this recommendation.

b) Senior Management Analyst

Should a General Manager position be added in the future, the Board should consider adding a Senior Management Analyst position to increase capacity and expertise for critical administrative programs. This position is a supervisory position and would supervise the Senior Administrative Clerk, Public Information Assistant, and Student Intern. The total salary and benefits cost of adding a Senior Management Analyst position is \$196,066. However, the incumbent would perform some of the human resources and finance tasks currently performed by County personnel. Cost savings from reduced use of County personnel should offset a portion of the increased cost. A more detailed task and cost analysis should be conducted when the Board considers this change.

c) Waste Disposal Site Attendant

As discussed earlier in the report, filling the currently unfunded Waste Disposal Site Attendant position may serve WPWMA well. WPWMA spent an additional \$110,000 to staff the gate operations. \$75,000 was for temporary employees, and \$35,000 was for overtime. Hiring one additional Waste Disposal Site Attendant would cost \$94,500. Temporary salary and overtime savings would significantly offset the cost of the sixth attendant position. Because temporary employees and overtime would still be needed, WPWMA would not eliminate the entire cost of the additional attendant. However, WPWMA would significantly improve efficiency and service delivery by reducing or eliminating its reliance on temporary employees. Should WPWMA decide to pursue this option further, the Waste Disposal Site Attendant Supervisor could develop efficient schedules and verify our assumptions.

d) Public Works Cost Allocation Rate

Recommendation #18: *Analyze and improve the methodology for charging salary and benefit costs to WPWMA.*

Urgency: *Important*

The cost analysis presented in this report includes direct salary and benefit costs. However, practically speaking, WPWMA did not pay wages and benefit costs directly. Instead, WPWMA paid a flat rate per working hour to the County for all employees. For the 2019/2020 fiscal year, WPWMA paid \$137 per working hour (estimated at 1,730 hours per year) for each employee, regardless of the position's salary. The \$137 per hour rate equaled a cost of \$237,010 for each employee. The flat rate included pay and benefits, including leaves, for all employees and the County's overhead costs, such as the Public Works Director, finance and human resources staff, and similar expenses.

The below table compares the direct cost of WPWMA employee salaries and benefits to the amount paid at the County rate of \$137 per working hour.

Allocation Rate vs. Salary and Benefit Costs			
	Direct Salary and Benefit Costs	Finance, HR, Executive and Overhead Costs	Total
Currently Authorized Positions (13)	\$1,812,199	\$1,268,931	\$3,081,301
Recommended Authorized Positions (16)	\$2,387,937	\$1,404,223	\$3,792,601

Based on this comparison, it appears that WPWMA paid the County approximately \$1.26 million per year (in addition to salaries and benefits) for finance, human resources, IT support, executive leadership, and related overhead costs. This payment increased to \$1.4 million with our immediate recommendations (assuming the current rate of \$137 per hour).

While the overhead costs are necessary, combining these costs with salaries and benefits into one flat hourly rate poses challenges for understanding WPWMA's actual expenses. For example, the \$137 per hour cost allocation rate makes it challenging to evaluate incremental changes in staffing levels. The addition of one Waste Disposal Site Attendant could improve operational efficiency and effectiveness, as well as reduce reliance on temporary employees. However, using the County allocation rate of \$137 per hour discourages further consideration of adding a \$52 per hour (including benefit costs) employee.

WPWMA is moving to a more appropriate cost allocation methodology separating the overhead and actual salary and benefits costs, including leaves, into two components: a fixed amount for Public Works Department overhead and an hourly rate for pay and benefits for each position. This method allows WPWMA to consider the actual cost of adding (or eliminating) positions when making its staffing decisions. It would also more clearly define WPWMA's finance, human resources, executive leadership, and other overhead costs and help ensure WPWMA does not incur duplicate charges.

XI. LABOR CLASSIFICATIONS

MRG's new and reclassified position recommendations are included in Section IX (Staffing Recommendation) of our report. **Exhibits 11-1 through 11-7** are sample position descriptions.

Recommendation #19: *Conduct a classification and compensation study for each new classification.*

Urgency: *Immediate*

Following personnel management best practices, WPWMA should conduct a classification and compensation study for each new classification. MRG based its recommendations on our understanding of the County's classification plan, comparison agency position descriptions, and internal equity. It was beyond the scope of this study to perform in-depth classification analyses.

A. Operations Manager

MRG recommended adding an Operations Manager to relieve the Program Manager of his operational responsibilities and provide capacity for him to work on high priority, organization-wide initiatives. MRG created a sample position description using the comparison agency positions and we based our salary estimate on internal equity with the Senior Civil Engineer. **Exhibit 11-1a** is a sample position description.

We found two Operations Manager positions in the comparison agencies: the Yolo County Integrated Waste Management Division and Salinas Valley Solid Waste Management Authority. The Monterey Regional Waste Management Agency used a Director of Operations position. We looked at all three position descriptions to gain an understanding of how the other agencies used the role. **Exhibit 11-1b** is the comparison position descriptions.

MRG also examined existing Placer County position descriptions. Specifically, the recommended Operations Manager differs from the Senior Project Manager classification, both by definition and essential duties. The Senior Project Manager is described as follows.

Performs difficult and complex space assessment, financial, and administrative studies. Manages large and complex facility improvement projects and/or capital park, trail, and open space development projects. Negotiates and administers consultant agreements and leases. Manages complex special property related projects. Provides support to departments on facility-related issues and exercises technical and functional supervision over professional and technical personnel.

The Operations Manager is described as follows.

Oversees and manages landfill, materials recovery facility, household hazardous waste collection, contract operator, gate operations, environmental control systems, and safety programs. Responsible for coordination,

integration, and short- and long-term planning of a wide variety of functions related to solid waste processing, recycling, and diversion programs.

The following chart summarizes the key characteristics of the three comparison positions.

Comparison Agency Operations Director and Manager Position Comparison			
	Yolo County	Salinas Valley	Monterey Regional
Reports To	Director, Integrated Waste Division	General Manager	General Manager
Level	Division Manager	Division Manager	Department Director
Description	Primarily responsible for overseeing and managing operational and customer service areas of the Yolo County Central Landfill and Esparto Convenience Center.	Oversees and manages landfill, household hazardous waste, scale house operations, environmental control systems, and safety programs.	Responsible for coordination, integration, and short-and long-range planning of a wide variety of functions related to solid waste processing, recycling, and diversion programs.
Education and Experience	Four years of college and four years of experience	High school diploma required, Bachelor's degree preferred, and six years of experience	Bachelor's degree, Master's degree preferred and 10 to 15 years of experience
Licenses and Certificates	California driver's license, HAZWOPER, and forklift training. Heavy equipment operator training may be required.	California driver's license (Class A preferred), SWANA Recycling or Transfer Station Program Manager and Manager of Landfill Operations Certificate, HAZWOPER certification	California driver's license, Manager of Landfill Operations SWANA certificate, engineer, or geologist license desired.

B. Environmental Project Manager

Capital improvement is one of WPWMA's highest priorities. While the Senior Civil Engineer is responsible for the capital improvement program, he does not have the time to manage capital projects. Also, project management is more appropriately assigned to a lower-level manager. Adding an Environmental Project Manager position to the Engineering function would create the needed capacity.

WPWMA's Associate Engineer position was vacant when MRG began the labor study as the agency thought there could be a better use of the position. We agree and recommend that WPWMA use the Associate Engineer position to focus on capital improvement project management.

If the Associate Engineer classification description does not accurately describe the project management duties, WPWMA may consider reclassifying the position. While the Associate Engineer classification description does not contain project management responsibilities, these duties may be described in the essential duties. If WPWMA determines they did not describe the anticipated duties accurately, it may consider a new classification of Environmental Project Manager.

In case it's needed, MRG created a sample position description for an Environmental Project Manager and, based on internal equity, determined the Associate Engineer's assigned salary is likely appropriate. **Exhibit 11-2a** is a sample position description. We reviewed the County's existing Project Manager classifications and determined they did not describe the anticipated duties accurately. In general, the definition was right: "To develop and manage capital improvement projects from inception to completion." However, the Project Manager I/II duties were less complicated and did not describe WPWMA's highly technical and regulated environment. The Senior Project Manager position had supervisory responsibilities and, thus, also was not an appropriate classification. **Exhibit 11-2b** is the two County position descriptions.

The following chart summarizes the key characteristics of the two County positions and a possible Environmental Project Manager position.

County Project Manager and Environmental Project Position Comparison			
	Project Manager II	Senior Project Manager	Environmental Project Manager
Reports To	Management and other professional staff	Professional and management staff	Senior Civil Engineer
Level	Journey-level	Advanced journey-level	Advanced journey-level
Description	Develops and manages capital improvement projects from inception to completion. May exercise direct supervision over technical and clerical staff.	Performs difficult and complex space assessments, financial, and administrative studies. Manages large and complex facility improvement projects and/or capital park, trail, and open space development projects. Exercises technical and functional supervision over professional and technical staff.	Develops and manages complex capital improvement projects in the highly regulated solid waste management industry from inception to completion. Exercises technical and functional supervision over professional, technical, and administrative staff.
Education and Experience	Equivalent to a bachelor's degree from an accredited college or university. One year of responsible experience.	Equivalent to a bachelor's degree from an accredited college or university. Two years of responsible experience.	Equivalent to a bachelor's degree from an accredited college or university. Two years of relevant experience.

County Project Manager and Environmental Project Position Comparison			
	Project Manager II	Senior Project Manager	Environmental Project Manager
Licenses and Certificates	A driver's license may be required.	A driver's license may be required. Possession of professional certifications as related to the area of assignment, as determined by the Department.	A driver's license may be required. Possession of professional certifications as related to the area of assignment, as determined by WPWMA.

C. Environmental Resources Specialist

Operations needs capacity to perform its newly reassigned compliance responsibilities. The incumbent Environmental Resources Specialist performed those duties. Thus, this is likely the correct classification to assume the reassigned operational compliance responsibilities. The current classification description is sufficiently operational and complex but does not clearly describe the position's compliance duties. The classification should be updated to represent its compliance duties better and reflect the addition of a Public Information Assistant to the WPWMA staffing plan. **Exhibit 11-3** is a sample revised position description.

Per the current classification, the Environmental Resources Specialist would provide functional and technical supervision for the Compliance Technician position described below.

D. Public Information Assistant

During the prioritization exercise, WPWMA identified public education efforts as necessary and vital for its continued operation and success. Yet, overall service levels were satisfactory and did not need additional capacity. However, MRG identified an opportunity to improve the efficiency and effectiveness of this function by consolidating many of the related duties into a new Public Information Assistant position. This change would shift some of the education and outreach functions from other employees, providing them with additional capacity for higher priority tasks. Additionally, the new Public Information Assistant would perform tasks currently assigned to contractors, thus reducing these contract costs. Finally, and importantly, the Public Information Assistant could develop and implement a strategic outreach plan, focusing on WPWMA's higher priorities and responding to community needs and interests.

The County's existing Public Information Assistant classification duties accurately represent the anticipated responsibilities. **Exhibit 11-4** is the current Public Information Assistant position description.

E. Compliance Technician

The Engineering Technician spends at least 75% of her time on operational programs, including permit compliance and odor management. With these programs reassigned to Operations, WPWMA should also assign the Engineering Technician to Operations. The Compliance Technician title more accurately reflects the duties and role of this position. **Exhibit 11-5** is a sample position description.

MRG recommends reclassifying the Engineering Technician because, by definition and based on its other attributes, it does not accurately reflect the recommended compliance responsibilities. Most importantly, the Compliance Technician is not part of the Engineering job family or career path. The Engineering Technician position is defined as follows.

Performs a variety of sub-professional field and office engineering, architectural support services, building system engineering and construction project management work, including construction and drainage inspection, plan checking, contract administration, project monitoring, materials testing, surveying, encroachment permitting, traffic engineering, and transportation planning. Ensures compliance with various laws, regulations, and standards, relative to public works projects. Provides information and assistance to the public in person, by telephone, or in the field.

The Compliance Technician is defined as follows.

Performs a variety of sub-professional field and office compliance support including inspections, contract administration, project monitoring, and materials testing to ensure compliance with a variety of complex solid waste and environmental regulations and standards.

F. General Manager

In the future, as WPWMA's strategic plan evolves and becomes more complex, it should consider creating a General Manager position. Currently, WPWMA functions like an operational division of the County's Public Works Department. This arrangement is efficient, while WPWMA is primarily an operational entity. However, as WPWMA becomes more sophisticated and strategic, it may benefit from having its executive-level vision and decision making closer to its operational realities. Also, strategic initiatives would require more executive capacity. In the current structure, the Executive and Deputy Executive directors (the County's Public Works Director and Deputy Director) have other, high-priority responsibilities.

They do not typically spend more than their currently allocated time on their WPWMA responsibilities.¹⁷ Creating a General Manager position, appointed by and reporting to the Board of Directors, would ensure WPWMA could be strategic and become a future industry leader.

A future General Manager may determine better methods for meeting WPWMA's administrative needs. For example, given its specialized and highly regulated industry, it may assume responsibility for its job classifications and compensation structure as well as other organization-wide programs.

For consistency, we used positions in the comparable agencies to gain an understanding of how best to describe the position. In Monterey and Salinas, the executive is a General Manager; in Yolo County, it is a Department Director. **Exhibit 11-6b** is the comparison position descriptions.

Comparison Agency General Manager Position Comparison			
	Yolo County	Salinas Valley	Monterey Regional
Reports To	Director of Community Services	Board of Directors	Board of Directors
Level	Division Manager	Executive	Executive
Description	Under general direction, plans, organizes, manages, and directs the activities and operations of the Integrated Waste Management Division; and coordinates assigned activities with other divisions, departments, outside agencies, and the general public.	Under the direction of the Board, manages the operations, engineering, administration, and finances of the Authority; has overall responsibility for Authority services and operations.	Under the direction of the Board, directs all District operations and administrative affairs; responsible for the development, maintenance, and improvement of District facilities and services; carries out the District's strategic plan and refines as needed.

¹⁷ The Director currently allocates 10% of his time to WPWMA and the Deputy Director allocates 25%.

Comparison Agency General Manager Position Comparison			
	Yolo County	Salinas Valley	Monterey Regional
Education and Experience	A bachelor's degree and five years of progressively responsible experience, at least three years must be managerial or supervisory.	A bachelor's degree and eight years' experience, with at least five years in a management position. A master's degree is equivalent to five years' experience.	A bachelor's degree and broad and extensive experience in a management or administrative solid waste management, recycling, or landfill operations position. A master's degree is highly desirable.
Licenses and Certificates	California driver's license.	California driver's license, Manager of Landfill Operations certification within one year.	California driver's license.

G. Senior Management Analyst

Should WPWMA become more independent from County administrative processes, it would need the capacity and expertise to manage those processes. The County's Senior Management Analyst classification accurately describes these administrative responsibilities. Also, it is a supervisory classification and would supervise the Senior Administrative Clerk, Public Information Assistant, and Student Intern incumbents. **Exhibit 11-7** is the current Senior Management Analyst position description.

XII. CONCLUSION

WPWMA and County staff and leaders were gracious in sharing information, opinions, and thoughts about the programs and activities currently in place. WPWMA is staffed by dedicated professionals who are committed to providing their member agencies and customers with state-of-the-art solid waste management services.

WPWMA is currently, and has been, operating in the margins as far as its capacity to perform more than its day-to-day tasks. It is difficult for the staff to maintain its productivity and find time for strategic or emergent initiatives. WPWMA serves a region that anticipates significant growth in the not-too-distant future; that growth will directly impact WPWMA. WPWMA's staffing plan must provide the capability to work on strategic initiatives that position the

agency to succeed. It was within this context that WPWMA engaged MRG to conduct an independent labor study.

MRG gathered information from three primary sources: interviews with WPWMA and County employees, the prioritization exercise, and data from comparable organizations.

MRG found that, in general, WPWMA is understaffed and likely does not have enough available work hours to provide its current service level consistently. WPWMA is challenged to address the increasingly complex regulations impacting the solid waste management industry and the anticipated population growth. For its immediate operational needs, MRG recommends that WPWMA reclassify two existing positions and add three new positions.

WPWMA is becoming an industry leader and a high-performing organization. To catalyze its evolution, MRG recommends adding two future positions in addition to the three immediate positions.

Common to all of the above recommendations is an acknowledgment that WPWMA is challenged to find the time it needs to be strategic. As difficult as it may seem, WPWMA must be disciplined and make time to analyze, consider, and implement changes. While even short-term disruptions can seem daunting, the long-term benefits are much needed.

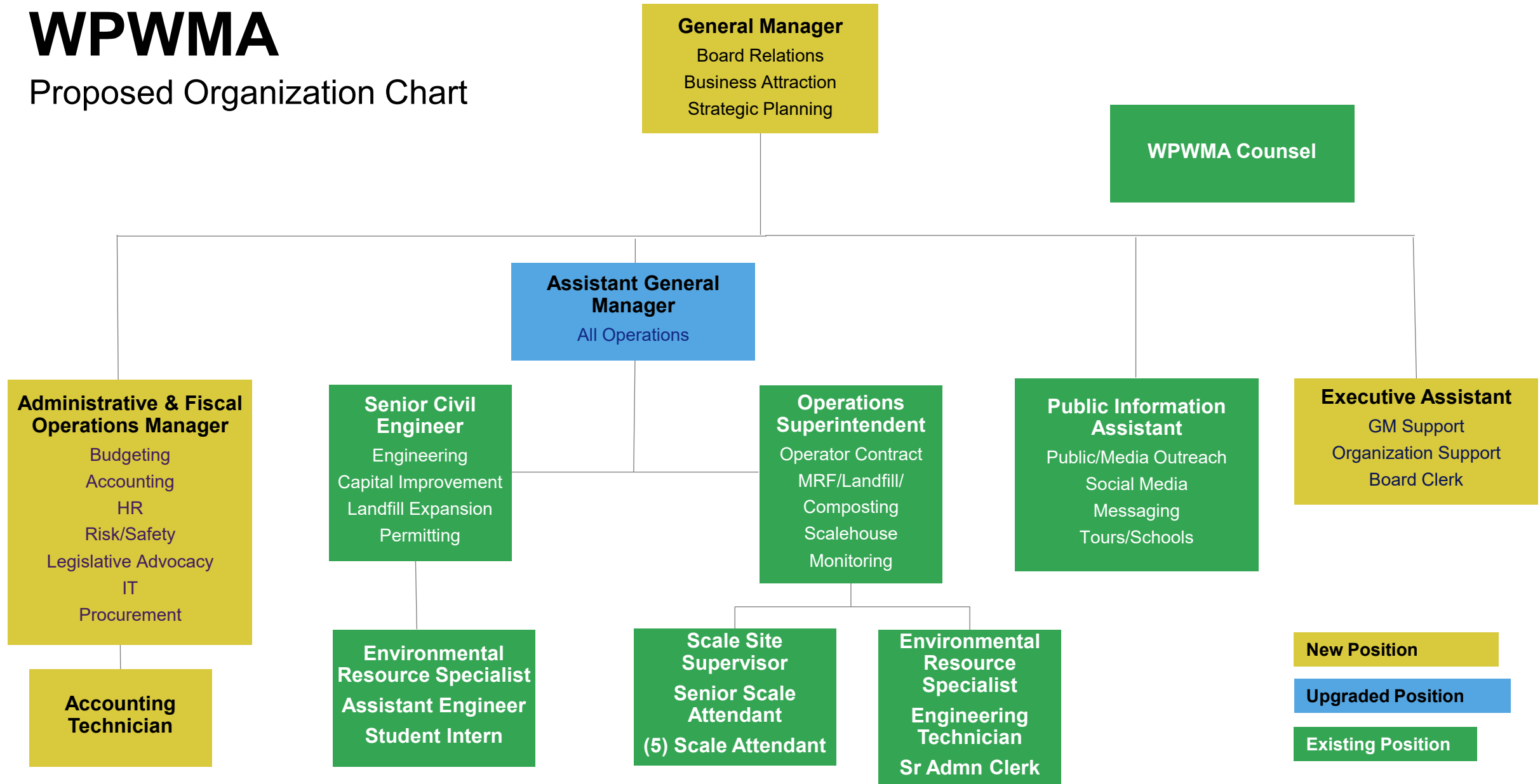
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Respectfully Submitted,

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WPWMA

Proposed Organization Chart



Proposed WPWMA Reorganization

Potential New Labor Costs*

General Manager**	\$440,000
Administrative and Fiscal Operations Manager	\$230,000
Accounting Technician	\$122,000
Executive Assistant	\$127,000
Upgrade Program Manager to Assistant GM	\$ 30,000
	Subtotal \$949,000
Less Current DPW Support	(\$564,000)
	New Net Cost \$385,000
Optional Senior Staff Services Analyst	\$182,000
	Optional Cost \$567,000

*Based on current County fully burdened costs for specified positions

**For purposes of comparison, the proposed GM salary would be \$230,000; current GM salaries for Monterey and Salinas are \$220,500 and \$237,986, respectively