



ADMINISTRATION AND FINANCE



STAFF REPORT

To: SBWMA Board Members
From: Bill Widmer, Chair
Date: January 28, 2016 Board of Directors Meeting
Subject: Appointment of Hilary Gans as Interim Executive Director During Recruitment Process for an Executive Director for SBWMA

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2016-10 attached hereto authorizing appointment of Hilary Gans as Interim Executive Director during the recruitment process for an Executive Director for SBWMA.

Background/Analysis

At the end of December 2015, SBWMA's Executive Director, Kevin McCarthy, resigned. The Board of Directors appointed a Subcommittee comprised of Chair Bill Widmer and Vice Chair Fran Dehn to conduct interviews of potential candidates for Executive Director. Having conducted interviews of both internal and external candidates, the Subcommittee recommends that Hilary Gans serve as Interim Executive Director during the recruitment process. Mr. Gans will remain in his current position as Facility Operations Contract Manager and perform additional duties required as the Interim Executive Director. In recognition of the additional responsibilities he would assume while serving as Interim Executive Director, the Subcommittee recommends that the Board of Directors authorize a \$2,000 stipend per month to be paid to Mr. Gans during the time he serves as Interim Executive Director and for an additional week of overlap with the permanent Executive Director.

Fiscal Impact

During the time the Executive Director's position is vacant, SBWMA is achieving a monthly savings equal to the amount previously paid in salary and benefits to the Executive Director. A stipend of \$2,000 per month would be an offsetting expense, if authorized. In addition, it is anticipated that some level of additional support to keep all projects on schedule could be required by Mr. Gans while he serves in this dual capacity. An estimate of costs associated with this additional support will be provided to the Board at the meeting on January 28, 2016, to be considered prior to acting on this item as the Chair and Mr. Gans are scheduled to meet after distribution of this packet to discuss this issue.

The financial impact of the proposed support and the projects on which support will be needed will be clearly articulated and each element (if more than one) shall be subject to independent review and approval by the Board prior to implementation in accordance with the revised procurement policy, passed at the Special Meeting on January 18, 2016.

Attachments:

Resolution 2016-10



RESOLUTION NO. 2016-10

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS

WHEREAS, in December 2015, South Bayside Waste Management Authority’s Executive Director, Kevin McCarthy, resigned; and

WHEREAS, the Board of Directors appointed a Subcommittee to conduct interviews of potential candidates for Executive Director; and

WHEREAS, the Board of Directors will be entering into a contract with a recruitment firm to conduct a search for an Executive Director; and

WHEREAS, the Board of Directors has authorized appointment of Hilary Gans, Facility Operations Contract Manager, to serve as Interim Executive Director during the recruitment process; and

WHEREAS, Hilary Gans will remain in his current position as Facility Operations Contract Manager and perform additional duties required as the Interim Executive Director; and

WHEREAS, Hilary Gans will be paid a \$2,000 stipend per month during the time he serves as Interim Executive Director retroactive to 25 January 2016 and until one full week following the Executive Director’s commencing in the role

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby authorizes the appointment of Hilary Gans as Interim Executive Director during the recruitment process for an Executive Director.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 28th day of January, 2016, by the following vote:

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

I HEREBY CERTIFY that the foregoing Resolution No. 2016-10 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on January 28, 2016.

ATTEST:

Bill Widmer, Chairperson of SBWMA

Cyndi Urman, Board Secretary



STAFF REPORT

To: SBWMA Board Members
From: Jean Savaree, Deputy General Counsel
Date: January 28, 2016 Board of Directors Meeting
Subject: Election of Board Officers for 2016

Recommendation

The Board is required to annually elect a Board Chair and Vice Chair per Article 8 of the JPA Agreement.

Background

Staff recommends the following process for the Board to follow in electing a Chair and Vice Chair for calendar year 2016:

1. Chair calls for nominations for the position of Chair (nominations do not require a second).
2. Motion is adopted to close nominations.
3. Board votes on nominations in the order in which the nominations were made until a Chair is elected.
4. Sections 8.5 and 10.8 of the JPA Agreement require the successful vote to be by 2/3 of the Directors present.
5. The new Chair takes the gavel and assumes the office and calls for nominations for Vice Chair and the same procedure is followed for electing the Vice Chair.

As a matter of practice, the Board Chair and Vice Chair along with the Executive Director, General Counsel and Board Clerk have traditionally met on a monthly basis as the "Executive Committee" to conduct Board meeting agenda planning and discuss major items of note related to JPA operations. The Executive Director also updates the Executive Committee on a regular basis on any major issues that may come up in the course of day-to-day operations.

Fiscal Impact

None.

Attachments:

None.



A Public Agency

STAFF REPORT

To: SBWMA Board Members
From: Farouk Fakira, Finance Manager
Date: January 28, 2016 Board of Directors Meeting
Subject: Resolution Accepting Mid-Year Review of FY1516 Annual Operating Budget

Board Action

It is recommended that the SBWMA Board of Directors approve Resolution No. 2016-08 attached hereto authorizing the following action:

Approval of the Mid-Year Budget Adjustments for FY1516

More specifically, Board approval would include an additional compensation for SBR to cover higher glass handling costs (\$76,200 in transport cost for glass to Fairfield, \$37,600 additional lease expense for two tractors and two trailers to haul the glass, and \$35,000 for hauling charge for batteries). Board approval would also cover the addition of \$55,422 for split-body pilot collection program that was included in the adopted 2015 Long Range Plan; these expenses were previously include in the Board adopted Recology compensation for 2016.

Analysis

Staff has conducted a thorough analysis of year-to-date revenues and expenditures. One attachment has been prepared to provide the Board with key budget and related information as follows:

- **Attachment A** contains budget worksheets providing line item detail for all projected revenues, expenditures, cash reserve balances and capital spending.

Financial Summary

Contributions to Cash Reserves (formerly known as “net income”) are projected at \$875,811 (see **Table 1**) which is \$645,075 less than budgeted (42.4% or 1.52% of revenue). Higher than budgeted revenue of \$81,517 is more than offset by higher than budgeted expenses of \$726,592. These higher expenses primarily consist of: \$509,353 in higher disposal costs resulting from higher disposable volume of 4,168 tons for \$262,111, other higher pass through disposals for \$102,117, and higher glass handling and transportation costs of \$149,061. The SBWMA program budget is projected to be \$30,957 higher due primarily to sick pay PTO not been reserved which was offset by lower staff costs.

Table 1

FY1516 CONTRIBUTION TO CASH RESERVES				
Revenues	FY1516 Adopted Budget	FY1516 Mid-Year Projections	Variance	Variance %
Total Revenues	\$42,523,900	\$42,605,417	\$81,517	0.2%
Total Expenditures	\$41,003,014	\$41,729,606	\$726,592	1.8%
Net Income:	\$1,520,886	\$875,811	(\$645,075)	-42.4%

Revenues

Total operating revenues (see Table 2 below) for FY1516 are projected to be 0.2% higher than our adopted FY1516 budget. Public revenue (non-franchise) is projected to be up 5.8% in part due higher volume than budgeted. Commodity prices have also softened somewhat. Other revenue is down by \$4,000 mainly to \$10,000 in lower commercial recycling reporting ordinance revenue offset by a positive \$6,000 in other revenue. Interest income reported a positive increase of \$6,308 due to higher investment return rates.

Table 2

FY1516 REVENUES				
Revenues	FY1516 Adopted Budget	FY1516 Mid-Year Projections	Variance	Variance %
Tip Fee Revenues	\$33,602,300	\$33,822,706	\$220,406	0.7%
Non Franchised	\$6,982,300	\$7,387,826	\$405,526	5.8%
Franchised	\$26,620,000	\$26,434,880	(\$185,120)	-0.7%
Net Commodity Sales Revenues*	\$7,668,100	\$7,570,403	(\$97,697)	-1.3%
MRF - Host Fees	\$443,500	\$400,000	(\$43,500)	-9.8%
Interest Income	\$48,200	\$54,508	\$6,308	13.1%
HHW and Other Revenue	\$761,800	\$757,800	(\$4,000)	-0.5%
Total Revenues:	\$42,523,900	\$42,605,417	\$81,517	0.2%
*Gross commodity sales – 28% revenue share with SBR and buyback payments.				

Expenditures

The SBWMA program expense budget (see Table 3 below), exclusive of Shoreway operations and HHW collection services, is projected at \$5,535 higher than budget due mainly to not reserving for sick pay PTO and \$25,000 in expected outside recruiter expenses which was offset by savings of four months' salary for the Outreach Manager position, and \$36,000 in lower compensation due to change in the Executive Director position. The Long Range Plan budget line is \$55,422 higher than budgeted due to the addition of the split body collection pilot program expense.

Table 3

FY1516 EXPENDITURES				
Expenditures	FY1516 Adopted Budget	FY1516 Mid-Year Projections	Variance	Variance %
Administrative Expenses	\$1,766,814	\$1,772,349	\$5,535	0.3%
Contract Compliance & Support	\$291,000	\$261,000	(\$30,000)	-10.3%
Recycling & AB 939 Compliance	\$1,091,000	\$1,146,422	\$55,422	5.1%
Collection Operations	\$666,300	\$666,300	\$0	0.0%
Total SBWMA Expenses:	\$3,815,114	\$3,846,071	\$30,957	0.8%
Shoreway Operations:	\$37,187,900	\$37,883,535	\$695,635	1.9%
Total Expenses:	\$41,003,014	\$41,729,606	\$726,592	1.8%

The Shoreway operations budget (see **Table 4 below**) reflects higher operating expense of \$149,061 in terms of payments to SBR ("SBR compensation" line item) due to the additional transportation and other costs of glass to Fairfield, and \$509,353 in disposal expense (payments to offsite disposal and processing facilities) as explained under **Table 1**.

Taxes are higher by \$21,947 due to higher sewage volume than budgeted. San Carlos franchise fee payments at \$16,037 due to higher revenue.

Table 4

FY1415 EXPENDITURE DETAIL FOR SHOREWAY OPERATIONS				
Expenditures	FY1516 Adopted Budget	FY1516 Mid-Year Projections	Variance	Variance %
SBR Compensation*	\$17,739,700	\$17,888,761	\$149,061	0.8%
Disposal and Processing*	\$14,472,300	\$14,981,653	\$509,353	3.5%
Insurance Shoreway	\$211,400	\$210,637	(\$763)	-0.4%
Education Center	\$60,000	\$60,000	\$0	0.0%
Debt Service Bond Interest	\$2,833,100	\$2,833,100	\$0	0.0%
Other Operating Expenses	\$241,000	\$241,000	\$0	0.0%
Taxes (Sewer)	\$35,800	\$57,747	\$21,947	61.3%
Franchise Fee (San Carlos)**	\$1,594,600	\$1,610,637	\$16,037	1.0%
Total Shoreway Operations:	\$37,187,900	\$37,883,535	\$695,635	1.9%
* Expense projection based on estimated facility tonnage				
** Expense projection based on estimated gate revenue (tipping fees x estimated tons)				

Capital Spending

No change in projected capital spending. Please see **Attachment A** for a worksheet on our capital projects.

Reserve Balances

Table 5 below captures the reserve balance projections for FY1516 compared to the approved budget reserve balance. The projected unrestricted general reserve balance is slightly lower at \$12.6 million vs. the adopted budget at \$12.7 million due to a much higher actual ending balance for undesignated cash for FY1415 of \$467K which was offset by unfavorable net cash flow addition of \$645K. Staff is currently estimating an undesignated cash balance of \$2.9 million for FY1516. The main impact to cash flow in 2015 was no implementation of any tipping fee increases at the Shoreway facility.

Table 5

	ACTUAL FY1415	ADOPTED BUDGET FY1516	MID-YEAR BUDGET FY1516
UNRESTRICTED:			
RATE STABILIZATON (10% of expense)	\$ 3,887,542	\$ 4,033,671	\$ 4,106,331
EMERGENCY RESERVE (10% of total expense)	\$ 3,887,542	\$ 4,033,671	\$ 4,106,331
EQUIPMENT REPLACEMENT (ANNUAL)	\$ 1,429,675	\$ 1,499,514	\$ 1,499,514
UNDESIGNATED	\$ 5,023,699	\$ 3,175,018	\$ 2,851,760
TOTAL UNRESTRICTED GENERAL RESERVES	\$ 14,228,458	\$ 12,741,874	\$ 12,563,935
COMMITTED:			
BOND PRINCIPAL PAYMENT FUND	\$ 1,058,333	\$ 1,091,667	\$ 1,091,667
TOTAL GENERAL RESERVES	\$ 15,286,791	\$ 13,833,541	\$ 13,655,601

Background

On June 25, 2015 the SBWMA Board of Directors adopted the FY1516 Annual Operating Budget.

Fiscal Impact

Contributions to cash reserves (formerly known as "net income") are projected at \$875,811 (see **Table 1**) which is \$645,075 less than budgeted (42.4% or 1.52% of revenue).

Attachments:

Resolution 2016- 08

Exhibit A – FY1516 Budget Worksheets



A Public Agency

RESOLUTION NO. 2016-08

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS ACCEPTING MID-YEAR REVIEW OF FY1516 ANNUAL OPERATING BUDGET

WHEREAS, the South Bayside Waste Management Authority proposed budget adjustments as presented is balanced and provided sufficient funds for normal operations.

NOW THEREFORE, BE IT RESOLVED, the South Bayside Waste Management Authority hereby approves the adjustments to the fiscal year 2015/2016 operating budget.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 28nd day of January, 2016, by the following vote:

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

I HEREBY CERTIFY that the foregoing Resolution No. 2016-08 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on January 28, 2016.

ATTEST:

Bill Widmer, Chairperson of SBWMA

Cyndi Urman, Board Secretary

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
RESERVE SUMMARY

FY1516 MID-YEAR BUDGET

	ACTUAL FY1415	ADOPTED BUDGET FY1516	MID-YEAR BUDGET FY1516
UNRESTRICTED:			
RATE STABILIZATON (10% of expense)	\$ 3,887,542	\$ 4,033,671	\$ 4,106,331
EMERGENCY RESERVE (10% of total expense)	\$ 3,887,542	\$ 4,033,671	\$ 4,106,331
EQUIPMENT REPLACEMENT (ANNUAL)	\$ 1,429,675	\$ 1,499,514	\$ 1,499,514
UNDESIGNATED	\$ 5,023,699	\$ 3,175,018	\$ 2,851,760
TOTAL UNRESTRICTED GENERAL RESERVES	\$ 14,228,458	\$ 12,741,874	\$ 12,563,935
COMMITTED:			
BOND PRINCIPAL PAYMENT FUND	\$ 1,058,333	\$ 1,091,667	\$ 1,091,667
TOTAL GENERAL RESERVES	\$ 15,286,791	\$ 13,833,541	\$ 13,655,601

Reserves Cash Flow - Md Yr

SBWMA - FY2014 BUDGET

Revenue Summary

REVENUES BY MAJOR CATEGORY AND SOURCE

need info

REVENUE SUMMARY		ACTUAL FY1415	ADOPTED BUDGET FY1516	YTD 12/10/15	MID-YEAR PROJECTION FY1516	Variance to Adopted Budget	Variance to Appvd Bud %	Notes
ADMINISTRATIVE REVENUES								
1	409100 INVESTMENT INCOME	\$ 70,405	\$ 48,200	\$ 20,077	\$ 54,508	\$ 6,308	13.1%	
	409200 INTEREST INCOME							
TOTAL ADMINISTRATIVE		\$ 70,405	\$ 48,200	\$ 20,077	\$ 54,508	\$ 6,308	13.1%	
OPERATIONS								
2	480026 TIPPING FEES - Non Franchised	\$ 6,528,891	6,982,300	2,876,184	7,387,826	405,526	5.8%	Manily due to favorable volume increase of 3.3K tons mainly from third party customers and unfavorable decrease from public in Cubic yards of SW (1.4K), GW (1.3K) and fav C&D 2.1K.
	480027 TIPPING FEES - Franchised	26,140,918	26,620,000	8,547,516	26,434,880	(185,120)	-0.7%	
3	480028 COMMODITY SALES	10,722,198	9,630,400	2,516,037	9,555,999	(74,401)	-0.8%	Mainly due to a dip of \$.98 per ton resulting in (\$66.4K) drop in revenue. The rest is a drop of 56 tons in volume.
	480029 COMMODITY REVENUE SHARING - NEW	(1,846,342)	(1,064,400)	424,560	(1,097,355)	(32,955)	3.1%	
	522717 Buyback Payment	(879,726)	(897,900)	293,664	(888,242)	9,658	-1.1%	Budget didn't reflect the \$59K in quality incentive.
	480025 E Recycling	66,085	50,000	10,450	50,000	-	0.0%	Third pary volume is lower (3.5K) tons than what was forecasted.
	480033 MRF Host Fee	456,509	443,500	129,417	400,000	(43,500)	-9.8%	
	480031 HHW ON-CALL COLLECTION SERVICE - NEW	546,029	662,800	324,888	662,800	-	0.0%	
	406001 COMMERCIAL RECYCLING REPORTING ORDINANCE	4,500	25,000	625	15,000	(10,000)	-40.0%	Fee revenue from commercial recyclers per Ordinance.
4	480008 MISCELLANEOUS REVENUE	29,240	24,000	13,814	30,000	6,000	25.0%	CA Paint Care program payments.
TOTAL OPERATIONS		\$ 41,768,302	\$ 42,475,700	\$ 15,137,155	\$ 42,550,908	\$ 75,208	0.2%	
TOTAL REVENUE		\$ 41,838,707	\$ 42,523,900	\$ 15,157,232	\$ 42,605,417	\$ 81,517	0.2%	
CONTRIBUTION TO CASH RESERVES		\$ 2,438,047	\$ 1,520,886	\$ 2,551,290	\$ 875,811	\$ (645,075)	-42.4%	

Revenue

EXPENDITURE SUMMARY		ACTUAL FY1415	BUDGET	YTD	Mid-Yr BUD	Variance	Notes
ADMINISTRATIVE EXPENSES							
511810	511810 ADMINISTRATIVE STAFF	582,448	\$ 565,798	261,113	572,764	6,966	Adjustment for Salary variance vs. Kevin's offset by \$43K in unaccrued sick pay PTO.
511820& 520306	511820& AB 939 PROGRAM STAFF	646,295	731,661	278,529	715,342	(16,319)	Mainly saving of four months salary for Monica offset by \$19.5K in unaccrued sick pay PTO.
520328	520328 EMPLOYEE RECRUITMENT / HR SUPPORT	37,801	5,000	421	30,000	25,000	Anticipated recruiting for ED replacement.
520337	520337 PEO COST (RGS/LGS ADMIN FEES)	9,000	19,900	3,393	19,900	-	Fees paid to contract HR and payroll service provider.
520312	520312 BOARD COUNSEL	34,616	55,000	6,593	45,000	(10,000)	Contracted legal counsel services.
520300	520300 BOARD MEETINGS	2,710	3,000	2,050	3,000	-	
520310	520310 ACCOUNTING SERVICES	131,900	136,530	34,133	136,530	-	Estimated fees paid to current vendor (City of San Carlos).
520334	520334 INFORMATION SYSTEMS	25,096	28,000	13,030	27,000	(1,000)	Fees paid to IT service provider.
520338	520338 WEBSITE	12,578	11,500	6,033	12,100	600	Fees paid to website management service provider.
520301	520301 ANNUAL AUDIT	9,000	9,300	4,950	9,300	-	Fees paid to auditors to complete FY & calendar year financial statements.
520701	520701 D&O INSURANCE	34,570	39,000	42,898	42,888	3,888	Annual insurance premium for Director's and Officer's insurance.
520202	520202 BANK FEES	7,312	8,000	3,405	8,000	-	Bank fees inclusive of fees paid to BNY as the Bond Trustee.
520203	520203 RENT	52,419	54,300	22,278	53,500	(800)	Assumes one-year extension on lease with one option year at current terms.
520204	520204 PRINTING AND POSTAGE	219	150	48	150	-	
520107	520107 UTILITIES	16,299	17,500	5,837	17,500	-	Utilities and janitorial services by the City.
520905	520905 OFFICE/TENANT IMPROVEMENTS	1,034	1,000	400	1,000	-	
520201	520201 OFFICE SUPPLIES	16,904	15,500	3,608	15,000	(500)	
520215	520215 OFFICE EQUIPMENT COSTS	19,544	24,300	7,900	24,300	-	
520504	520504 PUBLICATIONS & PUBLIC NOTICES	969	3,000	-	3,000	-	Assumes notice for 2 bids.
520501	520501 PROFESSIONAL DUES & MEMBERSHIPS	1,311	2,300	424	2,000	(300)	
520801	520801 VEHICLE MILEAGE & TOLLS	39	75	37	75	-	
520105	520105 CELL PHONES	4,131	4,500	1,071	4,000	(500)	Reimbursement for employee work related cell phone costs.
520503	520503 CONFERENCE & MEETINGS	6,300	10,500	4,593	9,500	(1,000)	Staff attendance at trade conferences and travel related to budgeted projects.
520502	520502 TRAINING	1,724	5,500	1,299	5,000	(500)	Up to \$1250/employee per year for qualified educational, job related development.
520511	520511 SPONSORSHIPS & DONATIONS	8,500	9,500	1,000	9,500	-	Sponsorships for Acterra, SSMC, CAW and CPSC.
522706	522706 COMPUTER PURCHASE	8,610	6,000	2,346	6,000	-	Two new laptops. Minor other hardware.
TOTAL ADMINISTRATIVE		\$ 1,671,330	\$ 1,766,814	\$ 707,389	\$ 1,772,349	\$ 5,535	
CONTRACT COMPLIANCE AND SUPPORT							
520307	520307 RATE REVIEW	13,501	25,000	7,610	15,000	(10,000)	3rd party consulting support if needed.
TOTAL RATE REVIEW		\$ 13,501	\$ 25,000	\$ 7,610	\$ 15,000	\$ (10,000)	
CONSULTANT SUPPORT							
520308	FACILITY IMPROVEMENT OVERSIGHT	23,641	50,000	1,355	50,000	-	Operations assessment @\$20K, disaster mgt. plan, utility analysis for CNG and mixed waste processing.
520309	HCM01 CONTRACT MANAGEMENT SUPPORT	52,627	55,000	-	55,000	-	Annual financial audit of RSMC and SBR at \$40k. \$15k for reviewing annual route assessment.
520309	HCS02 COLLECTION SERVICES FRANCHISE ADMIN.	54,653	80,000	2,027	80,000	-	\$15k call center monitoring. \$40k annual reporting system audit. \$25k operational assessment.
520309	HFM01 FINANCE MANAGER SUPPORT - NEW		35,000	-	15,000	(20,000)	On-call consultant support as needed.
520336	HCM01 520336 QUARTERLY LOAD CONTAMINATION MONITORING	43,895	46,000	10,000	46,000	-	Bi-annual Recology contamination sampling.
TOTAL CONSULTANT		\$ 174,816	\$ 266,000	\$ 13,381	\$ 246,000	\$ (20,000)	
TOTAL CONTRACT COMPLIANCE & SUPPORT		\$ 188,317	\$ 291,000	\$ 20,991	\$ 261,000	(30,000)	

Expenses

EXPENDITURE SUMMARY	ACTUAL FY1415	BUDGET	YTD	Mid-Yr BUD	Variance	Notes
RECYCLING - AB939 COMPLIANCE					-	
RECYCLING ADMINISTRATION					-	
520311 CIWMB 520311 (CIWMB ANNUAL REPORTS	25,000	\$ 25,000	19,734	25,000	-	CalRecycle Electronic Annual Report for 10 Member Agencies.
520341 520341 SBWMA ANNUAL REPORT	8,010	\$ 5,000	270	5,000	-	
520309 HDV01 520309 DIVERSION PROGRAM SUPPORT	4,643	\$ 45,000	-	45,000	-	Public Spaces pilot and related Member Agency Assistance.
520508 520508 RECYCLING REPORTING ORDINANCE EXPENSES	200	15,000	201	15,000	-	
522705 522705 EVENT GIVEAWAYS		1,500		1,500	-	
TOTAL RECYCLING ADMINISTRATION	\$ 37,852	\$ 91,500	\$ 20,204	\$ 91,500	-	
LONG RANGE PLAN/DIVERSION PROGRAMS					-	
520340 LRP01 520340 LONG RANGE PLAN ALTERNATIVES	146,600	\$ 460,000	23,845	\$ 515,422	\$ 55,422	EOW Pilot - \$120k; \$55.4K Split-Body Pilot Outreach - \$17k; Commercial Outreach - \$60k; Education stakeholder engagement process - \$25k. \$183k mixed waste processing system project development to 30% design level and estimate. \$25k to further refine admin. building options. Zero landfill analysis/taskforce at \$30k.
TOTAL LONG RANGE PLAN/DIVERSION PROGRAMS	\$ 146,600	\$ 460,000	\$ 23,845	\$ 515,422	\$ 55,422	
COMMERCIAL PROGRAMS					-	
520331 520331 LARGE EVENT/VENUE CONSULTING	-	\$ 7,500	-	7,500	-	MD Note - Carry over project from FY1415. If done before end of FY, not needed then. Repurpose 2nd trailer as mobile education trailer, will explore grant funding opportunities.
520608 520608 CLIMATE CHANGE POLICY OPTIONS	15,636	27,000	5,305	27,000	-	Incorporating all of Shoreway requires much more reporting requirements and review by outside auditors.
520604 COE01 520604 COMMERCIAL RECYCLING TECHNICAL ASSIST	35,885	75,000	3,745	75,000	-	\$15k-AB1826 and AB341 Compliance Outreach; \$20K commercial toolkit; \$10k-business awards program; \$30k-commercial accounts research.
520604 COE02 520604 PURCHASE COMM/MFD CONTAINERS FOR RECOLOGY	21,440	60,000	18,717	60,000	-	Includes \$10K AB1826 and AB 341 compliance, \$20K MFD toolkit updates/additions; \$10K battery/cell outreach; \$10K-MFD awards program.
520604 CDRCY 520604 C&D RECYCLING PROGRAM		-		-	-	
520604 MF001 520604 MULTI-FAMILY OUTREACH	14,729	50,000		50,000	-	Includes \$10K AB1826 and AB 341 compliance, \$20K MFD toolkit updates/additions; \$10K battery/cell outreach; \$10K-MFD awards program.
TOTAL COMMERCIAL PROGRAMS	\$ 87,690	\$ 219,500	\$ 27,767	\$ 219,500	-	
RESIDENTIAL PROGRAMS					-	
520604 QNL01 520604 QUARTERLY NEWLESTTER DESIGN/SETUP	11,176	20,000	66	20,000	-	Design/produce 3 newsletters.
520604 QNLPM 520604 QUARTERLY NEWLESTTER PRINTING/MAILING	80,016	90,000	36,706	90,000	-	Assumes 2 direct mail newsletters and one sent via bill insert. Includes \$70K on-going outreach/support for existing programs; \$12K annual residential service notice development; \$15K website/social media maintenance and updates; \$23,000 mobile phone app annual fee.
520604 RES01 520604 RESIDENTIAL OUTREACH PROGRAMS	74,030	120,000	41,179	120,000	-	Covers compost giveaway, e-scrap/shred and coats drive promotion. Ongoing promotion for in program, includes direct mail, print and outdoor advertisements.
520604 COMPS 520604 COMMUNITY EVENTS	675	5,000	-	5,000	-	
520604 HHWUW 520604 HHW DOOR TO DOOR COLLECTION OUTREACH	121,438	80,000	14,006	80,000	-	
520335 520335 CURBSIDE HOUSEHOLD BATTERY OUTREACH	3,200	5,000	-	5,000	-	
520604 ECE01 520604 ELECTRONIC COLLECTIONS EVENTS	945	-			-	Included under "Community Events" line item.
TOTAL RESIDENTIAL PROGRAMS	\$ 291,481	\$ 320,000	\$ 91,957	\$ 320,000	-	
TOTAL RECYCLING - AB939 COMPLIANCE	\$ 563,624	\$ 1,091,000	\$ 163,773	\$ 1,146,422	\$ 55,422	
SUBTOTAL SBWMA PROGRAM BUDGET	\$ 2,423,271	\$ 3,148,814	\$ 892,154	\$ 3,179,771	\$ 30,957	
COLLECTION OPERATIONS					-	
522710 HHW/U-WASTE ON-CALL COLLECTION SERVICES -- NEW	545,327	\$ 662,800	213,622	\$ 662,800	\$ -	
522719 SHRED EVENT SERVICE	2,278	3,500	3,895	3,500	-	
TOTAL COLLECTION OPERATIONS	547,605	666,300	217,517	666,300	-	
TOTAL SBWMA PROGRAM BUDGET	\$ 2,970,876	\$ 3,815,114	\$ 1,109,671	\$ 3,846,071	\$ 30,957	

Expenses

EXPENDITURE SUMMARY		ACTUAL FY1415	BUDGET	YTD	Mid-Yr BUD	Variance	Notes
SHOREWAY OPERATIONS							
522712	OPERATING CONTRACT - SBR	17,445,438	\$ 17,739,700	5,934,076	\$ 17,888,761	\$ 149,061	<p>Mainly \$76.2K transport to fairfield, \$37.8K two tractors and two trailers, and \$35K disposing of batteries. Higher volume of SW 5.9K, GW 1.7K, and C&D 1.7K for \$393.2K, higher other disposals of \$109.5K, lower residue disposal paid by SBR for MRF and third party for \$14K..</p> <p>Facility repair and maintenance projects not treated as "capital" projects.</p> <p>Budget for three special public events, school busing (\$19k), tour supplies, etc.</p> <p>Monthly maintenance charge for truck tipper that JPA owns and Republic operates at Ox. Mtn.</p> <p>Unplanned MRF equipment repairs greater than \$10k are responsibility of JPA.</p> <p>Sewage water has doubled up causing higher charge.</p>
522713	DISPOSAL	14,059,470	14,472,300	4,341,464	14,981,653	509,353	
520710	INSURANCE SHOREWAY	211,439	211,400	134,697	210,637	(763)	
522714	SHOREWAY FACILITY COST	154,939	175,000	29,974	175,000	-	
570300	SHOREWAY MAINTENANCE - New		-			-	
522718	522718 EDUCATION CENTER OPERATIONS	42,315	60,000	16,445	60,000	-	
522716	522716 MAINTENANCE - OX MTN TIPPER	30,021	36,000	4,348	36,000	-	
520901	520901 SHOREWAY MRF EQUIP. MAINTENANCE > \$10k	18,501	30,000	-	30,000	-	
520324	520324 TAXES (SEWER) PROPERTY TAX	33,630	35,800	28,874	57,747	21,947	
						-	
TOTAL SHOREWAY OPERATIONS		\$ 31,995,754	\$ 32,760,200	\$ 10,489,877	\$ 33,439,798	\$ 679,598	
TOTAL OPERATING EXPENSES		\$ 34,966,630	\$ 36,575,314	\$ 11,599,548	\$ 37,285,869	\$ 710,555	
NON-OPERATING EXPENSES							
521116	BONDR 521116 DEBT SERVICE BOND INTEREST	\$ 2,865,404	\$ 2,833,100	\$ 475,894	\$ 2,833,100	-	<p>Solid Waste Enterprise Revenue Bond interest payments. 5% franchise fee payments by JPA to City of San Carlos. Higher in line with revenue.</p>
522702	522702 FRANCHISE FEE	1,555,322	1,594,600	530,500	1,610,637	16,037	
NON-OPERATING EXPENSES		4,420,726	4,427,700	1,006,394	4,443,737	16,037	
TOTAL SHOREWAY OPERATING EXPENSES		\$ 36,416,480	\$ 37,187,900	\$ 11,496,271	\$ 37,883,535	\$ 695,635	
TOTAL OPERATING EXPENSES (SBWMA Program + Shoreway Operations)		\$ 39,387,356	\$ 41,003,014	\$ 12,605,942	\$ 41,729,606	\$ 726,592	

Expenses

FY1516 BUDGET

CAPITAL PROJECTS							
PROJECT DESCRIPTION	ADOPTED BUDGET FY1415	PROPOSED BUDGET FY1516	MID YEAR PROJECTIONS FY1516	FORECAST FY1617	FORECAST FY1718	FORECAST FY1819	FORECAST FY1920
570300 SF044 Transfer Station (TS)Tipping floor resurfacing	200,000	100,000	100,000	100,000	100,000	100,000	100,000
570300 SF045 Site paving repairs and restriping ³					600,000		1,400,000
570300 SF047 Site signage	40,000	-	-				
570300 SF049 Truck shop building maintenance	20,000	20,000	20,000	20,000	20,000	20,000	20,000
570300 SF050 TS building maintenance	20,000	20,000	20,000	20,000	20,000	20,000	20,000
570300 SF051 MRF building maintenance	25,000	225,000	225,000	125,000	125,000	125,000	125,000
570300 SF052 Admin building maintenance	40,000	20,000	20,000	115,000	40,000	40,000	40,000
570300 SF053 Site maintenance	25,000	65,000	65,000	30,000	30,000	30,000	30,000
570300 SF055 Fire suppression		15,000	15,000		15,000		
570300 SF056 Repairs to landfill tipper	70,000	15,000	15,000	15,000	15,000	15,000	15,000
570300 SF060 Education center exhibits	15,000	-	-		15,000		
570300 SF061 MRF tip area canopy	450,000	450,000	450,000				
570300 SF062 Electric charging station	20,000	-	-		15,000		
570300 SF063 Replace diesel fuel storage and dist. System ³		-	-				275,000
SF066 CNG fueling station ^{1,3}			-				1,312,500
570300 SF064 Energy storage system		-	-				
570300 SF065 Baler reline		-	-		120,000		
570300 new Mixed waste processing equipment ³		-	-		10,984,400		
new Transfer Station building improvements ³			-	2,532,200			
new LED Lighting retrofit ³		274,000	274,000				
new MRF equipment replacement ²		113,750	113,750	207,500	407,500	199,167	472,917
520321 SF013 PROGRAM CONTINGENCY							
SUBTOTAL CAPITAL PROJECTS:	925,000	1,317,750	1,317,750	3,164,700	12,506,900	549,167	3,810,417
¹ \$1,209,283 available in Shoreway Remediation fund to help cover capex. ² Equipment Replacement cash reserve funds will cover these expenses. ³ 2015 Long Range Plan recommended projects.							

CAPITAL



STAFF REPORT

To: SBWMA Board Members
From: Bill Widmer, Chair
Date: January 28, 2016 Board of Directors Meeting
Subject: Consideration And Approval Of Resolution Authorizing Contract For The Recruitment Of Executive Director Or, In The Alternative, Provide Board Direction On How To Proceed With This Recruitment

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2016-04 attached hereto authorizing a contract with The Bob Murray Group in an amount not to exceed \$25,000 to conduct the recruitment for an Executive Director or provide alternate direction to staff on how to proceed.

Summary

As directed by the Board, Chair Bill Widmer contacted a number of executive recruitment firms and the County to conduct the recruitment for a new Executive Director. He now recommends to the Board that the Board approve, by Resolution, a contract with The Bob Murray Group in the amount of \$25,000 to assist with/conduct the recruitment or alternative direction be given to staff on how to proceed with this recruitment.

Background/Analysis

Late last year, Kevin McCarthy, Executive Director, gave notice to the Board that he was resigning from that position effective December 31, 2015. In response, the Board directed the Chair to contact leading executive recruiting firms in the Bay Area to determine if they would be interested in participating in the search for the Executive Director.

The Chair contacted four organizations:

- The Peckham Group
- Avery and Associates
- The Bob Murray Group
- Ralph Anderson & Associates

The Peckham Group indicated no interest due to an overabundance of other searches already committed to. They recommended The Bob Murray Group.

Ralph Anderson & Associates did not respond with a proposal following a discussion on the project.

Avery and Associates and The Bob Murray Group indicated interest. Both have worked in this area before and conducted a number of executive level recruitments.

The Bob Murray Group was recommended as they are familiar with SBWMA, as they conducted the search for the past Executive Director. They proposed to work to the Board's timetable vs adhere to a more traditional timetable to present target candidates to the committee/Board. Additionally the principle will personally lead the activity, and their rate is within the competitive range of similar executive recruiters specializing in public entity searches. Additionally the unsolicited recommendation from The Peckham Group was similarly impressive.

The Bob Murray Group proposed a retainer of \$17,000 plus expenses such as advertisement and travel estimated to be \$4,000-6,000 (billed as actuals). They do a full background, credit and criminal search of the final candidates and internet evaluations on selected candidates.

Avery and Associates verbally proposed a slightly longer recruitment cycle and expressed the need to adhere to their formal timetable at a retainer of \$16,900 plus expenses estimated to be \$4-5K (also billed as actuals). Avery and Associates does the final background check on only the final candidate but internet checks on proposed candidates. A written/email bid has been requested but has not been received as of this writing.

Both firms work until a selection is made regardless of the iterations and will conduct a second search if the successful candidate is hired and leaves before 2 years. The firms advertise, interview, screen, do background and reference checking, make recommendations and participate in final interviews. They also participate in final negotiations as requested.

The firms were informed that the role was being viewed as a regional search but not limited to that; however, no house payment/loans or large relocation expenses was anticipated.

At the 18th meeting for the Based, Chair Widmer recommended that the Board authorize a contract with The Bob Murray Group in an amount not to exceed \$25,000 for recruitment of the Executive Director.

The Board considered this recommendation at its January 18, 2016 Special Board meeting. At that time, the Board deferred action on the item and requested that additional information be provided to the Board for consideration at this meeting. First, the Board requested that written proposals be obtained from recruiting firms. Chair Widmer has requested formal proposals from both The Bob Murray Group and Avery and Associates. As mentioned above, as of the date of this report, only The Bob Murray Group has responded. Their proposal is attached. Due to the accelerated time frame requested, they have revised their proposal to provide for a fee of \$17,500, plus expenses of \$6,900, for a total contract cost of \$24,400.

Second, Board Member Slocum advised during the January 18, 2016 meeting that the County of San Mateo might be able to assist the Authority in the recruitment process at no charge. The Board requested that the Chair follow up with the County to determine whether there was an interest in conducting the search, the scope of services it would provide and the cost. Chair Widmer has spoken to a representative from the County of San Mateo, Ms. Donna Vaillancourt and was provided the following information:

The County will, for approximately \$2,500 (based on anticipated staff time) take the job specification and develop advertisements and recommend placements. The County will collect the submitted resumes and do a brief screen eliminating those not meeting required criteria. They will then pass the remaining resumes on to the Board or committee for further assessment-refining the candidate pool through resume reviews and preliminary interviews and reference checks. The cost of any advertisements will be additive to the fee, as is the case with the private recruiters. Additionally arrangements and costs for any candidate travel for interviews will also be to

the expense of the Board and as such should be anticipated to be in the \$4-5K range. As such the cost is lower (not free) but the burden of screening and preliminary interviews and reference checking is on the Board.

The Chair will discuss these alternatives and present any additional information received from the two private search firms or the County at the meeting on the 28th. However in light of the above, the Chair, as of packet release, recommends an engagement with the Bob Murray Group for reasons stated above and in light of the extra time requirements that would be placed on the search team and Board in utilizing the County's services. The Chair is sensitive to the time requirements of each Board member while also understanding the urgency to find and hire a quality Executive Director as soon as possible (hopefully within 3 months).

The Board may, however chose any alternative search mechanism however, the Chair urges a decision to initiate the search activity. NOTE: the Resolution will be filled in following Board Discussion.

Fiscal Impact

A recruiting fee inclusive of anticipated advertising and candidate travel costs of up to \$25,000 will be included in the mid-year budget amendment for this contract.

Attachments:

Resolution 2016-04

Attachment A - Proposal from The Bob Murray Group



RESOLUTION NO. 2016-04

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS

WHEREAS, in November 2015, the Chair of the Board of Directors was authorized to contact leading executive recruiting firms in the Bay Area to determine if they would be interested in participating in the search for a new Executive Director; and

WHEREAS, the Chair contacted the following five organizations:

- The Peckham Group
- Avery and Associates
- The Bob Murray Group
- Ralph Anderson & Associates
- San Mateo County; and

WHEREAS, the Board of Directors has reviewed information provided regarding these firms and the County of San Mateo, consulted and agrees with Chair Widmer’s recommendation that the Board authorize a contract with _____ in an amount not to exceed \$ _____ for recruitment of the Executive Director.

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby authorizes the Interim Executive Director to enter into a contract with _____ in an amount not to exceed \$ _____ to assist in our search for a new Executive Director.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 28th day of January, 2016, by the following vote:

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

I HEREBY CERTIFY that the foregoing Resolution No. 2016-04 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on January 28, 2016.

ATTEST:

Bill Widmer, Chairperson of SBWMA

Cyndi Urman, Board Secretary



**A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A
Executive Director
ON BEHALF OF THE
South Bayside Waste Management Authority**

1677 Eureka Road, Suite 202
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

January 21, 2016

Mr. Bill Widmer, Board Chair and
Members of the Board of Directors
South Bayside Waste Management Authority
610 Elm Street, Suite 202
San Carlos, CA 94070

Dear Mr. Widmer and Board Members:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the Executive Director recruitment for the South Bayside Waste Management Authority. The following proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, guarantee, and sample recruitment brochure.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments. We have created a recruitment process that combines our ability to help you to determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates who are not necessarily looking for a job. Our proven expertise ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field.

With respect to the Executive Director recruitment, Bob Murray & Associates offers the following expertise:

- Our firm has an unmatched record of success in recruiting local government professionals. We have conducted numerous Executive Director searches on behalf of large and small agencies throughout the Western United States. We are currently conducting the Executive Director recruitment on behalf of the California Agricultural Commissioners and Sealers Association. We have recently completed Executive Director searches on behalf of the California Fire and Rescue Training Authority, CA; the Housing Authority of the City of Madera, CA; the Housing Authority of the County of San Joaquin, CA; PATH Ventures, CA; San Bernardino Associated Governments, CA; and on behalf of the Pima Association of Governments and Regional Transit Authority, AZ; the Executive Officer for Cooperative Agricultural Support Services Authority, CA; as well as the CEO/Executive Director recruitment on behalf of Home Forward, OR. In the past three years, we have conducted Executive Director recruitments on behalf of the Early Learning Coalition of Broward County, Inc. (CEO); El Paso Water Utilities-Public Service Board (President/CEO); Florida Public Transportation Association (FPTA); Housing Authority of the City of Austin; Broward County, Port Everglades (Chief Executive/Port Director); Rochester-Genesee Regional Transportation Authority; SOS Children's Villages – Florida (CEO); Children's Board of

Hillsborough County; Louisiana Housing Corporation; San Francisco Estuary Institute; and the Southern California Association of Governments (Deputy Executive Director). As a result of having conducted these searches, we have an extensive number of contacts that will be valuable when recruiting candidates.

- Bob Murray & Associates has conducted numerous searches for upper level management professionals in the field of waste management and recycling. We recently completed the General Manger recruitment on behalf of the Monterey Regional Waste Management District, CA. Our previous experience includes conducting recruitments on behalf of the Big Bear City Community Services District (General Manager), Salinas Valley Solid Waste Authority (General Manager), and the West Contra Costa Integrated Waste Management District (Executive Director). Our previous search experience in the field of waste management includes conducting recruitments on behalf of the Central Contra Costa Solid Waste Authority (Executive Director), Monterey Regional Waste Management District (General Manager), and also the California cities of Morro Bay (Public Services Director), Palo Alto (Director of Utilities), and San Jose (Deputy Director of Waste Management). Our extensive network of contacts will ensure that you have a quality group of candidates from which to choose your new Executive Director.

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidate will not only be an excellent fit with the South Bayside Waste Management Authority, but also that the selected candidate will reflect positively upon your organization.

To learn first hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 10 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 should you have any questions.

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President
Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' unique and client oriented approach to executive search will ensure that the South Bayside Waste Management Authority has quality candidates from which to select the new Executive Director. Outlined below are the key steps in our recruitment process.

STEP 1 DEVELOPING THE CANDIDATE PROFILE

Our understanding of the South Bayside Waste Management Authority's needs will be key to a successful search. We will work with the Board of Directors to learn as much as possible about the organization's expectations for a new Executive Director. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the South Bayside Waste Management Authority. We also want to know the Board's expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the Agency to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the South Bayside Waste Management Authority's needs, we will design an effective advertising campaign appropriate for the Executive Director recruitment. We will focus on professional journals that are specifically suited to the Executive Director search. We will also develop a professional recruitment brochure on the Board's behalf that will discuss the community, organization, position and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunity with the South Bayside Waste Management Authority.

STEP 3 RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database and contacts in the field, we will conduct an aggressive outreach effort, including making personal calls to prospective applicants, designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job and this is the person we actively seek to convince to become a candidate. Aggressively marketing the Executive Director position to prospective candidates will be essential to the success of the search.

STEP 4 SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen the resumes we have received. We will use the criteria established in our initial meetings as a basis upon which to narrow the field of candidates.

STEP 5 PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the Executive Director position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 PUBLIC RECORD SEARCH

Following the interviews, we will conduct a review of published articles for each recommended candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers for the communities in which the candidates have worked. This alerts us to any further detailed inquiries we may need to make at this time.

STEP 7 RECOMMENDATION

Based on the information gathered through meetings with your organization and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

STEP 8 FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on their preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

STEP 10 NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. We know what other organizations have done to put deals together with great candidates and will be available to advise you regarding current approaches to difficult issues such as housing and relocation. We will represent your interests and advise you regarding salary, benefits and employment agreements with the goal of putting together a deal that results in the appointment of your chosen candidate. Most often we can turn a very difficult aspect of the recruitment into one that is viewed positively by both you and the candidate.

STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment we will provide the Board of Directors with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours. Every administrative detail will receive our attention. Often, candidates judge our clients based on how well these details are handled.

BUDGET AND TIMING

PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the Executive Director recruitment on behalf of the South Bayside Waste Management Authority is \$17,500 plus expenses. Services provided for in the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. The South Bayside Waste Management Authority will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to be \$6,900. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit, criminal and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate.

TIMING

We understand that the Board of Directors is interested in an accelerated timeline. We are willing to work with the board at the start of the search to develop a suitable timeline. We are prepared to start work on this assignment immediately.

GUARANTEE

We guarantee that should a recommended candidate selected for the position be terminated within the first year of employment we will conduct the search again at no cost (with the exception of expenses) to the South Bayside Waste Management Authority. We are confident in our ability to recruit outstanding candidates and do not expect the South Bayside Waste Management Authority to find it necessary to exercise this provision of our proposal.

PROFESSIONAL QUALIFICATIONS

BOB MURRAY, FOUNDER

Mr. Murray brings over 25 years experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest.

Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search company serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT

Ms. Gaeta Phillips has over 15 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Ms. Gaeta Phillips has expertise in the full recruiting cycle, from process design and outreach through candidate assessment and selection. She has placed senior-level candidates in a variety of industries and fields, including Finance, Information Technology, and Engineering. Ms. Gaeta Phillips is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success. Ms. Gaeta Phillips has a passion for helping people, evidenced by her fundraising and efforts to raise awareness for organizations such as Autism Speaks and the M.I.N.D. Institute.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT

Mr. Phillips started his career with a New York based Fortune 100 company and quickly became a Senior Manager building and running a large customer service organization in New York and eventually in thirteen countries in Europe. He also served as a Director with a large Fortune 500 company and was responsible for developing and maintaining new and existing clients in Europe, Asia, and Australia. He then became Senior Vice President with a public enterprise software company. Some of his successes include building an organization from 2 to 250 people worldwide; acquiring 5 companies in two years; and growing a company from 800 to 1200 employees.

Mr. Phillips was part of an executive acquisition and recruiting team where he helped build a start-up enterprise software company in San Francisco. He recruited top notch talent, and built a world class organization. The company was eventually sold to a Fortune 500 software company.

Mr. Phillips has maintained customer relationships in the public sector, private sector, as well as medical, and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips is involved in his community as a soccer coach and as an organizer of fundraisers for Autism Speaks in Sacramento. Mr. Phillips received his Associate of Science degree, as well as completed coursework at Rochester Institute of Technology, NY.

REGAN WILLIAMS, SENIOR VICE PRESIDENT

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates. Most recently, he worked as a private consultant with Deloitte and Touche on various public sector assignments. Prior to that, he served as Director of Public Safety with the City of Sunnyvale, CA.

Mr. Williams was involved in the development of some of Sunnyvale's most innovative programs and has a national reputation for excellence in law enforcement. He has been responsible for numerous recruitments throughout his career. Clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

JOEL BRYDEN, VICE PRESIDENT

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having recently retired as the Chief of Police in Walnut Creek, CA.

Throughout his career, Mr. Bryden has been involved in public sector consulting. He has vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government. Mr. Bryden has a solid reputation as a leader in the public sector, and clients find his ability to find and evaluate outstanding applicants invaluable.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts degree in Communication from San Diego State University.

FRED FREEMAN, VICE PRESIDENT

Mr. Freeman brings over 24 years of local government experience to Bob Murray & Associates, with 11 years in the recruitment field. Mr. Freeman is a retired Chief of Police and has served as an elected official in local government. He has vetted hundreds of local governmental officials in the pre-employment process and conducted recruitments for positions in all sectors of public agency employment.

In addition to his career in the law enforcement field, Mr. Freeman served as the Mayor and the Mayor Pro-Tem for the Los Alamitos City Council. Mr. Freeman has been a member of the Public Safety Policy Committee - California League of Cities; the Orange County Fire Authority Board of Directors; and the Orange Line Development Authority as the Vice-Chair. His unique perspective and experience, as both a member of executive city staff and as an elected official, provides exceptional results for our clients.

Mr. Freeman is a graduate of the FBI National Academy and received his Teaching Credential from the University of California Los Angeles.

AMANDA URRUTIA-SANDERS, PRINCIPAL CONSULTANT

As a consultant with Bob Murray & Associates, Ms. Urrutia-Sanders is responsible for research, candidate recruitment and screening, as well as reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search.

Ms. Urrutia-Sanders brings several years of industry experience as she worked for one of the nation's largest recruitment firms. Her insight into the recruitment process is a valuable asset to Bob Murray & Associates.

Ms. Urrutia-Sanders received her Bachelor of Arts degree in Communications from the University of Wyoming.

AMBER SMITH, SENIOR CONSULTANT

As Senior Consultant with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. She is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Ms. Smith brings over 5 years of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. She is committed to working as a partner with clients and candidates in order to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

ADAM CARP, OFFICE COORDINATOR

Mr. Adam Carp is the Office Coordinator at Bob Murray & Associates. He is the first point of contact at Bob Murray & Associates and has years of administrative experience. Mr. Carp actively contributes to Bob Murray and Associates' goal of providing exceptional customer service through close coordination and follow through with our clients and candidates alike.

Mr. Carp received his Bachelor of Arts degree in Spanish from the University of California, Los Angeles.

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted searches are listed below.

- CLIENT:** Cooperative Agricultural Support Services Authority
(CASS), CA
POSITION: Executive Director
REFERENCE: Mr. Kevin Masuharo, Member of the Board, (916) 403-6623;
or Mr. John Young, Member of the Board, (530) 666-8148
- CLIENT:** Monterey Regional Waste Management District, CA
POSITION: General Manager
REFERENCE: Mr. David Pendergrass, Member of the Board of
Directors and Mayor for the City of Sand City, (831) 394-
3054
- CLIENT:** Bay Area Air Quality Management District, CA
POSITION: Deputy Air Pollution Control Officer (limited scope),
Chief Executive Officer
REFERENCE: Mr. Jack Broadbent, Executive Officer/APCO, (415)
749-5052