



A Public Agency

CONSENT CALENDAR

DRAFT MINUTES

**SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
MEETING OF THE BOARD OF DIRECTORS
October 25, 2018– 2:00 p.m.
San Carlos Library Conference Room A/B**

Call To Order: 2:00PM

1. Roll Call

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

2. Public Comment

Persons wishing to address the Board on matters NOT on the posted agenda may do so. Each speaker is limited to two minutes. If there are more than five individuals wishing to speak during public comment, the Chairman will draw five speaker cards from those submitted to speak during this time. The balance of the Public Comment speakers will be called upon at the end of the Board Meeting. If the item you are speaking on is not listed on the agenda, please be advised that the Board may briefly respond to statements made or questions posed as allowed under The Brown Act (Government Code Section 54954.2). The Board's general policy is to refer items to staff for attention, or have a matter placed on a future Board agenda for a more comprehensive action or report and formal public discussion and input at that time.

None

3. Adjourn to Closed Session – PUBLIC EMPLOYEE PERFORMANCE EVALUATION (Government Code Section 54957) Title: Executive Director

4. Call to Order/Roll Call (Public Session)

Call to Order: 2:21PM

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

5. Public Comment (Public Session)

None

6. Executive Director’s Report

Executive Director La Mariana provided highlights of Agency work since the last Board meeting.

- Rethink Recycling Day is Saturday 10/27 from 10am to 2pm, and all are invited to attend.
- Introduction of Emi Hashizume as RethinkWaste’s new Environmental Education Manager.
- Announcement of two new Long Range Plan Fellows who accepted positions that will fill the two Fellow vacancies. Adele Halili will serve as an Environmental Education Fellow, and Shirley Ng will serve as a Public Space Fellow.
- There are 3 important RFPs out right now that staff is working on:
 - **The Disposal/Landfill and related services RFP** is the third largest contract for the Agency. Staff has now meet with all responders. A technical review has been completed and a final recommendation for Board consideration is anticipated in February 2019.
 - **Administrative Services RFP**, the Agency is currently in a 1-year extension which expires on 6/30/19. This extension was executed to allow the proper onboarding of Sr. Finance Manager, John Mangini. A recommendation for Board approval will be in January. There were responses from the City of San Carlos and the City of Redwood City.
 - **Legislative Lobbyist joint RFP** with Stop Waste is currently being conducted to significantly leverage our voice in Sacramento and the marketplace. A recommendation for Board approval will be at the January meeting.
- The Bond refinancing project will work into today’s discussion on future capital needs, the Bond refunding is scheduled for Board approval in January or February and then will go out to each Member Agency’s elected councils for approval.
- Amendment One discussions continue with Recology. The FAX committee will meet on November 29 to review the options and pricing, and make a recommendation the Board in January.

7. Approval of Consent Calendar

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

A. Approval of Minutes from the September 27, 2018 Board of Directors Meeting

Motion/Second: Brownrigg/Bonilla

Roll Call Vote: 8-0-2-2

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

8. Convene Joint Board and TAC Meeting

Call to Order/Roll Call TAC Members

Call to Order: 2:28PM

Agency	Present	Absent	Agency	Present	Absent

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

9. STUDY SESSION:

A. Shoreway Environmental Center Capital Improvement Plan

Executive Director La Mariana noted that there are 3 projects being discussed for feedback.

1. **Glass Load Out System.** This was budgeted in the FY18/19 budget for \$350,000 but the bids have come back and are higher than what was budgeted. There is also an option to add a paper shredding operation that would be available to customers at Shoreway. The cost of both projects is about \$600,000 and the ROI is about 3.5 years and this will be on the November Board Agenda for board consideration.
2. **Mechanized Automated Effort to upgrade the mechanical sorting process in the MRF-**
3. **a. Residential Automated Sort Line improvements:** This is unbudgeted in the FY18/19 budget, although called out at an estimated \$3.5M in the comments. The project has come back with an estimated cost of \$3.6M and the ROI is 2 years. This item is planned for January Board consideration.
b. Commercial Automated Sort Line improvements: Also unbudgeted in the FY 18/19 budget although called out in the budget comments. This item is planned January Board consideration.

Staff Gans went into more detail about each of the projects. He noted that the proposed projects are about improving the economics of the facility and its operations and recovering more material to sell, and at the time of approval this is a request to create a funding mechanism to finance these projects.

A. Glass Load Out System:

The Board/TAC discussed project one, the Glass Load Out system, which was budgeted, but the bids came back higher than the budgeted amount. Staff suggests reallocating funds from other capital projects that are in this year’s budget and adopting this new set of more comprehensive projects. The Finance Committee will review the Reserve Policy before the November Board meeting, and with their recommendation, a revised reserve policy will presumably redirect funds to these Capital projects.

The Board/TAC discussed the bid process for project one. One bid was received in the competitive bid process, there was discussion regarding whether the increased cost was a fair price given that there was only one bid. Staff Gans noted that the additional cost of \$60K was likely a factor of the current marketplace. The bid is good for 60 days so as long as the award is approved at the November Board meeting the bid is firm.

The Board discussed the addition of a paper/document shredder to project one. Vice Chair Benton asked do both parts of the project need to happen now? Staff Gans answered he didn’t know what the costs of adding the shredder would be if that project were to be a stand-alone project, but the idea of adding the shredder to the PRC makes sense now i because work is being done in this area so it made since to do both at the same time. Discussion included charging a fee for the shredding service, how shredding would be managed and staff implications of shredding. Many Board members advocated having a fee for the shredding service because the private sector offers it as a pay service. Staff has noted this direction accordingly.

The Board asked to hear feedback from SBR about the impacts of this project. Dwight Herring noted that the Glass Load Out project is a much more efficient way for them to manage glass. As far as the shredding, the increase in customers wanting to shred is unknown, but currently there are 3-4 attendants to direct traffic, but the customer would load the shredder themselves so he didn't see a big increase in labor.

There was Board consensus that the glass load out project would come back to the Board for approval in November, and the shredder installation would come back as an option after further discussion.

Staff Gans noted that there is a larger issue of how to accrue funds for large capital projects given that the Agency only funds capital on an annual basis. Should the Reserve policy be revised and the Finance Committee agree with the recommendation it would provide a long-term funding mechanism for all 3 projects.

Member Brownrigg commented that the second project is \$3.6 M and has a 2-year payback and allows for pulling more recyclables out. He supports the recommendation of revising the reserve policy to create a funding mechanism for project 2.

B. Organics-2-Energy (O2E) Pilot: Member Brownrigg introduced the item as the Chair of the Zero Landfill Committee. He noted that all elected officials have a fiduciary responsibility to the rate payers, and to make sure the garbage is picked up as inexpensively and effectively as possible. The Zero Landfill Committee members see an opportunity to advance environmental interests and serve the greater community as Californians. In the case of this project both of those goals can be met.

Executive Director La Mariana and Staff Gans gave a joint Power Point Presentation. Executive Director La Mariana gave a situational overview of the project, noting that this is not a replacement of the current organics collection, but an enhancement to the existing collection programs. Staff Gans discussed the technical and financial aspects pilot. There are two projects, the pilot and the full scale roll out. The financials of the pilot project are a net positive to the Agency at \$6 per ton. About 2/3rds of the pilot project materials targets commercial source separated organics and the remaining third of the current waste stream (from the black can) is the targeted material for the project.

The Board asked to see a breakdown of diversion of the commercial stream versus the residential stream. Member Widmer noted that at the time that the 2015 Long Range Plan was developed, commercial diversion was significantly lagging. Member Brownrigg noted that in both commercial and residential programs there is a lot of food in the black cans, despite available organics collection options. This pilot targets food waste only- not green waste-because there is not enough moisture content in green waste, and there is about 30% food waste in the black stream. The Agency's current overall diversion level is 50%, and this project will move the diversion needle to 66%. This is a bigger single bump than the launch of our expanded new services back in 2010.

Staff Gans discussed the proposed enhanced processing at Shoreway and that the intent is to extract food waste from the waste steam and turn it into energy. This technology and processes are successfully used at other facilities around the world.

TAC Member Lucky asked if there was still waste that needed to be disposed of after the energy is created, and -if yes- where it was going. She would like to see a CEQA analysis on the environmental impact on the project. Staff Gans noted that there was no heat applied during the process, some of the waste is used in land spreading and some goes back to the landfill. TAC Member Rodericks asked if Waste Water Treatment Plants (WWTP) were the only market for the material. Staff Gans answered yes, and the Agency currently has three MOUs in place with local WWTPs who would like to receive the material.

Staff Gans discussed the finances of the pilot project. The cost of the pilot is \$5M. \$3M of that amount is available to our agency from Cal Recycle Grants, the balance (\$2.25M) has been allocated for this project in the FY17/18 budget. The Cal Recycle grant is confirmed as long as the project is done within the timeline of the grant (April 2019). Currently, the cost of processing material is \$69.20 compared to the estimated cost of O2E process (\$63.17/ton), so the numbers are quite favorable to the Agency. Member Widmer suggested applying for grant money through Peninsula Clean Energy, they have money that is earmarked for local green energy development. Staff Gans stated that the cost of the full scale project is estimated to be \$15-20M, and demonstrated success in the pilot will lead to further grant opportunities for the full project, and refunding the bonds will also provide additional funding that can be redirected to this project.

The Board discussed the potential for a related future third O2E project (beyond the full scale O2E) project) to provide BioCNG fuel for the collection and long haul fleets (almost 200 industrial-grade vehicles) with fuel generated from this project which will save a million gallons in diesel fuel a year. This transition will have a significant favorable climate impact in our operations.

The Zero Landfill Committee members each commented on the project: Member Brownrigg commented that the Board would have the prerogative over the next year not to move to the full scale project, but it was the Committee's view that the full scale project makes sense both from an economic, technical and environmental standpoint. Member Widmer noted that new technologies are being developed all the time, so it may be that after the pilot something different comes along, but this project is almost zero cost and endorsed going through with it. Member Bonilla commented that there is new state legislation calling for elimination of methane emissions from landfills. He noted that this plan accomplishes this goal, it also creates green energy, and disposes of the waste that causes the methane pollutants and there's also an economic benefit so he sees it as a win-win. Member Hurt sees the project as innovative and creative and she is ready to move forward. Member Dehn agreed and noted that we are required to act, and this is an attractive option.

TAC Members added their final comments. Chair Oskoui commented that this is leading edge technology, and he thought the pilot was the right thing to do. He also thought there were still things to be flushed out with the technology on the plant side to see if it will work in the long term. He also added that the 75% diversion is a goal not a mandate and he urged legislators to push Cal Recycle to help jurisdictions deal with organic waste and supporting infrastructure. Member Roderick's noted that with CNG production there may be opportunities for Member Agency savings with surplus BioCNG fuel if they have vehicles that are CNG fueled. Member Lucky commented that she supported the pilot but wanted to see caution in moving towards the full scale project, and taking a holistic and systems approach to waste through the end of the process, including unforeseen impacts e.g. to habitat, or if plastics are ending up in this process they're not being spread through the environment.

Member Benton and Member Aguirre both concluded their comments noting that there needs to be a significant ramp up of environmental education to the residents and what goes into each bin. Making sure we focus on K-12 education and all aspects of education not just tours.

10. Informational Items Only (no action required)

- A. Check Register Detail – September, 2018
- B. Potential Future Board Agenda Items

11. Board Member Comments

12. Adjourn 3:55PM

STAFF REPORT

To: SBWMA Board Members
From: Joe La Mariana, Executive Director
Date: November 15, 2018 Board of Directors Meeting
Subject: Approval of 3% Merit Pool Increase for 2019

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution 2018-34 hereto authorizing the following action:

1. Approval of the merit pool for calendar year 2019 of 3% of wages, as assumed in the adopted FY18-19 budget.

Analysis

All regular-status SBWMA employees are eligible for consideration of a merit increase at least annually. This review and salary adjustment award process is delineated in the employee compensation policy. Customarily, merit pool increases have taken effect annually on January 1. The following factors are used by the Executive Director during his evaluation of each SBWMA employee for their merit pool increase consideration:

- a. **Performance:** Employees' annual written performance appraisals. In calendar year 2018, all employees received annual written performance appraisals from his or her supervisor. No performance appraisal involving any current employee warranted disciplinary action or significant remediation in performance.
- b. **Salary Range:** Employees' current position within the existing salary range that has been established by the Board for each position, and such that any increase for an employee would not cause the resulting salary to exceed the existing salary range. All employees' salaries are within the existing salary ranges for their positions. All employees are within 3% of the top of the salary range that has been established for his/her position, except Cyndi Urman, Clerk of the Board/Office Manager. Ms. Urman is currently at 99% of her current approved range.
- c. **Pool Amount:** The merit pool, in the aggregate, shall not exceed the amount allocated for salary increases in the annual budget unless approved by the Board of Directors. **Pool Amount:** The aggregate amount allocated for salary increases in the FY2018-19 budget that was approved by the Board of Directors is \$18,993. An increase of 3% in aggregated staff salaries would equal \$18,993, which does not exceed the aforementioned amount.

Background

An employee compensation policy was adopted by the Board of Directors on November 19, 2009. Salary ranges are reviewed periodically by the Board and last adjusted per Board approval on June 27, 2013. The following table shows the merit pool increases that were approved by Board of Directors since 2015.

Board-Approved Merit Increase Pool <i>(Calendar Year)</i>				
2015	2016	2017	2018	2019 <i>(Proposed)</i>
3%	3%	3%	3%	3%

Justification

Various data points were considered in arriving at the recommendation presented in this report (see bullets below). Please note that the recent uptick in the first two indices will be taken into strong consideration during the upcoming FY19/20 budget planning process.

- In August 2018, the Consumer Price Index for All Urban Consumers (CPI-U) for the San Francisco-Oakland-Hayward Area increased **4.3%** over the prior 12 months, according to the US Bureau of Labor Statistics (BLS). This area is comprised of the following counties: Alameda, Contra Costa, Marin, San Francisco, and San Mateo.

https://www.bls.gov/regions/west/news-release/consumerpriceindex_sanfrancisco.htm

- Total compensation costs for private industry workers increased **4.0%** in the San Jose-San Francisco-Oakland metropolitan area for the year ended June 2018, according to the BLS. This area includes the following counties: Alameda, Contra Costa, Marin, Napa, San Benito, San Francisco, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Sonoma, and Solano.

https://www.bls.gov/regions/west/news-release/employmentcostindex_sanjose.htm

- Nationally, Social Security recipients will receive a **2.8%** cost-of-living-adjustment in 2019, according to the US Social Security Administration. Average costs and wages in the greater San Francisco-San Jose area increased faster than the national average.

<https://www.ssa.gov/news/cola/>

Fiscal Impact

A 3% merit pool increase for calendar year 2019 equals \$18,993. This amount is within the FY18/19 budget that was approved by the Board of Directors. A merit pool increase would not affect the salary range, which was last adjusted in June 2013.

Attachments:

Resolution 2018-34



RESOLUTION NO. 2018-34

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS APPROVING A 3% MERIT POOL INCREASE FOR 2019

WHEREAS, the Board of Directors met on November 15, 2018 and reviewed the employee compensation policy, including information on a proposed merit pool increase of three percent (3%) of the sum of employee wages for calendar year 2019; and,

WHEREAS, the Board of Directors finds that a merit pool increase of three percent (3%, or \$18,993 in raw numbers) of the sum of employee wages is reasonable and consistent with the 2019 Budget for the Authority;

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby approves a merit increase pool of three percent (3%) of the sum of employee wages for 2019.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 15th day of November 2018, 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. 2018-34 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 15, 2018.

ATTEST:

Charlie Bronitsky, Chairperson of SBWMA

Cyndi Urman, Board Secretary

STAFF REPORT

To: SBWMA Board Members
From: Joe LaMariana, Executive Director
John Mangini, Sr. Finance Manager
Date: November 15, 2018 Board of Director's Meeting
Subject: Resolution Authorizing the Executive Director to Execute a Contract for Municipal Finance Advisor Services To Manage the SBWMA's 2009A Series Bond Refunding Process in 2018/19 in An Amount Not-to-Exceed \$75,000

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2018-35 attached hereto authorizing the f the Executive Director to execute a contract for a Municipal Finance Advisor to manage the SBWMA's 2009A series Bond refunding for an amount not to exceed \$75,000.

Analysis

A Bond Refunding Work Plan was approved by the Board at the September 27, 2018 Board of Directors Meeting. This Work Plan calls for issuance of a Request for Qualification (RFQ) for municipal advisor services to provide assistance in refunding the SBWMA's 2009A Series Bonds to take advantage of current low interest rates and realize significant savings. The RFQ was issued to nine (9) firms on Friday, November 2, 2018. Responses to the RFQ are required to be submitted back to the Agency no later than November 16, 2018.

At its November 5, 2018 meeting, the Finance Committee was advised about the date for responses. Based on the date for response and the cancellation of the December 2018 Board meeting, the Finance Committee recommends authorizing the Executive Director and the Senior Finance Manager to work with the Finance Committee Member/the Burlingame Finance Director Carol Augustine and Belmont Finance Director Thomas Fil, to review the responses, and select the Financial Advisor for this project. The Executive Director requests that he then be authorized to execute a contract with the selected municipal advisor in a "not to exceed amount" of \$75,000. Approval of this selection process before the January 24th Board meeting will allow the newly selected Municipal Finance Advisor, Staff, Ms. Augustine and Mr. Fil to work collaboratively towards meeting numerous critical path project milestones that are highly time-sensitive, as identified in the Work Plan.

Contracting with a Municipal Finance Advisor is a critical early step in the bond refunding process. Once contracted, the Municipal Finance Advisor will assemble a core financing team of technical experts comprised of bond counsel, disclosure counsel and enterprise consultant (if required), and to execute the necessary professional agreements required to prepare the highly detailed set of legal documents necessary to issue refunding bonds for the SBWMA's 2009A Series Bonds. Staff expects to have several recommendations for board consideration regarding the selection of bond counsel and other technical support at the January or

February 2019 Board meeting. The Municipal Finance Advisor's full scope of work can be found in **Attachment A** – Request for Qualification, Municipal Advisor Consulting Services.

Background

In August 2009, the SBWMA issued \$53,500,000 tax-exempt revenue bonds to fund improvements to the Shoreway Environmental Center. \$44,685,000 of the 2009A Bonds principle remains outstanding today. A second Bond (2009B) was also issued for \$3,000,000 in 2009 by the City of Burlingame. The Agency paid this Bond off in full on September 1, 2014.

The 2009A Bonds were acquired by the Agency during a high interest rate period during the Great Recession of 2008. Interest rates on the 2009A Bonds range from 5% to 6.25%. A refunding transaction on these bonds would only occur if the interest rates are significantly favorable when compared to the existing rates, plus the transaction expenses. The 2009A Bonds may not be refunded prior to June 1, 2019 without incurring a penalty. The 2009A Bonds and the related transactional costs would be redeemed with the proceeds of the new 2019 issued Bonds sold after their first optional redemption date, September 1, 2019.

Fiscal Impact

The contract with the financial advisor would be in an amount not to exceed \$75,000.

Attachments:

Resolution 2018-35

Attachment A – Request for Qualification, Municipal Advisor Consulting Services



RESOLUTION NO. 2018-35

**RESOLUTION OF THE SOUTH BAYSIDE WASTE
MANAGEMENT AUTHORITY BOARD OF DIRECTORS
AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT FOR
MUNICIPAL FINANCE ADVISOR SERVICES TO
MANAGE THE SBWMA'S 2009A BOND REFUNDING PROCESS IN 2018/19 IN A
NOT-TO-EXCEED AMOUNT OF \$75,000.**

WHEREAS, the SBWMA issued 2009A and 2009B bonds in 2009 to complete the Master Plan at the Shoreway Environmental Center at a total cost of \$56,500,000, and

WHEREAS, on September 1, 2014, the Agency paid off the 2009B Bond in full, and

WHEREAS, the 2009A Bond principle balance is \$44,685,000, and

WHEREAS, June 1, 2019 is the first call date by which these bonds can be refunded without penalty, and

WHEREAS, the Board has instructed staff to explore the feasibility of refunding the bonds in order to generate savings for the SBWMA

WHEREAS, contracting for Municipal Finance Advisor services is an early critical step in a potential refunding process, and time is of the essence in the refunding process because interest rates are currently low and so a bond refunding would result in savings,

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby Authorizes:

1. Staff, in conjunction with the Finance Directors of Burlingame and Belmont, to review the responses to the Request for Qualifications (RFQ) for municipal advisor services and select one of the responders to provide services for the scope of work detailed in the RFQ; and
2. The Executive Director to then execute a contract for Municipal Finance Advisor services with the selected individual or firm in the not to exceed amount of \$75,000.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the this 15th day of November 2018 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. 2018-35 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 15, 2018.

ATTEST:

Charlie Bronitsky, Chairperson of SBWMA

Cyndi Urman, Board Secretary



Request for Qualifications (RFQ)

Municipal Advisor Consulting Services

Issued: November 2, 2018

Submission Deadline: November 16, 2018, 4:00 PM

South Bayside Waste Management Authority (SBWMA)

Attention: John Mangini, Senior Finance Manager

610 Elm Street, Suite 202

San Carlos, Ca 94070

jmangini@rethinkwaste.org

Table of Contents

1. BACKGROUND	3
2. INTRODUCTION	3
3. PURPOSE	4
4. SCOPE OF WORK	5
5. QUALIFICATIONS	7
7. PROCEDURE FOR SUBMITTING QUESTIONS	7
8. SUBMITTAL REQUIREMENTS	8
Attachment A: Qualifications Certification	11
Attachment B: Client Reference Form	13

1. BACKGROUND

The South Bayside Waste Management Authority (SBWMA) is a joint powers authority formed in San Mateo County, California in 1982. Twelve (12) public agencies (the Cities of Atherton, Belmont, Burlingame, East Palo Alto, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, and San Mateo, San Mateo County, and the West Bay Sanitary District, collectively known as the “Member Agencies”) comprise the membership of the SBWMA.

The SBWMA delivers waste reduction and recycling programs, owns and manages the facility (Shoreway Environmental Center) that receives recyclables, organics, and refuse collected in its service area, and manages the service providers that collect, process, recycle, compost, and dispose of materials for its Member Agencies.

Through issuance of this Request for Qualifications (RFQ), the SBWMA seeks an experienced and qualified municipal advisor to perform financial advisory services and assist the SBWMA with refunding the SBWMA’s 2009 Series Bond to realize financial savings by taking advantage of the current low interest rates.

Submittals to the SBWMA will be considered public records and will be made available for public review upon request after conclusion of this RFQ process.

2. INTRODUCTION

In March 2000, the SBWMA issued \$20,090,000 tax-exempt revenue bonds to fund the acquisition of its solid waste transfer station, recycling facilities and related equipment from BFI/Allied/Republic. In August 2009, the SBWMA redeemed those bonds in connection with the financing of improvements to the Shoreway Environmental Center and issued \$53.5 million of bonds (the “2009 Series Bonds”) to finance those improvements. \$44.685 million of the 2009 Bonds will remain outstanding on the first call date of June 1, 2019. The 2009 Series Bonds were sold during a high interest rate period during the Great Recession of 2008. Future interest rates on the 2009 Series Bonds range between 5% and 6.25%.

The SBMWA contracts with a private company, South Bay Recycling, for operation of the Shoreway Environmental Center, which handles over 450,000 tons of material (recyclables, organics and refuse) annually. In addition to processing materials for the SBWMA Member Agencies, the Shoreway Environmental Center also accepts and processes material from the public and third-party customers at gate rates.

3. PURPOSE AND GENERAL CONDITIONS

This RFQ provides information for interested municipal advisors to prepare a written response regarding their qualifications and approach to the proposed work.

ADDENDUMS. Should it be necessary for the SBWMA to issue addendums to during the proposal period, the SBWMA will endeavor to notify the known holders of this RFQ. The addendums will be posted on the SBWMA's web site for any interested parties to review. Proposal should include a notation that the municipal advisor is aware of all of the addendums which have been issued and has incorporated their provisions in their proposal.

ADDITIONAL INFORMATION. The SBWMA reserves the right, to request additional information or clarifications from municipal advisors where it may serve the SBWMA's best interest.

ADDITIONAL SERVICES. The Scope of Work describes the minimum work to be accomplished. Upon final selection of the individual or firm, the Scope of Work may be modified and refined during negotiations with the SBWMA.

AWARD OF PROPOSAL. The SBWMA reserves the right to negotiate final terms with the selected municipal advisor, if any. Award may be made to the municipal advisor offering the most advantageous proposal after consideration of all evaluation criteria.

COMPLIANCE WITH LAWS. All proposals shall comply with current federal, state, and other laws relative thereto.

CANCELLATION OF SOLICITATION. The SBWMA may cancel this solicitation at any time.

COSTS. The SBWMA is not liable for any costs incurred by municipal advisors before entering into a formal contract. Costs of developing the proposals, or any other such expenses incurred by the municipal advisor in responding to this RFQ, are entirely the responsibility of the municipal advisor, and shall not be reimbursed in any manner by the SBWMA. No reimbursable cost may be incurred in anticipation of award.

IRREGULARITIES. The SBWMA reserves the right to waive non-material irregularities if such would be in the best interest of the SBWMA as determined by the Executive Director.

NON-DISCRIMINATION. Municipal advisor represents and warrants that it does not and will not discriminate against any employee or applicant for employment because of race, religion, gender, color, national origin, sexual orientation,

ancestry, marital status, physical condition, pregnancy or pregnancy related conditions, political affiliation or opinion, age or medical condition.

OWNERSHIP. All data, documents and other products used or developed during the RFQ process become the property of the SBWMA upon submission.

NO OBLIGATION. The release of this RFQ does not obligate or compel the SBWMA to enter into a contract or agreement.

PROPOSAL, REJECTION OF. The SBWMA reserves the right to reject any or all proposals or any part of a proposal.

PUBLIC RECORD. All proposals submitted in response to this RFQ will become the property of the SBWMA upon submittal and a matter of public record pursuant to applicable law.

REPRESENTATIONS. Municipal advisors understand and acknowledge that the representations made in their submitted proposal are material and important, and will be relied on by the SBWMA in evaluation of the proposal. Municipal advisors' misrepresentation shall be treated as fraudulent concealment from the SBWMA of the facts relating to the proposal.

RFQ PART OF AGREEMENT. Should an agreement be awarded, this Request for Qualifications may become part of the agreement between the SBWMA and the successful municipal advisor.

SEVERABILITY. If any provisions or portion of any provision, of this Request for Qualifications are held invalid, illegal or unenforceable, they shall be severed from the Request for Qualifications and the remaining provisions shall be valid and enforceable.

VALIDITY. Proposal must be valid for a period of ninety (90) days from the due date.

4. SCOPE OF WORK

The SBWMA is interested in retaining a municipal advisor to perform financial advisory services, including the functions to refund the SBWMA's 2009 Series Bonds. It is expected that the municipal advisor will provide ongoing financial support and work closely with the SBWMA and the SBWMA's internal Finance Team to make recommendations and perform activities of the bond refunding.

The municipal advisor's scope of work is anticipated to include tasks in the following areas:

1. Prepare and distribute requests for qualification for bond counsel and disclosure counsel.
 - a. Evaluate bids and recommend award.
2. Prepare a plan of finance which would, at minimum, address:
 - a. Feasible financing structures and a recommendation, including method of sale (private placement, negotiated public sale, competitive public sale), fixed vs. floating rate, and pattern of realized savings;
 - b. The material risks, potential benefits, structure, and other characteristics of the recommended municipal securities transaction and any associated municipal financial products;
 - c. The basis upon which the municipal advisor reasonably believes that the recommended municipal securities transaction and/or municipal financial product is, or (as may be applicable in the case of a review of a recommendation) is not, suitable for the SBWMA.
3. Evaluate the SBWMA's credit quality and financial strength using typical industry standards.
4. Prepare a written report to the SBWMA regarding the feasibility of issuing the bonds and sufficiency of revenues and funds pledged to support the bonds.
5. Attend all organizational, document review, and special meetings related to bond financing.
6. Evaluate, advise and consult with the SBWMA and bond counsel regarding financial and non-financial bond covenants.
7. Assist with official statement review and preparation.
8. Recommend timing of bond sales.
9. Design and conduct on-line sale should the SBWMA decide to use competitive auctions for competitive marketing of bond sales.
10. Identify tasks, responsibilities, and dates for completing activities leading up to bonds sales. Develop schedules with key milestones and deliverables.
11. Assist in furnishing materials and data to rating agencies, bond insurers, and letter of credit providers.
12. Evaluate use and obtain bids for credit enhancement (if appropriate).

13. Evaluate potential underwriters for a negotiated sale or defined process for competitive sale.
14. Review pricing, underwriter roles, and allocation of bonds (negotiated sale).
15. Assist with closing arrangements.
16. Provide assistance on investment on bond proceeds (if appropriate).
17. Assist with presentation of recommendations to the SBWMA Board of Directors.
18. Provide advice related to compliance with arbitrage regulations.
19. Develop financial analyses and special reports, as requested.
20. Other related tasks, as requested.

5. QUALIFICATIONS

The municipal advisor must have familiarity with the SBWMA's mission and scope, the structure of, and the context of its work within County and State regulations and laws.

Proposals must contain a statement as to qualifications of the proposing firm, and identify the municipal advisor and other staff that would have assignments under this contract, and provide their resumes that fully describe their qualifications and experiences.

Proposals must contain a statement that the municipal advisor is registered with the Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB).

This section is also to include a list of other government agencies in California for which the firm is presently under contract to provide financial advisory services, and the name of the primary municipal advisor for each.

6. PROCEDURE FOR SUBMITTING QUESTIONS

All communications about this RFQ must be directed to John Mangini in writing via email at jmangini@rethinkwaste.org by November 9, 2018. The SBWMA will provide a written response to all questions in the form of an Addendum to this RFQ, by **November 13, 2018, if necessary.**

7. SUBMITTAL REQUIREMENTS

Municipal advisors must submit sufficient information, as outlined below, for the SBWMA to evaluate municipal advisors' qualifications. Selection will be based on a combination of the cover letter, firm and staff qualifications, cost, project understanding, project delivery schedule, and references.

To be deemed responsive to this RFQ, municipal advisors' submittals must be received by e-mail at jmangini@rethinkwaste.org no later than November 16, 2018, at 4 pm.

Please label the email subject line "Response to RFQ—Municipal Advisor Consulting Services."

Please include both a PDF version and the source file (e.g., Word or Excel file) of all documents submitted.

Submittals should be concise and responsive, based on these guidelines:

- A. Cover Letter** – In up to two (2) pages, include: firm description, date established, main services, key qualifications, and prior experience. The individual authorized to contractually bind the firm should sign the cover letter. Resumes for key proposed staff members and sub-consultants, if any, should be provided as an appendix, such that the municipal advisor demonstrates that it meets the required minimum qualifications above. While no limitation is placed on length or number of resumes, please note that submittals will be reviewed with attention to conciseness and responsiveness; unless otherwise specified herein, no other attachments or appendices are allowed.
- B. Description of Qualifications** – In up to ten (10) pages, describe firm's qualifications, expertise and prior specific related experience, and proposed use of subcontractors (if any). The SBWMA prefers that the municipal advisors explain their specific qualifications related to the anticipated scope of work in this section, and that a more general description of qualifications and experience be reserved for the cover letter.
- C. Approach** – The proposal must include in this section the approach to providing the items of work noted in the Scope of Work. The approach to the work plan shall be of such detail to demonstrate the municipal advisor's ability to accomplish the project objectives. In this section, include:
 - Innovative and successful approaches
 - Quality control measures
 - Strategy, phasing, and process of performing the work

D. References

- Provide the names, phone number, contact person and mailing address of at least five (5) references for which similar services have been provided in the last three (3) years.
- Also indicate for which of the references the proposed primary municipal advisor has provided services and the capacity of these services.

E. Legal Issue/ Conflict of Interest – Include information about:

- Violations of federal, state or local regulations/laws within the past three (3) years
- Pending or current litigation
- Arrangements with other firms that could pose a conflict of interest
- If none of the above apply, a statement to that effect

F. Costs

- Include all costs associated with providing the services described in the Scope of Work.
- Include cost by category for all major activities, including a bond issuance.
- Include the normal compensation method which may include minimum hourly rates for assigned personnel.
- The SBWMA's goal is to achieve the lowest total financing costs balanced with safety for the SBWMA and flexibility for the Board of Directors.

G. PROPOSAL QUALIFICATIONs CERTIFICATION – Complete Attachment A.

H. CLIENT REFERENCE FORM – Complete Attachment B.

8. RIGHT TO CONTRACT FOR SELECTED SERVICES

The SBWMA, at its sole option, will select the municipal advisor which best fulfills the requirements and provides the best value to the SBWMA and its Member Agencies.

The SBWMA reserves the right to contract for selected services relating to this proposal from any municipal advisor, in part or in whole. The SBWMA may select more than one individual or firm to provide all necessary services.

An evaluation panel will review all proposals submitted. Discussions may, at the SBWMA's option, be conducted with the most qualified municipal advisor.

Discussions may be for the purpose of clarification to assure full understanding of, and responsiveness to, the RFQ's requirements. Municipal advisors shall be accorded fair and equal treatment with respect to any opportunity for discussion and written revision of proposals. In conducting discussions, the SBWMA will not disclose information derived from proposals submitted by competing municipal advisors. There will be no public opening and reading of bids. Overall responsiveness to the RFQ is an important factor in the evaluation process.

Proposals will be evaluated on the basis of:

- The individual or firm's overall qualifications and experience in municipal finance, including on-line bond sales, with an emphasis in general municipal financing.
- The individual or firm's legal issues and conflicts of interest
- Qualifications of the proposed primary municipal advisor and other staff members, and experience providing financial advisory services to other public agencies of similar size and complexity as the SBWMA.
- Responsiveness to the RFQ process and general provisions, and understanding of the Scope of Work as evidenced by the services offered in the proposals, presentations, and ability/willingness to sign the SBWMA contract.
- References
- Costs

Attachment A: Qualifications Certification

CONSULTANT	
ADDRESS	
TELEPHONE	
CONTACT EMAIL	
CONTACT NAME, TITLE	

1. Municipal advisor certifies that neither the municipal advisor nor its principals are presently disbarred, suspended, proposed for disbarment, declared ineligible or voluntarily excluded from participation in this transaction by any federal department or agency, any California State agency, or any local governmental agency.
2. Municipal advisor certifies that municipal advisor did not receive unauthorized information from any SBWMA staff member, contractor, or Board member during the RFQ response period except as provided for in this RFQ package and through formal addenda, if any, issued by the SBWMA.
3. The municipal advisor certifies that municipal advisor does not have any conflicts of interest, whether actual or perceived, and has disclosed any such work in its response to this RFQ.
4. Municipal advisor certifies that the information and all accompanying documentation contained in municipal advisor’s submittal pursuant to this RFQ are true and correct.
5. Please check the appropriate box below:
 - If an *individual* submits a response to this RFQ, he or she shall sign it. If he or she is doing business under a fictitious name, the response shall so state.
 - If a response to this RFQ is submitted by a *partnership*, the full names and addresses of all members and the address of the partnership shall be stated and the response shall be signed for all members by one or more members thereof.
 - If a *corporation* submits a response to this RFQ, an authorized officer or officers of the corporation shall sign it in the corporate name.
 - If a *limited liability company (LLC)* submits a response to this RFQ, an authorized officer or officers shall sign it in the LLC’s name.
 - If a response to this RFQ is signed by a *joint venture*, the full names and addresses of all members of the joint venture shall be stated and a representative of each individual entity shall sign it.

Attachment A – Qualifications Certification (continued)

By signing below, the submittal pursuant to this RFQ shall be deemed a representation and certification by the municipal advisor that municipal advisor has investigated all aspects of the RFQ, that municipal advisor is aware of the applicable facts pertaining to the RFQ process, its procedures and requirements, and that municipal advisor has read and understands the RFQ.

Authorized Representative Name: (Signature)
Authorized Representative Name: (Printed name)
Authorized Representative Title and Entity: (Printed title and entity)
Complete any additional signatures below as required.
Authorized Representative Name: (Signature)
Authorized Representative Name: (Printed name)
Authorized Representative Title and Entity: (Printed title and entity)
Authorized Representative Name: (Signature)
Authorized Representative Name: (Printed name)
Authorized Representative Title and Entity: (Printed title and entity)

Attachment B: Client Reference Form

Please specify at least five (5) clients for which similar services have been provided in the last three (3) years.

For multiple references, please copy this form as appropriate.

Client Reference Form

Name of Company or Agency	
Address	
Contact Name(s), Address, Telephone Number(s), Email	
Description of work performed and dates of service:	

STAFF REPORT

To: SBWMA Board Members
From: Joe La Mariana, Executive Director
Date: November 15, 2018 Board of Directors Meeting
Subject: Resolution to Authorize Funding for an Unbudgeted Management Analyst III Position to be filled on January 1, 2019, or beyond

Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2018-36 attached hereto authorizing the following action:

1. Authorize funding for one Management Analyst III position, to begin no earlier than January 1, 2019;
2. Re-classify the Agency's existing Recycling Programs Manager position into a Management Analyst III position. This position was previously filled on a contract basis with Local Government Services (LGS) and was terminated on October 4, 2016. This position has remained unfilled during this period.
3. Eliminate Recycling Programs Manager job classification.

Summary

The SBWMA faces increasing responsibility for the mandatory implementation of far-reaching waste reduction, recycling, composting, and greenhouse gas reduction programs through new State environmental laws and regulations (e.g., SB1383, AB1826, AB1594, AB 341, AB32, etc.) that require that each member agency meets aggressive compliance standards during the next 3-5 years. Concurrently, 10 of our 12 member agencies have formally ratified their restated and amended Franchise Agreements which means that our in-house franchise compliance needs have now been clarified to support our member agency's needs through this expanded new term (December 31, 2034).

As Executive Director, I took a deliberately prudent approach by keeping this previously contracted position vacant until our future needs were well defined. These needs are now well defined and, therefore, I request the board's consideration to approve the funding of a newly created position that reflects the agency's current and future needs as Management Analyst III.

The proposed Management Analyst III position will provide enhanced in-house technical capacity for our member agencies with experienced, in-house expertise in the following essential areas of responsibilities:

- **Contract compliance activities:**
Provide high-level analysis, tracking and reporting on critical path contractual responsibilities supporting the franchise agreement, South Bay Recycling billing, and our disposal and processing contracts.

- **Procurement support:**
Manage the agencies public procurement process for all proposals (RFP)/request for qualifications (RFQ), and related activities. We anticipate a continuation of the high-volume of these labor-intensive activities.
- **Mandated Diversion Program Compliance:**
Provide ongoing in-house solid waste program support and expertise to meet numerous deliverables, as required by the new laws noted above.
- **General Process, Program and Project Support:**
Provide critical path support for broad-ranging agency initiatives. Fills current gaps and provides enhanced member agency support capabilities. It is envisioned that this individual will also serve a significant role in the Agency's Long Range Planning process. This includes the implementation and reporting out on designated LRP programs and the 2019 LRP refresh project.
- **Grant Management:**
Provide important new in-house capabilities to identify and manage grants to mitigate the future cost impacts on our ratepayers. Important grant opportunities currently exist and are anticipated to expand in the near future which we do not have current Staff capacity to identify, evaluate and participate in.

This position will report to the Agency's Senior Finance Manager, John Mangini. A draft job description is attached (Attachment A). See Attachment B—Current Agency Organizational Chart—as included in the adopted FY17/18 budget. Attachment C—Proposed January 1, 2019 Organizational Chart is also provided for current/proposed comparative review. This position will also provide significant support to Senior Facilities and Major Contracts Manager, Hilary Gans during a critical period of anticipated large-scale capital projects and myself on diversion compliance and Long Range Plan projects.

Background & Analysis

By funding this position at mid-year rather than waiting for the traditional budget approval cycle, Staff can successfully recruit, onboard and train this individual to meet the agency's numerous impending time-sensitive needs. This proposed approach is firmly acknowledged as atypical based on Agency past practice, yet highly necessary under the circumstances—including the restated and amended franchise agreement, significant new capital improvement projects, and transitioning into a number of new laws during the next 3-5 year window. Our Agency team needs this increased bench strength immediately, so waiting for consideration during the normal budget cycle review is not viewed as a viable option.

Fiscal Impact

This position is not part of the Agency's adopted FY18/19 budget. If approved, the total net fully-loaded cost (salary and benefits) to fund this position from January 1 through June 30, 2019 is estimated to be between \$85k-95k. The final figure will, of course, be based on the individual's actual start date and their confirmed salary and benefits.

Attachments:

Resolution No. 2018-36

- Attachment A: Proposed Management Analyst III—Compliance Job Description
- Attachment B: Adopted Budget--FY17/18 Agency Organizational Chart
- Attachment C: Proposed 2019 Agency Organizational Chart



RESOLUTION NO. 2018-36

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS

TO AUTHORIZE FUNDING FOR AN UNBUDGETED VACANT POSITION (RE-CLASSIFIED AS MANAGEMENT ANALYST III), EFFECTIVE JANUARY 1, 2019

WHEREAS, the SBWMA faces increasing and emerging responsibility for the implementation of far-reaching waste reduction, recycling, composting, and greenhouse gas reduction programs, as a result of State of California legislation and regulations (e.g., SB1383, AB1826, AB1594, AB32, etc.); and,

WHEREAS, the SBWMA faces urgency in the implementation of significant facilities improvements due to unplanned and unexpected global commodity conditions that significantly impact Staff task delivery workloads for bidding, contract management, reporting, analysis, and related items, and:

WHEREAS, Staff had intended to request Board consideration for the approval of this position in conjunction with the FY19/20 Budget cycle, but recognized that-although this request is highly unusual for mid-year action--this upcoming workload requires immediate consideration, and;

WHEREAS, Management Analyst III appears to be a more commonly described job function and title in local government than the currently vacant position is; the Management Analyst III--Compliance job functions largely incorporate and augment the currently vacant position's duties; and reclassification will help to reduce any potential overlap and confusion between the vacant Recycling Programs Manager position and the filled Recycling Programs Outreach Manager position; and,

WHEREAS, the salary range for the Management Analyst III--Compliance position is the same as the previously budgeted vacant Recycling Programs Manager position and the fully loaded cost of this mid-year adjustment is estimated to be between \$85,000 and \$95,000, depending on the individual's start date, actual starting salary and other related onboarding cost factors, and:

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

1. Funding for one Management Analyst III position, to begin not earlier than January 1, 2019;
2. Re-classification of the budgeted but vacant Recycling Program Manager position as Management Analyst III (Subtitle: Management Analyst III--Operations).
3. Elimination of the Recycling Program Manager job classification.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the **15th** day of **November, 2018**, 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. 2018-36 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 15, 2018.

ATTEST:

Cyndi Urman, Board Secretary

Charlie Bronitsky, Chairperson of SBWMA



A Public Agency

Job Classification

Title: Management Analyst III
Subtitle: Management Analyst III--Operations

Effective: November 1, 2018

Annual Salary Range: \$112,196-\$140,245

FLSA Status: Exempt

At Will: At-Will Position

Definition

Reporting to the Senior Finance Manager, the Management Analyst III--Operations' primary responsibilities include: manage franchised hauler's contract compliance and performance; track and analyze contracted processor's contract compliance and performance; support annual rate review process; manage public procurement processes for capital projects and operations-related services; assist Senior Facilities and Contracts Manager with the preparation and oversight of grants, collection and processing pilot projects, and various special projects to improve operations and to meet Board environmental goals; document compliance with legislative and regulatory mandates. A fuller description of the principal responsibilities of the position is presented below.

Principal Responsibilities

The Management Analyst III--Operations, with supervision by the Senior Finance Manager, has the following principal responsibilities:

1. Contract Compliance

- Track and analyze franchised hauler's contract compliance and performance, including detailed review of invoices.
- Track and analyze contracted processor's contract compliance and performance, including detailed review of invoices.
- Track and analyze contracted disposal site's contract compliance and performance, included detailed review of invoices.
- Analyze and participate in process for member agencies to consider adoption of subsequent amendments to these three major contracts listed above.
- Support annual rate review process.
- Data and reporting:
 - Develop parameters and protocols for gathering and analyzing data,
 - Prepare quantitative analyses,
 - Write staff and board reports,
 - Present findings orally.

2. Public Procurement

- Manage public procurement processes for facility-related capital projects, such as preparing bid documents and evaluating bids.
- Manage public procurement processes for operations-related services, such as preparing Requests for Proposals and evaluating proposals by consultants to provide technical services.

3. Operations Improvement Projects

- Prepare and oversee operations-related grants.
- Assist Senior Facilities and Contracts Manager with the planning, implementation, and oversight of collection and processing pilot projects.
- Assist Senior Facilities and Contracts Manager in the preparation of equipment repair and replacement plans and schedules.
- Assist Senior Facilities and Contracts Manager in the preparation of long-range operations plans, including financial and technical aspects.
- Manage or support various special projects to improve operations and to meet Board environmental goals. Examples of tasks include, but are not limited to, data gathering and analysis, technical and financial analysis, procurement, contract negotiation, logistics, and market analysis.

4. Legislative and Regulatory Compliance

- Document legislative and regulatory compliance, notably regarding waste reduction, recycling, and composting, disposal, and greenhouse gas reduction, by:
 - collecting and analyzing data,
 - implementing, or overseeing the implementation of, measures that will lead to compliance,
 - preparing reports,
- Obtains permits, variances, and regulatory approval necessary for operations.

5. Other

- Other tasks and program management responsibilities as assigned by the Executive Director or the Senior Facilities and Contracts Manager.
- At the discretion of the Executive Director, the Management Analyst III—Operations may serve temporarily in place of the Senior Facilities and Contracts Manager during absences.

Distinguishing Characteristics

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

Employment Standards

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

- **Education:** A Bachelor's degree (or higher) from an accredited college or university in engineering, business, economics, finance, science, mathematics, public administration, or a closely related field. An advanced degree in a relevant field is preferred.
- **Experience:**
 - At least 6 years of professional experience in source reduction, recycling, composting, or waste management, or logistics and industrial operations, or other relevant field, with increasing levels of responsibility.
 - Preparation of spreadsheets and detailed quantitative analysis of operations, projects or programs.
 - Public procurement process management and contractor oversight.
 - Budget development and administration.
 - Evaluating or implementing operations or services to ensure regulatory compliance.
 - Prior work experience showing strong ability to manage and complete various tasks and assignments well, on time, and within budget.
 - Public sector experience is a plus.

Knowledge and Skills

Knowledge of:

- Capital, operating, and project budget management and analysis.
- Waste reduction, recycling and composting principles, practices, and programs.
- Customer service principles and techniques.
- Public procurement processes.
- Materials handling operations.

Skill in:

- Conducting research, gathering and analyzing data, evaluating alternatives, and making recommendations.
- Analytical problem-solving.
- Preparing written and oral reports.
- Managing multiple, varied projects simultaneously, with documented delivery of successful project outcomes on time and within budget.
- Leading work teams and participating as a team member.
- Identifying and resolving issues in a timely manner; developing alternative solutions; using reason even when dealing with emotional topics; making timely decisions, even in the absence of complete information; exhibiting sound and accurate judgment; supporting and explaining reasoning for decisions; including appropriate people in decision-making process; owning one's mistakes openly and honestly and using them as learning moments.
- Preparing and presenting in public forums clear and concise proposals, recommendations and reports.
- Planning and making priorities for work activities; using time efficiently; setting realistic goals, objectives, and action plans, individually and collectively; organizing or scheduling people and their tasks.
- Setting and achieving challenging goals; demonstrating persistence and overcoming obstacles; measuring oneself against a standard of excellence; taking measured risks to accomplish goals.
- Representing the SBWMA in meetings with the public, media, government agencies, and industry groups, including public presentations. Speaking clearly and persuasively; listening well and obtaining clarification; responding well to questions; demonstrating group presentation and meeting facilitation skills; acting courteously at all times with Authority staff and stakeholders; and participating constructively in meetings.

Working Conditions

This position requires prolonged sitting, standing, walking, reaching, twisting, turning, kneeling, bending, squatting, stooping, listening, seeing, and speaking in the performance of daily activities. The position also requires grasping, repetitive hand movement and fine coordination when using a computer keyboard. Near vision is required when writing reports and other documents, and far vision is required when out in the field. Acute hearing is required when providing phone and personal service. The need to lift, carry and push objects weighing up to 50 pounds is also required. The job duties may expose the incumbent to facility operations, which may include exposure to noise, fumes, dust, allergens and air contaminants, truck traffic, and potential hazards associated with heavy construction and equipment operation.

Additional Requirements

- Ability to travel to various locations in San Mateo County within the Authority's jurisdiction, and, as needed, to locations outside of the service area.
- Must have a valid California driver's license and satisfactory driving record.
- Must be able to participate actively and in person at occasional evening meetings, as needed.

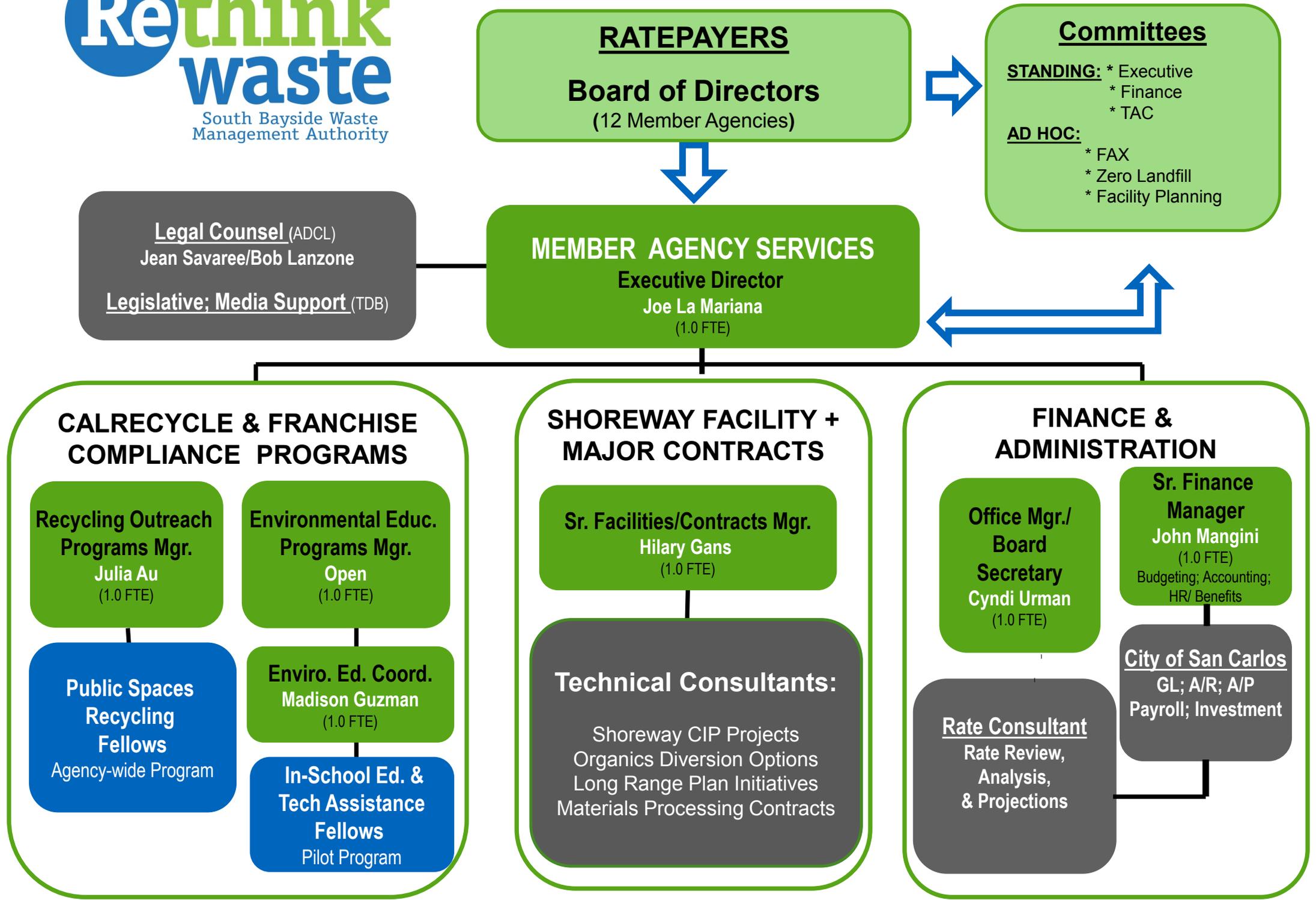
Approved: November 15, 2018

DRAFT



SBWMA Organization Chart

July 1, 2017

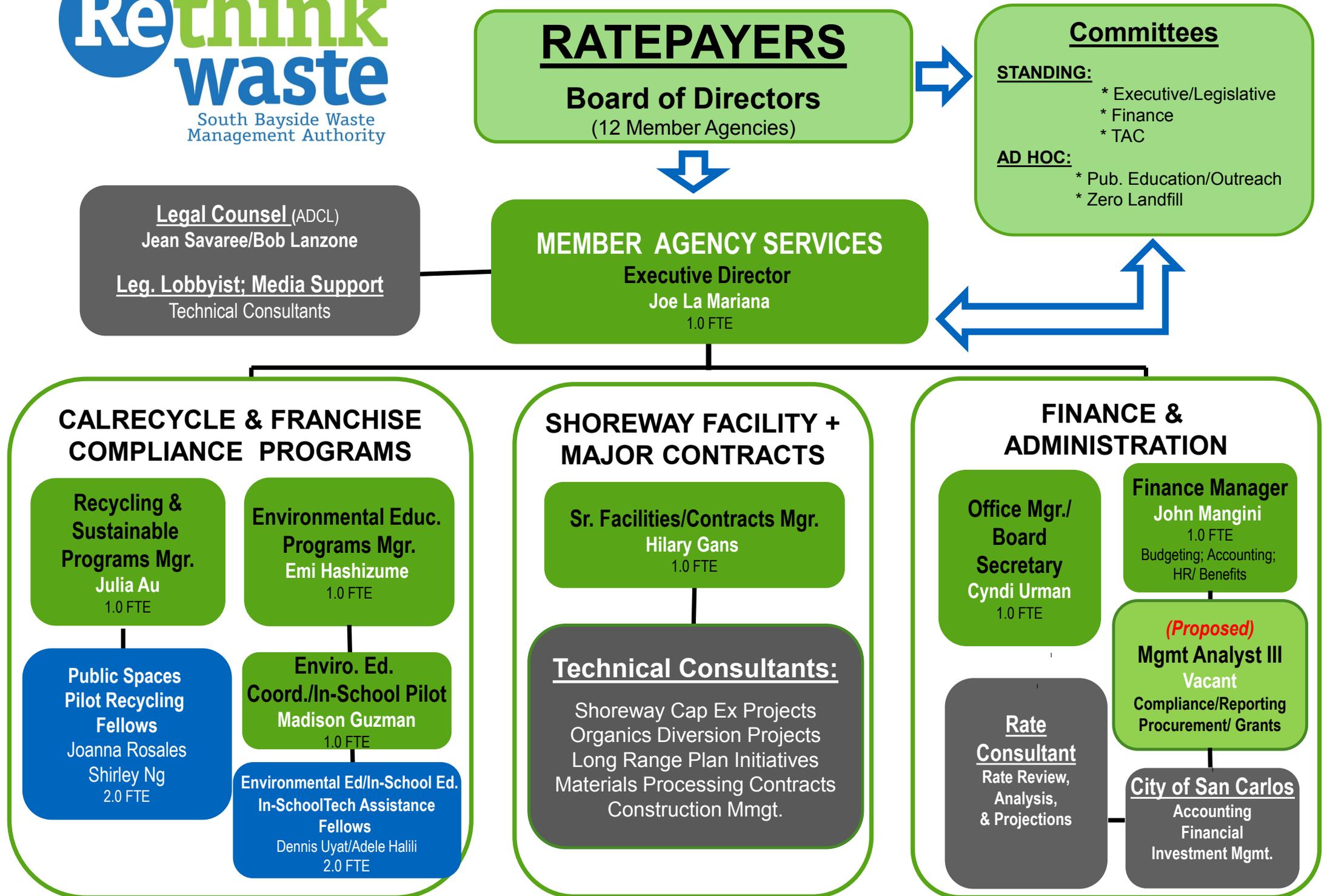


Green = SBWMA staff = 7.0 FTE Grey = Consultants/Shared Services Blue = Fellows (Ltd. Term) = 2-4 FTE



SBWMA Organization Chart (Attachment C)

January 1, 2019 *(Proposed)*



Green = SBWMA staff = 8.0 FTE Grey = Consultants/Shared Services Blue = Fellows (Temporary; Ltd. Term) = 4.0 FTE

STAFF REPORT

To: SBWMA Board Member
From: Cyndi Urman, Board Secretary
Date: November 15, 2018 Board of Directors Meeting
Subject: Approval of 2019 Board Meeting Calendar

Recommendation

It is recommended that the SBWMA Board of Directors approve the proposed 2019 Board of Directors meeting calendar (attached).

Summary

Staff recommends continuing with a 4th Thursday meeting as there are not any Member Agency governing body meetings that conflict with this day of the week. It should also be noted that CCAG meetings are currently held the 2nd Thursday of the month starting at 6:30 pm and ABAG typically meets the third Thursday of every other month. Thus, it would be advisable to continue to schedule SBWMA Board Meetings on the 4th Thursday of the month.

Analysis

The 2 pm time frame on the 4th Thursday of the month was chosen to avoid as many regional conflicts as possible. Staff analyzes the action items that take place at the Board level on a monthly basis, and recommends keeping a 10 meeting per year schedule, one per month except August and December. With Executive Committee consensus, Staff will recommend canceling Board meetings if there are not any time-sensitive action items planned in a given month.

Background

The SBWMA Board monthly meetings have historically been held the on the fourth Thursday of the month starting at 2 pm. This day of the week and time was selected so as to minimize any overlap with Member Agency governing body meetings on Monday-Wednesday and other regional government meetings. As requested by the Board of Directors, staff has also checked the national holiday calendar and found no conflicting dates with any major national or religious holidays. Staff sends out the Board packet one-week prior to the Board meeting.

Fiscal Impact

There is no fiscal impact associated with continuing a monthly meeting calendar.

Attachments

Attachment A – Proposed 2019 Board Meeting Dates

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
2019 BOARD MEETING SCHEDULE

Meetings of the South Bayside Waste Management Authority Board of Directors are held
on the fourth Thursday of the month from 2PM to 4PM

Location: City of San Carlos Library, 2nd Floor, Conference Room A/B, 610 Elm St., San Carlos, CA 94070

January	24	2019
February	28	2019
March	28	2019
April	25	2019
May	23	2019
June	27	2019
July	25	2019
August	NO MEETING IN AUGUST	
September	26	2019
October	24	2019
November	21* (Third Thursday)	2019
December	NO MEETING IN DECEMBER	

*The 4th Thursday of November falls on the Thanksgiving Holiday; the Board Meeting has been scheduled for the week prior.

STAFF REPORT

To: SBWMA Board Members
From: John Mangini, Senior Finance Manager
Date: November 15, 2018 Board of Directors Meeting
Subject: Approval of Quarterly Investment Report for the Quarter Ended September 30, 2018

Recommendation

It is recommended that the SBWMA Board review and accept the SBWMA's Quarter Ended September 30th, 2018 Quarterly Investment Report (attached).

Analysis

The primary objective of the Investment Policy for the SBWMA is safety of principal, while meeting the cash flow needs of the Authority, through prudent investment of unexpended cash. As of September 30, 2018, the investment portfolio was in compliance with the Investment Policy. The portfolio contains sufficient liquidity to meet the next six months of expected expenditures by the Authority as well as by other third parties.

Fiscal Impact

The attached Investment Portfolio Summary indicates that as of September 30, 2018, funds in the amount of \$19,103,513 were invested, producing a weighted average yield of 1.69%.

Below is a summary of the changes from the last quarter.

	Qtr Ended 9/30/18	Qtr Ended 6/30/18	Increase (Decrease)
Total Portfolio	\$ 19,103,513	\$ 22,446,777	\$ (3,343,264)
Weighted Average Return	1.69%	1.41%	0.28%
Interest/Dividends Earnings	\$ 111,877	\$ 88,323	\$ 23,554

The total quarter-end portfolio balance decreased by \$3,343,264. The decrease is primarily due to the annual Bond principal repayment (\$1,420,000) and biannual Bond interest payment (\$1,350,250), which were made in September. The LAIF and County Pool quarter-end balances decreased due to timing of withdrawals from those funds to cover Q1 operating expenses. While the quarter-end portfolio balance was lower, stronger performances by all the funds resulted in greater interest and dividend returns which were \$23,554 (26.7%) higher than the previous quarter.

A table comparison of the portfolio components is provided below:

	9/30/2018 Balance	% of Total	6/30/2018 Balance	% of Total	Change over Prior Quarter
SM County Pool	\$ 4,677,171	24%	\$ 5,950,328	26%	\$ (1,273,157)
LAIF	9,683,992	51%	10,043,712	45%	(359,720)
Bond Accounts	4,742,350	25%	6,452,737	29%	(1,710,387)
Total Portfolio	\$ 19,103,513	100%	\$ 22,446,777	100%	\$ (3,343,264)

Note: There may be minor differences in totals as individual amounts are rounded to the nearest dollar

Due to arbitrage restrictions, bond investments are not included in our LAIF rate or investment pool comparison. As of September 30, 2018, the bond reserve and payment accounts of approximately \$4.7 million were invested with the trustee in short-term investments.

As of September 30, 2018, investments in the County Investment Pool totaled 33% of SBWMA's funds available for investment pools (see Attachment 1). The percentage is within the range specified by the SBWMA Board.

The average yield of the portfolio in the quarter excluding the bond proceeds was 2.09%. LAIF is used as a benchmark and the average LAIF yield for the quarter ending September 30, 2018, was 2.16%. The San Mateo County Pool average yield for the quarter was 1.93%.

The Investment Advisory Committee, consisting of Jeff Maltbie, City Manager of San Carlos; Michael Galvin, City Treasurer for San Carlos; and Rebecca Mendenhall, Administrative Services Director of San Carlos, have reviewed this report before presentation to the Board.

Attachments:

- A. Summary of All Investments for Quarter Ending September 30, 2018
- B. Investment Portfolio 9/30/2018 - Chart
- C. Historical Summary of Investment Portfolio

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY

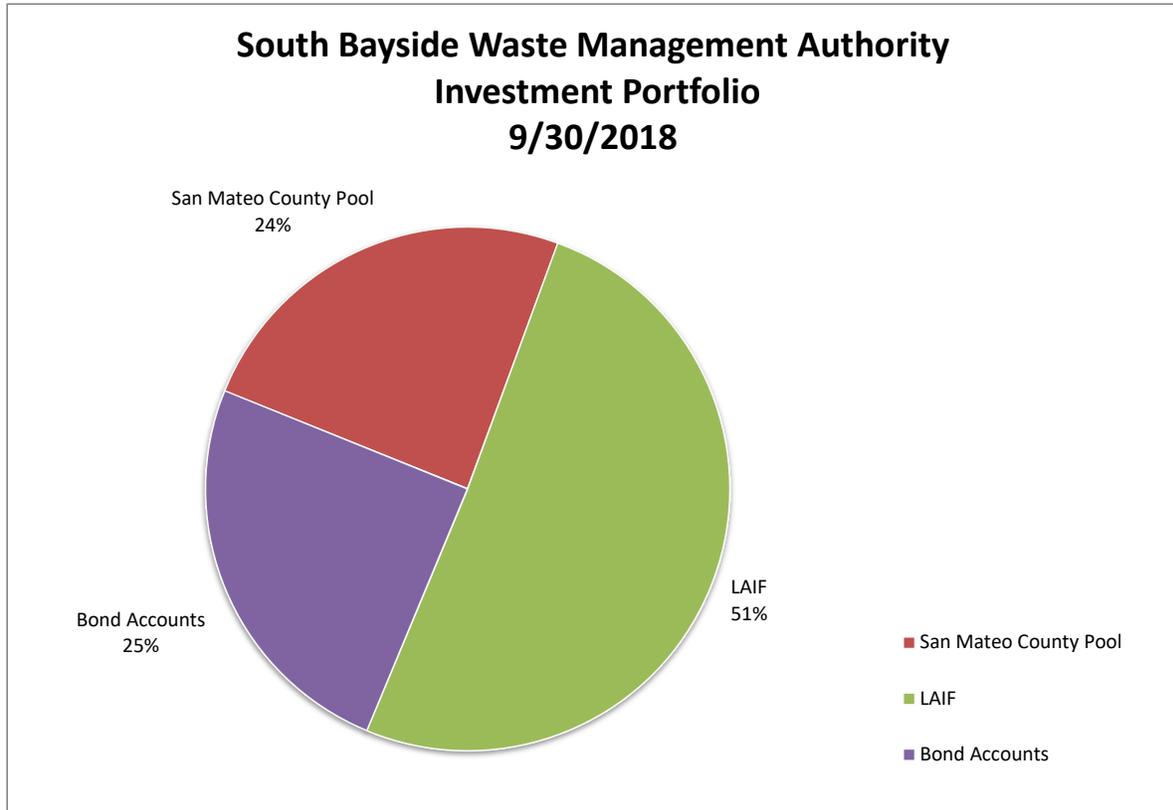
SUMMARY OF ALL INVESTMENTS
For Quarter Ending September 30, 2018

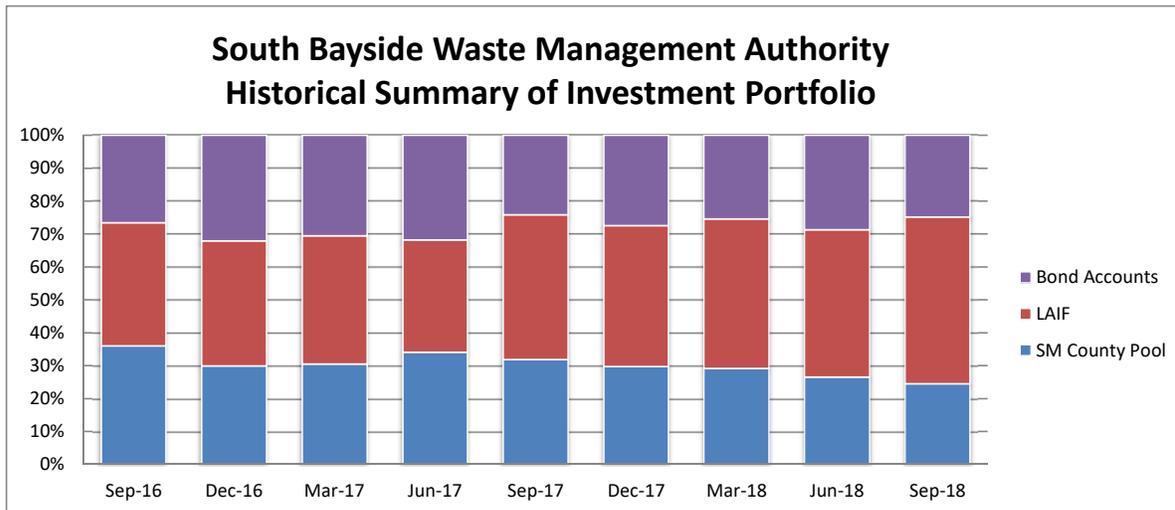
Category	Weighted Average Return	Historical Book Value	% of Portfolio	GASB 31 ADJ Market Value*	Interest/ Dividend Earned
Liquid Investments:					
San Mateo County Investment Pool (COPOOL)	1.93%	\$ 4,677,171	33%	\$ 4,677,171	\$ 26,231
Local Agency Investment Fund (LAIF)	2.16%	9,683,992	67%	9,663,001	56,574
Total - Investments	2.09%	14,361,163	100.00%	14,340,172	82,805
Bond Accounts - Cash with Fiscal Agents					
BNY Western Trust - Blackrock Treasury Trust Instl 62 2009A Reserve Fund Account	0.44%	4,148,605		4,148,605	18,204
BNY Western Trust - Blackrock Treasury Trust Instl 62 2009A Payment Fund Account	0.97%	593,745		593,745	10,868
Total - Bond Accounts	0.51%	4,742,350		4,742,350	29,072
GRAND TOTAL OF PORTFOLIO	1.69%	\$ 19,103,513		\$ 19,082,522	\$ 111,877
Total Interest/ Dividend Earned This Quarter				111,877	
Total Interest/ Dividend Earned Fiscal Year-to-Date				111,877	

Note: SBWMA Board approved the following investment mix at its January 22, 2015 meeting:

LAIF - 50% to 70%
COPOOL - 30% to 50%

*Difference in value between Historical Value and Market Value may be due to timing of purchase. Investments in the investment pools may have been purchased when interest rates were lower or higher than the end date of this report. As interest rates increase or decrease, the value of the investment pools will decrease or increase accordingly. However, interest rate fluctuations does not have any impact to SBWMA's balance in the investment pools. The market values are presented as a reference only.





South Bayside Waste Management Authority Portfolio

	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
SM County Pool	6,274,875	5,289,351	5,306,369	6,821,606	6,141,927	6,160,258	6,178,931	5,950,328	4,677,171
LAIF	6,513,338	6,723,255	6,782,867	6,843,909	8,458,145	8,882,011	9,657,438	10,043,712	9,683,992
Bond Accounts	4,636,705	5,669,053	5,325,786	6,364,259	4,663,531	5,704,703	5,401,411	6,452,737	4,742,350
Grand Total	\$ 17,424,918	\$ 17,681,659	\$ 17,415,022	\$ 20,029,774	\$ 19,263,603	\$ 20,746,972	\$ 21,237,780	\$ 22,446,777	\$ 19,103,513