

# MARIN COUNTY HAZARDOUS & SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

## Executive Committee Meeting

February 27, 2025, 10:30 am – 11:30 am

In Person: 1600 Los Gamos Drive Suite 211, San Rafael, CA 94903

The Executive Committee is comprised of 5 of the 12 JPA Board Seats: San Rafael, Novato, County of Marin, Southern Marin Appointee, and Ross Valley Appointee.

Current Committee: Heather Abrams, Dan Eilerman, Todd Cusimano, John Stefanski, Amy Cunningham

## AGENDA

### Call to Order

1. Open Time for Public Comment (Information Only) 5 Minutes

### Consent Calendar 2 Minutes

2. Approve JPA Executive Committee Meeting Minutes from September 5, 2024 (Action) 2 Minutes

### Regular Agenda

3. Executive Director Update (Information Only) 5 Minutes
4. Class and Comp Study (Action) 10 Minutes
5. Dedicated Staffing FY 25/26 (Review and Discussion) 10 Minute
6. Procurement of Recycled Organic Waste Product Proposal (Review and Discussion) 10 Minutes
7. Budget Subcommittee Confirmation and Proposed Meeting Schedule (Action) 5 Minutes
8. Adjournment

Agendas & Staff Reports also available at <https://zerowastemarin.org/>



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# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

**Belvedere**

Date: February 27, 2025

**Corte Madera**

To: JPA Executive Committee

From: Kimberly Scheibly, Executive Director

**County of Marin**

Re: Open Time for Public Comment

**Fairfax**

The public is welcome to address the Committee on matters not on the agenda within its jurisdiction. Please be advised that pursuant to Government Code Section 54954.2, the Committee is not permitted to discuss or act on any matter not on the agenda unless it determines that an emergency exists or that there is a need to take immediate action which arose following the posting of the agenda.

**Larkspur**

**Mill Valley**

**Recommendation**

**Novato**

Receive public comment. Information Only.

**Ross**

**San Anselmo**

**San Rafael**

**Sausalito**

**Tiburon**

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Executive Committee Meeting Minutes

Thursday, September 5, 2024

10:00 am – 11:00 am

In Person: 1600 Los Gamos Drive Suite 370 (Princess Leia Conf. Room)  
San Rafael, CA

## EXECUTIVE BOARD MEMBERS PRESENT

Town of Fairfax: Heather Abrams (Chair)  
City of Mill Valley: Todd Cusimano (Vice Chair)  
County of Marin: Dan Eilerman (Alt.)  
City of Novato: Jessica Deakyne (Alt.)  
City of San Rafael: John Stefanski

## STAFF PRESENT

Kimberly Scheibly (Executive Director)  
Casey Poldino (Staff)

### 1. Call to Order Regular Meeting

Regular session was called to order at 10:00 a.m.

### Open Time for Public Comment (Items not on the agenda)

No public comment

### 2. Approve JPA Executive Committee Meeting Minutes from April 18, 2024

**Motion** to approve the JPA Board Meeting Minutes from April 18, 2024

**First** County of Marin: Dan Eilerman

**Second** City of San Rafael: John Stefanski

### Vote Count

Town of Fairfax: Aye  
Town of Corte Madera: Aye  
County of Marin: Aye  
City of Novato: Aye  
City of San Rafael: Aye

Ayes: 5      Noes: 0      Absent: 0      Abstain: 0

### Motion passed

Board Comments: Updates requested for pages 1 and 5.

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

## 3. Executive Director Report

Executive Director Scheibly reported the FY25 goals have been set. SB1383 Matrix has been updated. Casey Poldino and Andy Buck will be departing the County and a reorganization of JPA staff will be presented to the JPA Board along with the closing FY24 report. Budget Subcommittee meetings will be requested to discuss fund balances and budget for Marin Household Hazardous Waste Facility.

Outreach efforts have continued throughout the community, reaching 1,200 community members. Climate Corp Fellows had their first day, working with ZWM for implementation, education, community outreach, and program analysis. Scheibly concluded the Executive Director's report.

### Information Only

#### Board Comments

The board inquired about the total number of Climate Corp Fellows available. Executive Director Scheibly answered with two.

#### Public Comments

No public comments.

## 4. Update on WCS and Contract with SCS Engineers

Staff Casey Poldino shared the Waste Characterization Study will take place for two weeks on-site at Waste Management's Redwood Landfill and WM Earthcare by SCS Engineers, field work begins October 2024. The report on the WCS will be provided by SCS Engineers four weeks post study.

### Information Only

#### Board Comments

No Board comments

#### Public Comments

No public comments

## 5. SB1383 Implementation Record & Compliance Review Update

Executive Director Scheibly provided an update on the Implementation Record (IR) request for SB1383 to all twelve Member Agencies via Jurisdiction and Agency Compliance and Enforcement (JACE) of CalRecycle. Additionally, a review of the implementation of Mandatory Commercial Recycling (MCR), Mandatory Commercial Organics Recycling (MORe), and the Source Reduction and Recycling Element (SREE) and the Household Hazardous Waste Element (HHWE). The 12 Member Agencies will be separated into four groups and evaluated. A formal presentation will be made to the JPA Board.

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

## Information Only

### Board Comments

The Board had questions regarding the audit initiation. A brief conversation was held.

### Public Comments

No public comments

## 6. Draft Annual Report

Executive Director Scheibly reported on the Annual Report for FY 2023-24 highlighting the new staff, program updates, compost procurements, and expanded outreach and the edible food recovery program for SB1383. Furthermore, the report includes goals set for FY 2024-25.

**Motion** Adopt a Motion to approve Annual Report and present at the upcoming full board meeting as Information Only.

**First** City of Novato: Jessica Deakyne

**Second** County of Marin: Dan Eilerman

### Vote Count

- Town of Fairfax: Aye
- Town of Corte Madera: Aye
- County of Marin: Aye
- City of Novato: Aye
- City of San Rafael: Aye

Ayes: 5      Noes: 0      Absent: 0      Abstain: 0

### Motion passed

**Board Comments:** Question about pages 13-14 Novato numbers.

### Public Comments

No public comments

## 7. Pilot Study Recommendations 53:06

Executive Director Scheibly reported on the FY25 new program development budget for \$200,000. Waste reducing pilot programs were proposed based on the allotted budget:

- Repair Fairs & Clothing Swaps: \$65,000
- Reuseable: Marinwood Market Lunch Program: \$30,000
- BYOCup Campaign: \$2,5000
- Reusables at Thursday AIM Farmers Market: \$25,000
- Getting rid of the “Ick” Factor

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

**Motion** Adopt a Motion to Approve the Pilot Programs and direct the Executive Director to enter into contracts with Vendors for implementation as needed while remaining within the budgeted amounts detailed in the proposals.

**First** City of Mill Valley: Todd Cusimano

**Second** County of Marin: Dan Eilerman

**Vote Count**

- Town of Fairfax: Aye
- Town of Corte Madera: Aye
- County of Marin: Aye
- City of Novato: Aye
- City of San Rafael: Aye

Ayes: 5      Noes: 0      Absent: 0      Abstain: 0

**Motion passed**

**Board Comments:** Concerns with Mill pilot. Want to support edible food recovery. Want to see reusables at events/festivals.

**Public Comments**

No public comments

**8. Draft Tonnage Reporting Ordinance**

Executive Director Scheibly reported on the update to the ordinance which will increase the reporting frequency to quarterly. The entities provide the reporting information on the same schedule that report to CalRecycle. This allows updates on progress to the JPA in a timely manner.

**Motion** Adopt a motion to provide specific direction to staff on edits to the revised ordinance that will come before the full JPA Board in May for review and approval.

**First** City of San Rafael: John Stefanski

**Second** City of Novato: Jessica Deakyne

**Vote Count**

- Town of Fairfax: Aye
- Town of Corte Madera: Aye
- County of Marin: Aye
- City of Novato: Aye
- City of San Rafael: Aye

Ayes: 5      Noes: 0      Absent: T0      Abstain: 0

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

**Motion passed**

**Board Comments**

No Board comments

**Public Comments**

No public comments

**9. Adjournment**

Chair Abrams adjourned the meeting at 11:00 a.m.

Board Chair: Please confirm the vote on this item by reading the following items out aloud after the vote.

Motion: \_\_\_\_\_ Second: \_\_\_\_\_

Ayes: \_\_\_\_\_  
\_\_\_\_\_

Noes: \_\_\_\_\_  
\_\_\_\_\_

Abstentions: \_\_\_\_\_

**MARIN COUNTY HAZARDOUS AND SOLID WASTE  
MANAGEMENT JOINT POWERS AUTHORITY**

**Belvedere**

Date: February 27, 2025

**Corte Madera**

To: JPA Executive Committee

From: Kimberly Scheibly, Executive Director

**County of Marin**

Re: Executive Director Update

**Fairfax**

The Executive Director will provide an update on recent and ongoing activities provided by staff.

**Larkspur**

**Mill Valley**

**RECOMMENDATION**

Receive oral report. Information only.

**Novato**

**Ross**

**San Anselmo**

**San Rafael**

**Sausalito**

**Tiburon**



**Item #4**  
**MARIN COUNTY HAZARDOUS AND SOLID WASTE  
MANAGEMENT JOINT POWERS AUTHORITY**

**Belvedere**

Date: February 27, 2025

**Corte Madera**

To: JPA Executive Committee

From: Kimberly Scheibly, Executive Director

**County of Marin**

Re: Class and Compensation Study

**Fairfax**

At the January 16, 2025, JPA Board Meeting, the Board approved staff to release a RFIQ for a Classification and Compensation Study to be conducted and presented to the Executive Committee at the February 2025 meeting for final selection.

**Larkspur**

The purpose of this RFIQ is to ensure that the JPA staffing classifications encompass the complex duties and skills required and that compensation structure remains competitive, equitable, and aligned with industry standards, while addressing the unique operational and regulatory environment of hazardous and solid waste management.

**Mill Valley**

**Novato**

The RFIQ was sent to three agencies and the resulted in receiving two responses. Agency proposals were evaluated in nine categories on a scale of 0-5 on a scale of 0-5: Fee Schedule, Timeline, Subject Matter Expertise, Overall Experience, Staff Project Assignment, Scope of Work and References. Each category was prioritized are weighted for a total possible score of 320 points. Regional Government Services had an overall weighted and combined score of 296 points, while Steven Sherman Consulting scored a total of 240 points.

**Ross**

**San Anselmo**

**San Rafael**

**Sausalito**

After thorough evaluation, Staff recommends awarding this contract to Regional Government Services. This organization illustrated their breadth and depth of class and compensation study knowledge and experience by providing a detailed account of the tasks they would perform to fulfill the obligations set forth in the RFIQ. Attachment 1 is the Scope of Work and Project Schedule.

**Tiburon**

**Recommendation:**

1. Request the Executive Committee to adopt a motion to direct staff to award RGS the Classification and Compensation Study contract not to exceed \$24,100.

**Attachment**

1. Regional Government Services Scope of Work and Project timeline.

4

**MARIN COUNTY HAZARDOUS AND SOLID WASTE  
MANAGEMENT JOINT POWERS AUTHORITY**

Board Chair: Please confirm the vote on this item by reading the following items out loud after the vote.

Motion (First): \_\_\_\_\_ Second: \_\_\_\_\_

Ayes: \_\_\_\_\_  
\_\_\_\_\_

Noes: \_\_\_\_\_  
\_\_\_\_\_

Abstentions: \_\_\_\_\_

Absent: \_\_\_\_\_  
\_\_\_\_\_

# QUOTE TO MARIN HAZARDOUS AND SOLID WASTE JOINT POWERS AUTHORITY TO CONDUCT CLASSIFICATION AND COMPENSATION STUDIES

FEBRUARY 2025



## OVERVIEW

Zero Waste Marin (ZWM) is committed to attracting and retaining top talent to support its mission. To achieve this, Regional Government Services (RGS)—a Joint Powers Authority (JPA) specializing in public sector consulting—proposes that we provide expert guidance in classification and compensation strategies.

With nearly 200 professionals, RGS brings deep expertise in HR, Finance, Communications, and more. For over twenty years, we have a proven track record of delivering innovative solutions that help agencies strengthen their workforce and better serve their communities.

Our classification and compensation team has a wealth of experience providing comprehensive staffing, classification, and compensation studies for various special districts, cities, and counties. Our team has successfully led recruitments, classification, compensation, and staffing studies for the South Bayside Waste Management Authority, as well as administrative and HR policy development for the Monterey Regional Waste Management District.

RGS currently serves more than 140 agencies. We understand the public sector because we are public.

### OUR APPROACH

RGS will develop a credible classification and compensation plan tailored to ZWM's needs, along with strategies for effective implementation and long-term sustainability.

### CLASSIFICATION STUDY GOALS

- Ensure job titles and classifications align with actual job responsibilities.
- Identify obsolete classifications and recommend new ones where needed.
- Assess job families and career progressions to ensure clarity in roles and advancement opportunities.
- Develop accurate, updated classification descriptions that reflect essential duties and required qualifications.

### TOTAL COMPENSATION STUDY GOALS

- Establish a list of comparable agencies to be used for this and future compensation studies.
- Analyze compensation for equivalent positions in the comparable agencies.
- Evaluate ZWM's overall compensation and benefits to ensure market competitiveness.
- Develop a compensation plan that is competitive, equitable, and aligns with industry standards.

By leveraging RGS's expertise, ZWM will gain a data-driven, strategic framework to strengthen its workforce, support employee growth and retention, and remain competitive in the job market.

**RELEVANT PROJECTS**

Our advisors have worked on multiple comprehensive staffing, classification, and compensation studies for various special districts, cities, and counties. We are skilled at crafting, reviewing, and analyzing a wide array of public sector organizational classification and compensation structures. The following is a list of studies conducted in the last five years. The list includes the agency name, the project year(s), and the project type.

AGENCY	YEAR OF PROJECT	PROJECT TYPE
Humboldt Bay Municipal Water District	2024	Agency-wide Staffing Assessment and Total Compensation Study
Monterey County	2024	Department Head Internal Salary Alignment Analysis
County of Santa Barbara	2023-2024	Classification Plan Restructuring and Class Specification Development
City of Fairfield	2019-2024	Compensation Studies
City of Hollister	2023-2024	Compensation Study
City of Sonora	2023-2024	Compensation Study
Sedona Fire District	2024	Compensation Study
Santa Cruz Regional 911	2024	Classification Study/Staffing Assessment
Kern County Employee Retirement Association	2024	CEO/CIO Compensation Study
Belvedere-Tiburon Library	2024	Staffing Assessment/Compensation Study
City of Capitola	2024	Compensation Study
Alameda County Mosquito Abatement District	2022-2023	Salary Survey
Grossmont Healthcare District	2022-2023	Compensation Study
Santa Cruz Regional Transportation Commission	2023	Compensation Study/Staffing Assessment
Sacramento Metro Cable Television Commission	2023	Classification and Compensation Study
Orange County Fire Authority	2023	Classification and Compensation Study
Marin Sonoma Mosquito & Vector Control District	2023	Staffing Assessment/Salary Survey
City of Belvedere	2023	Salary Surveys
Ironhouse Sanitation District	2023	Compensation Study

## SCOPE OF WORK

RGS will take the following steps to complete the classification and compensation study. Throughout the project, the RGS project lead and project advisors will be available for phone and e-mail consultation and video conference/phone meetings.

### VIRTUAL KICK-OFF MEETING WITH THE AUTHORITY MANAGEMENT

RGS will meet virtually with the ZWM's point(s) of contact to explain the methodology, objectives, deliverables, and data collection methods to be used during the study. In addition, the list of comparator agencies, compensation elements, and classifications to be included in the study will be discussed with meeting participants.

### REQUEST AND REVIEW KEY ORGANIZATIONAL BACKGROUND MATERIAL

RGS will request and review key background material and documents from the ZWM to understand its current classification, compensation, and organizational structure, policies, and procedures.

Typical materials requested include:

- Organizational charts
- Existing classification specifications
- Current salary schedules
- Budget documents and related business case arguments for classification-related programmatic or organizational improvement requests
- Agreements for terms and conditions of employment (MOUs) and employee contracts
- Applicable policies and procedures
- Previous classification and compensation studies, both external and internal
- RGS data sheet, which identifies the employees participating in the classification study and the assigned managers and department heads

### CLASSIFICATION STUDY

During the study, RGS will conduct a class study for each position, meeting with employees, managers, and executive staff to acquire the information we will use to ensure the proper classification of each position.

#### Data Collection

##### Employee Orientation and Position Description Questionnaire (PDQ) Distribution

The project begins with a virtual employee orientation meeting(s) to introduce the PDQ and its distribution to employees. RGS will utilize a secure electronic PDQ to collect incumbent job information for this study. RGS will distribute a link to the electronic PDQ using email. These PDQs allow employees to easily and quickly describe their positions' purpose, duties, and responsibilities. The PDQ will also capture other job-related information, including knowledge, skills, abilities, frequency and nature of contacts, physical requirements, authority, decision-making autonomy, consequences of error, environmental working conditions, education, and supervisory and managerial responsibilities. The assigned supervisor should complete the PDQ for vacant positions included in the study.

## SCOPE OF WORK

### **Data Collection** [continued]

After the orientation, employees are provided with written instructions and a link to the PDQ. Employees may save and exit for later return while completing the survey and print a PDF of their completed survey. Supervisors receive an email link to review, comment, and electronically sign completed surveys.

During the survey process, RGS professionals can provide remote support to employees, answer questions related to the survey or resolve technical difficulties with the PDQ.

### **Review Completed PDQs—Evaluate Job Classification Structure**

RGS advisors will review the PDQ data collected, evaluating all classification factors of the position, the class series, the job family, and the internal relationships within the classification plan. RGS advisors will review the structure of each classification and the placement, levels, and parity of classifications within and across the ZWM's classification plan.

### **Conduct Data Clarification Interviews**

Based on a thorough review of all employees' PDQs, RGS advisors will conduct individual or group interviews, as needed, to clarify and secure additional information. For classifications with no incumbent, the classification's supervisor will be interviewed. Interviews may be conducted via telephone or video conference. Fully experienced RGS advisors will conduct employee interviews.

### **Develop Classification Recommendations**

RGS will review, compile, and analyze all information collected through the PDQ, participant interviews, and organizational materials obtained from the ZWM. Using this information and, where necessary, data from other comparable agencies, RGS will develop recommendations for each classification description, structure, and format to ensure each classification accurately reflects the following information:

- Job title
- General description and purpose of classification
- Supervision exercised and received
- Distinguishing characteristics to other classifications performing similar work within the same job family or across the class plan
- An illustrative list of essential duty statements in order of importance
- Knowledge, skills, abilities, and other attributes necessary to perform the essential duties
- Minimum qualifications required at entry to successfully perform the essential functions, including education, experience, training, certifications, licenses, etc.
- Appropriate FLSA designation, if requested by ZWM.

### **Job Classification Descriptions**

RGS will prepare class specifications and recommendations for appropriate classification structures to ensure the plan and descriptions align with current business and operational needs. The descriptions will be finalized based on ZWM's edits.



## SCOPE OF WORK

### Classification Study Report

RGS will compile and incorporate information gathered in the collaborative review process and finalize the report. The final report will include, at a minimum, the following:

- Executive Summary—including process followed and methodology used.
- Classification Study
  - Findings developed from the analysis of the PDQs, job specifications, and employee interviews.
  - Confirmation that duties listed on the job specifications reflect the needs of ZWM, and insight into areas of note related to the span of control, reporting relationships, and career ladders.
  - Confirmation that the job titles and job specifications are consistent with the work performed by each incumbent.
  - Revised, updated, retitled, or newly proposed classification specifications that include accurate duty statements, skills, and competencies required for each position.
  - Recommendations for obsolete job titles or classes or those that might benefit from the modernization of title and nomenclature, new classes and titles, and position reclassifications.
  - Recommendation for a process to maintain the classification plan along with tools.

### COMPENSATION STUDY

#### Comparable Agencies

Establishing the list of comparable agencies is critical to the accuracy and validity of the data collected during the study. If the ZWM does not have an established list of comparable agencies, RGS will evaluate agencies included in any previous study as well as other agencies using the following factors:

- **Organizational Type and Services Provided:** Agencies on the list will be reviewed regarding the type of organization, types of services provided, and how closely they align with the ZWM.
- **Population Served, Demographics:** This will provide insight into the level and types of services required and the staffing levels and funding needed to provide those services.
- **Labor Market Climate:** RGS will review this in combination with the information gained above to obtain an indication of applicant pools, the proximity of applicants to potential employers, and the likelihood of attracting sufficient qualified applicants from within the immediate market.
- **Personnel, Operational, and Capital Plan Budgets:** RGS will review the size of a potential comparator's budgets and current staffing allocations to gain insight into the current resources available to provide services.
- **Cost of Living:** This factor, which includes the cost of housing, goods, and services, helps to analyze the available labor market further, such as mean housing prices and median household incomes.

Once the analysis is completed, RGS will provide the ZWM with a list of comparable agencies for their review and feedback.



## SCOPE OF WORK

### Compensation Elements

The compensation elements utilized in the study should assist the JPA in determining the total cost of the classifications within the JPA and be those that affect the JPA's ability to attract and retain qualified individuals.

RGS recommends the ZWM consider the following benefits elements:

- Monthly base pay (top step)
- Contributions by the employer to the following programs:
  - Pension system (if applicable), including Social Security
  - Health insurance premium, family coverage level
  - Dental insurance premium, family coverage level
  - Vision insurance premium, family coverage level
  - Deferred compensation plan
- Other forms of cash compensation

Certain benefits are not quantifiable or may not pertain to all incumbents within a classification and, therefore, are not typically included in the calculation for total compensation. However, the collection of this data may be useful in comparing the ZWM's compensation package with those of the comparable agencies.

Examples of these benefit elements includes:

- Holiday leave (including floating holidays)
- Sick leave
- Vacation leave
- Management/Administrative leave
- Allowances (e.g., cell phone, auto, education, etc.)
- Transportation benefits
- Wellness programs
- Virtual work policies

### Benchmark Classifications to be Studied

RGS will analyze the ZWM's current classification plan and recommend benchmark classifications to be used to create the updated compensation plan. Benchmark classifications are usually those that are found throughout the comparator agencies. They are most often journey-level classifications either within a specific classification series or those that are single classifications. RGS will recommend the internal alignment of the remaining ZWM classifications from the data obtained for the benchmark classifications.

## SCOPE OF WORK

### Collection of Data

Using the comparator agencies, the compensation elements identified, and the selected ZWM classifications, RGS will identify “match” classifications within each comparator agency and collect and compile the compensation data. Match classifications will be identified on a “whole job” basis, considering duties, reporting structure, and requirements, and not by title alone.

### Compensation Study Report

RGS will compile and incorporate information gathered in the collaborative review process and finalize the report.

The final report will include, at a minimum, the following:

- Executive Summary—including process followed and methodology used.
- Compensation Study:
  - A list of comparator agencies surveyed as part of the compensation study.
  - A list of classifications surveyed.
  - Statistics for each benchmark classification’s base rate of pay with the percentage above or below the average and median of market comparators identified.
  - Statistics for each classification’s total compensation with the percentage above or below the average and median of market comparators identified.
  - Complete compensation survey data.
  - Strategies to implement the compensation recommendations.



**FEE SCHEDULE**

Work will commence upon notification by ZWM of the project award. Work is performed as agreed and subsequently billed each month based on bill rates and hours worked. Our team are skilled at prioritizing projects and working within the budget of partner agencies. Mileage, if applicable, will be calculated/invoiced using the current IRS rate.

The total project cost for the classification and compensation study would **not exceed \$24,100**. Estimated project costs include:

STUDY PHASES AND ESTIMATED COSTS			
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Kick-off meeting; review of JPA documents; project status meetings/ reports.	Draft the PDQ, interview employees, analyze data, update and draft new classification descriptions, benchmark classifications, and internal alignment recommendations.	Establish comparable agencies for comp study; review JPA documents; determine match classes and collect compensation data; analyze study data; and develop salary and benefits recommendations.	Prepare job descriptions, compensation data worksheets, and classification and compensation study report.
\$1,600	\$8,900	\$10,800	\$2,800
<b>Total Estimated Cost Not To Exceed: \$24,100</b>			

The hourly rate for work performed will be billed at the following hourly rates based on the team members assigned to the project.

RGS TITLE	HOURLY RATE
Strategic Services Consultant	\$186
Senior Advisor	\$157
Advisor	\$135
Technical Specialist	\$119
Administrative Specialist	\$106

**CLASSIFICATION STUDY PROJECT SCHEDULE**

RGS Advisors will be prepared to start work on the classification and compensation study as soon as an agreement between ZWA and RGS is executed. The following is a tentative project timeline that may be modified with mutual agreement between ZWA and RGS. The milestones identified are based on our experience conducting studies similar in size and scope.

Staff availability and responsiveness will be critical in meeting the study timeline as presented. In addition, the success of the compensation data collection process will depend on how forthcoming the comparator agencies are with the requested information. Progress reports will be provided throughout the project. RGS strives to manage the timeline to ensure deadlines are met.

CLASSIFICATION STUDY		TIMING	RESPONSIBILITY
<b>1</b>	Professional Services Agreement (PSA)/contract executed. RGS receives and reviews all relevant JPA documents.	WEEK 1 ↓	ZWA/RGS
<b>2</b>	Kick-off meetings with JPA point(s) of contact to discuss project.	WEEKS 1-2 ↓	ZWA/RGS
<b>3</b>	Orientation meeting(s) with employees to provide information on study and directions for the online PDQ.	WEEK 3 ↓	ZWA/RGS
<b>4</b>	Issue online PDQs to employees.	WEEK 3 ↓	RGS
<b>5</b>	Employees complete PDQs for managers/directors for review.	WEEKS 4-5 ↓	ZWA
<b>6</b>	Manager/Director completes their review of the PDQs and submits completed PDQs to RGS.	WEEK 6 ↓	ZWA
<b>7</b>	Status meeting regarding PDQ submittals	WEEK 6 ↓	ZWA/RGS
<b>8</b>	RGS conducts informational/clarifying interviews with staff.	WEEK 7 ↓	ZWA/RGS
<b>9</b>	Analysis and development of recommendations.	WEEKS 8-9 ↓	ZWA
<b>10</b>	Status meeting to discuss findings and draft recommendations for classification plan.	WEEK 9 ↓	ZWA/RGS
<b>11</b>	RGS drafts job descriptions and develops a benchmark class list for the compensation study, and submits it to the JPA for review.	WEEKS 10-11 ↓	ZWA
<b>12</b>	JPA returns draft job descriptions and benchmark class list to RGS with comments/edits.	WEEK 12	ZWA

**COMPENSATION STUDY PROJECT SCHEDULE**

The compensation study’s accuracy depends on finding the classifications in the comparable agencies that match the ZWA’s classifications. Therefore, much of the compensation study cannot occur until the updated/new classification descriptions have been developed.

However, certain preliminary phases of the compensation study (i.e., establishment of compensation study components, review and collection of general salary and benefits documents) may be conducted concurrently with the classification study to meet the overall project timeline.

COMPENSATION STUDY		TIMING	RESPONSIBILITY
<b>1</b>	Comparable agencies, benchmark classes, and benefits components established.	Concurrently with class study	ZWA/RGS
<b>2</b>	Review/collect all compensation data from the JPA.	Concurrently with class study	RGS
<b>3</b>	Initial collection and review of comparable JPA’s general salary and benefits documents.	Concurrently with class study	RGS
<b>4</b>	Establish match classes in each JPA; a collection of salary and benefits data from comparable agencies.	WEEKS 11-13	RGS
<b>5</b>	Review and analysis of compensation survey data. Develop draft recommendations.	WEEK 14	RGS
<b>6</b>	Status meeting to discuss findings/ recommendations.	WEEK 15	ZWA/RGS
<b>7</b>	Draft compensation report and worksheets sent to the JPA for review.	WEEK 17	RGS
<b>8</b>	Feedback from the JPA regarding the draft report.	WEEK 19	ZWA
<b>9</b>	Finalize the compensation report and submit it to the JPA.	WEEK 20	RGS
<b>10</b>	Present study findings and recommendations as needed.	TBD	RGS

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

**Belvedere**

Date: February 27, 2025

**Corte Madera**

To: JPA Executive Committee

From: Kimberly Scheibly, Executive Director

**County of Marin**

Re: Dedicated Staffing Review & Discussion

**Fairfax**

Zero Waste Marin (ZWM) staff are contracted employees through an agreement with the County of Marin. Historically, staff have come from the Waste Management Division of the Department of Public Works and have allocated their time between the County and the Marin County Hazardous and Solid Waste Management Authority (JPA). The County is compensated based on allocations for each staff.

**Larkspur**

**Mill Valley**

**Novato**

**Ross**

**San Anselmo**

**San Rafael**

**Sausalito**

**Tiburon**

With the departure of two staff members in September 2024, the Waste Management Program Manager and a Senior Program Coordinator, there is an opportunity to re-evaluate the organizational structure of the Zero Waste Marin (ZWM) JPA and DPW Waste Management. After further evaluation, the JPA Executive Committee agreed that eliminating one of the three Senior Planner positions and replacing the position with a Business Systems Analyst, would better align with the programmatic needs of the ZWM JPA. ZWM uses many technology platforms that are not managed by the County staff such as SMART1383 compliance database, AirTable food generator database, Facebook, Instagram, Doodle, Canva, GoDaddy, and WordPress (the ZWM website). In addition, the ZWM JPA has a budget setting process, fiscal audit and contracting requirements that are separate from the County process though the financial system Munis is used. This position would work as a liaison between IST, Procurement and Accounting for tech, contracts and fiscal needs of the JPA. This is now on hold until the Class & Comp Study is completed.

R3 Consulting recommended in their Organizational Assessment, submitted to the JPA Board August 18, 2021, that the JPA hire an Executive Director and have full-time dedicated employees, whether staffing is through an agreement with the County or another outside agency, who report directly to the ED.

## 5

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

The transition to dedicated ZWM staff began in 2024. Currently, there are 10.21 staff in the County WM Division allocated between ZWM (7.01) and the County WM program (3.20). Proposed FY26 staffing would increase the staffing FTEs for ZWM from 7.01 to 7.2. Staff believe this can be fully implemented for FY26 with the following changes:

1. Fully dedicate staff to ZWM and remove allocated responsibilities between the JPA and County local Waste Management program.
2. Upgrade one of the allocated Waste Management Specialist (WMS) classifications to a Senior Program Coordinator (SPC) for the remainder of FY25 which would require approval from the Board of Supervisors to add this position to the Waste Management Program position control. Due to increased scope of responsibilities and decision-making authority due to SB1383, the role of the SPC more closely aligns with the needs of the agency to meet the increasing demands of State mandates. The WMS is a 37.5 hourly, entry level role. The SPC position is a 40 hours per week in the management union (MCMEA), is exempt from overtime and can supervise other staff. Dedicated staffing with new classifications will result in a slight increase to the FY26 staffing budget.

### **Recommendation:**

1. Staff seeks input and feedback from the Board to aid in preparation of draft FY26 budget. No approval is required currently.

### **Attachment**

1. ZWM Staff Organization Current and Proposed FY26

**Item #5**  
**MARIN COUNTY HAZARDOUS AND SOLID WASTE  
MANAGEMENT JOINT POWERS AUTHORITY**

Board Chair: Please confirm the vote on this item by reading the following items out loud after the vote.

Motion (First): \_\_\_\_\_ Second: \_\_\_\_\_

Ayes: \_\_\_\_\_  
\_\_\_\_\_

Noes: \_\_\_\_\_  
\_\_\_\_\_

Abstentions: \_\_\_\_\_

Absent: \_\_\_\_\_  
\_\_\_\_\_



# Current DPW Waste Management Division & Zero Waste Marin Organization Chart

Through June 30, 2025

## Waste Management Program aka WM

Chris Blunk, Interim Director  
Department of Public Works

Berenice Davidson, Assistant Director  
Department of Public Works

Kimberly Scheibly  
Planning Manger  
FTE MCMEA 80hrs

Program Manager WM  
FTE MCREA 80hrs  
**Vacant**

Senior Program  
Coordinator WM  
Ruben Hernandez  
1.0 FTE MCREA 80hrs

**\*Waste Management  
Specialist  
Andrew Shelton  
FTE MAPE 75hrs**

**\*Waste Management  
Specialist  
Meilin Tsao  
FTE MAPE 75hrs**

**\*Senior Planner  
Amy Kolnes  
FTE MAPE 75hrs**

**\*Senior Planner  
Casey Fritz  
FTE MAPE 75hrs**

Senior Program  
Coordinator  
**Vacant**  
1.0 FTE MCREA 80hrs

Senior Planner  
Kathy Rico  
1.0 FTE MAPE 75hrs

Kimberly Scheibly

## Marin County Hazardous and Solid Waste Management Joint Powers Authority aka Zero Waste Marin (ZWM)

Zero Waste Marin  
Board of Directors  
(11 City/Town Manager/ 1 County ACE)

Kimberly Scheibly  
Executive Director  
FTE MCREA 80hrs

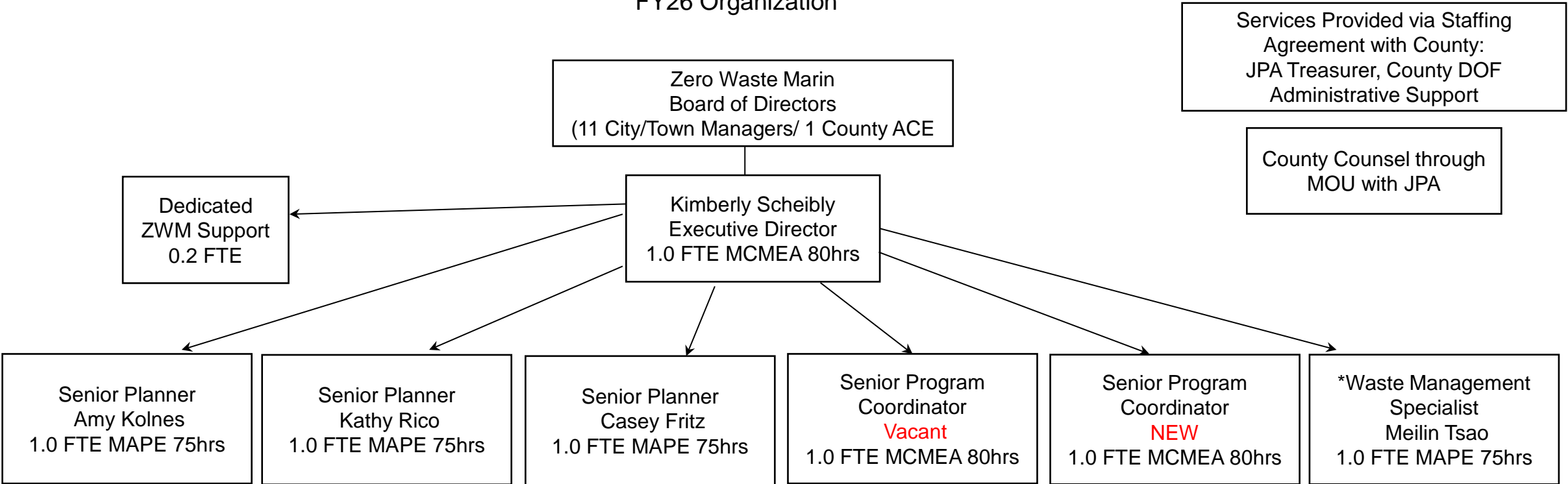
Dedicated  
ZWM Support  
0.2 FTE

All Staff currently direct report to the Executive Director/Planning Manager due to vacant positions. Senior Program Coordinator (ZWM), Program Manager (WM)

**\*Allocated Positions**

Position	Allocation to JPA
Assistant Director	0.01
Ex Dir./Planning Manager	0.85
Program Manager	0.7
Senior Planner	0.8
Senior Planner	0.95
Senior Planner	1
Sr. Program Coordinator	1
Waste Management Specialist	0.75
Waste Management Specialist	0.75
Administrative Assistant III	0.2
<b>Total Allocated Staff</b>	<b>7.01</b>

# Marin County Hazardous and Solid Waste Management Joint Powers Authority (aka Zero Waste Marin) Organization Chart FY26 Organization

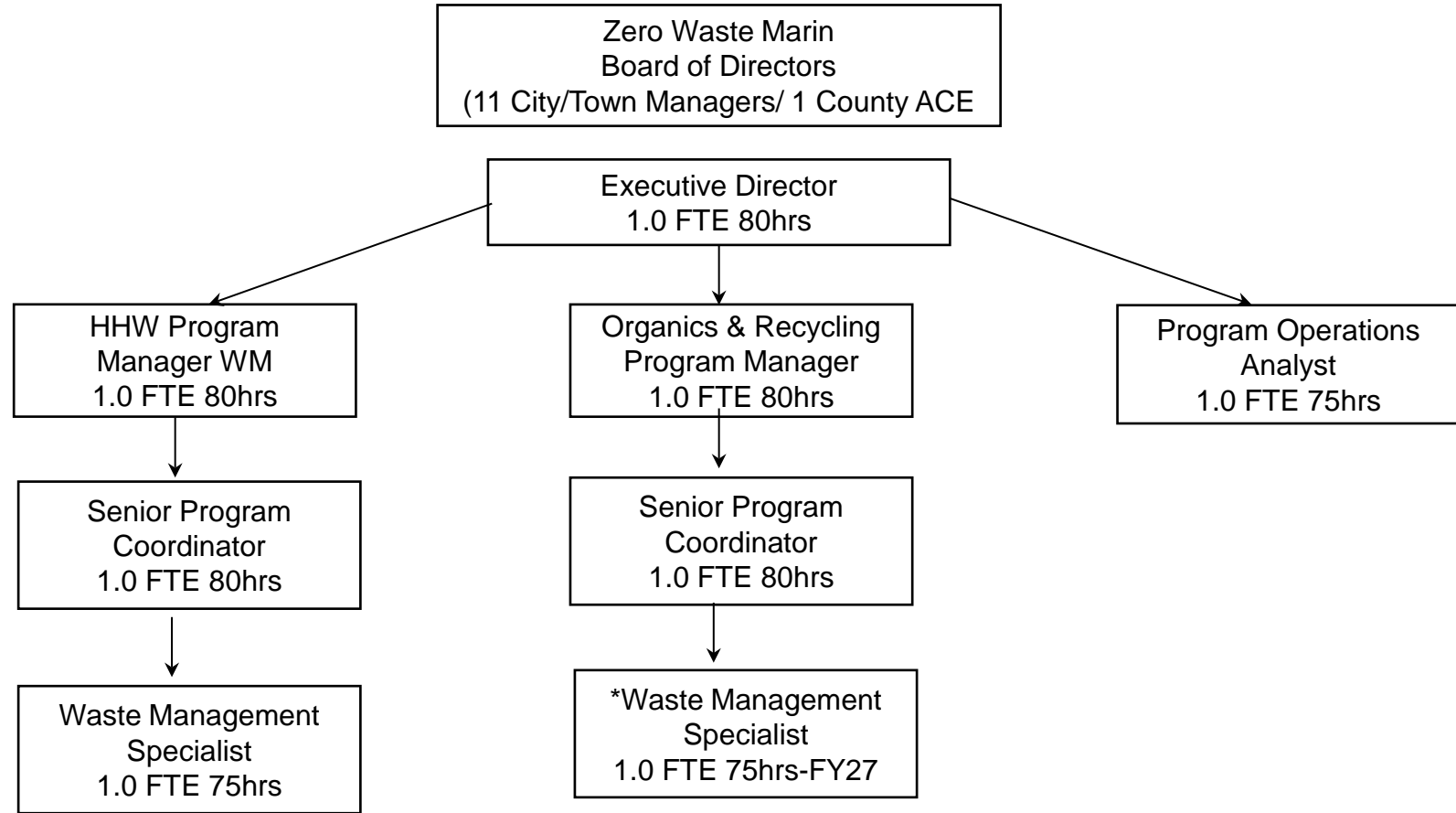


Funding Source: Assessments of Franchised Haulers, transfer Processing Facilities and Landfills in Marin County based on disposal tonnage per the 1996 JPA agreement.

Staffing and Administrative Services provided per 2024 agreement between ZWM and County of Marin.

# ZWM Organization Chart

## Ideal Structure



Funding Source: Assessments of Franchised Haulers, transfer Processing Facilities and Landfills in Marin County based on disposal tonnage per the 1996 JPA agreement.

Staffing and Administrative Services provided per 2024 agreement between ZWM and County of Marin.

**MARIN COUNTY HAZARDOUS AND SOLID WASTE  
MANAGEMENT JOINT POWERS AUTHORITY**

**Belvedere**

Date: February 27, 2025

**Corte Madera**

To: JPA Executive Committee

From: Meilin Tsao, Waste Management Specialist

**County of Marin**

Re: Procurement of Recycled Organic Waste Product (Compost & Mulch)  
Proposal

**Fairfax**

**Larkspur**

Zero Waste Marin staff have assessed the different pathways to fulfill the requirements laid out in CA CCR Tit. 14, § 18993.1. and will continue with the procurement of compost and/or mulch as the products most suitable to Marin.

**Mill Valley**

Procurement requirements are set on a calendar year (CY) and ZWM has historically, allocated budget for half of two calendar years each fiscal year (FY). Outlined in the attachment provided is an overview of FY25 monies

**Novato**

allocated between CY24 and CY25 for Recycled Organic Waste Products (ROWP) and possible scenarios for FY26 which will fulfill the remaining ROWP tons needed to achieve 100% compliance for CY25 and begin on track to achieve 100% compliance in CY26. The tables also include an

**Ross**

additional procurement pathway (counting tons of edible food recovered) that went into effect on January 1, 2025, due to the passage of CA AB 2346 (2024).

**San Anselmo**

**San Rafael**

The scenarios include allocating funds between Agromin and West Marin Compost (WMC) or Agromin and WM EarthCare (WMEC). The funds allocated to WMC and/or WMEC will be used to support in-county procurement and placement of compost products. Using data provided in

**Sausalito**

Placeworks, staff will allocate ROWP to each jurisdiction and continue the usage of Placeworks by uploading the placement data. Staff have heard feedback from member agencies that their appropriate departments would

**Tiburon**

like access to compost and/or mulch products through ZWM. Though, staff has also heard feedback from member agencies, the public, and the local agricultural community that the material must fit their specific needs to be used effectively. ZWM believes that working with Agromin and WMC is the best solution to fulfilling all these requests.

Attachment 1 shows three scenarios. Staff seek input and direction from the Board on the scenarios and the scenario(s) the Board would like to see presented in the draft FY26 proposed budget.

## 6

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

Review of procurement scenarios (Attachment 1).

For the remainder of CY25, we need to procure ~8,000 more tons of ROWP (~39% of total) at a cost of approximately \$156,000 (Scenario A) or \$106,250 (Scenario B). Both scenarios include the approximate tons of edible food estimated to be recovered in CY25 based on actual tons reported in the Electronic Annual Report for CalRecycle in 2023. The difference between the two is whether the local service provider is West Marin Compost or WM EarthCare (Waste Management).

For FY 26, there are three options for procuring varying percentages of CY26 requirements: 56%, 75% or 100%. Option 1 uses one DSP, with cost dependent on % procured. Advantage of this option is it is the lowest cost. Disadvantage there is no local distribution. Options 2 and 3 are a combination of DSP and two different local service providers at varying costs. Both options would allow local farmers and jurisdictions to benefit from the procured compost.

### **Recommendation:**

Staff seeks input and feedback from the Board to aid in preparation of draft FY26 budget. No approval is required currently.

### **Attachment**

1. ROWP Options Remainder FY25 and FY26.

6

**MARIN COUNTY HAZARDOUS AND SOLID WASTE  
MANAGEMENT JOINT POWERS AUTHORITY**

Board Chair: Please confirm the vote on this item by reading the following items out loud after the vote.

Motion (First): \_\_\_\_\_ Second: \_\_\_\_\_

Ayes: \_\_\_\_\_  
\_\_\_\_\_

Noes: \_\_\_\_\_  
\_\_\_\_\_

Abstentions: \_\_\_\_\_

Absent: \_\_\_\_\_  
\_\_\_\_\_

**Review of Calendar Year 2024 and Fiscal Year 2025**

Service Provider	FY25			
	CY24 Cost	Tons	CY25 Cost	Tons
Agromin (Direct Service Provider)	\$ 100,000	8911	\$ 160,000	12,642
West Marin Compost (Local Service Provider 1)	\$ 66,000	1200	\$ -	
WM EarthCare (Local Service Provider 2)	\$ 680	14	\$ -	
	<b>\$ 166,680</b>	<b>10125</b>	<b>\$ 160,000</b>	<b>12,642</b>

In Fiscal Year 25, 100% of the requirement for calendar year 24 was procured.

In addition, ~61% of the required tons for calendar year 25 have been procured.

**Reminder of Calendar Year 2025**

~39% of calendar year 2025 requirement

Scenario A		FY26	
		CY25 Cost	Tons
Direct Service Provider	24%	\$ 65,000	4970
Local Service Provider 1	8%	\$ 90,732	1650
Edible Food Recovery	7%	\$ -	1375
Remainder of Calendar Year Cost	39%	<b>\$ 155,732</b>	<b>7995</b>
Calendar Year 25 Total Cost		<b>\$ 315,732</b>	

Scenario B	% of CY ROWP	FY26	
		CY25 Cost	Tons
Direct Service Provider	24%	\$ 65,000	4970
Local Service Provider 2	8%	\$ 41,250	1650
Edible Food Recovery	7%	\$ -	1375
Remainder of Calendar Year Cost	39%	<b>\$ 106,250</b>	<b>7995</b>
Calendar Year 25 Total Cost		<b>\$ 266,250</b>	

Calendar Year 2026 Options

Option 1	% of CY ROWP	CY25 Cost	Tons	Budget*
Direct Service Provider	56%	\$ 144,267.60	11541	\$ 300,000.00
Direct Service Provider	75%	\$ 194,267.60	15541	\$ 350,000.00
Direct Service Provider	100%	\$ 257,762.50	20621	\$ 260,000.00

\* Budget includes cost from Scenario A and each Option

Option 2	% of CY ROWP	CY25 Cost	Tons	Budget*
Agromin (Direct Service Provider)	56%	\$ 137,500.00	11000	
WM EarthCare (Local Service Provider 2)		\$ 13,700.00	548	
		<b>\$ 151,200.00</b>	<b>11548</b>	<b>\$ 306,932</b>
Agromin (Direct Service Provider)	75%	\$ 186,475.00	14918	
WM EarthCare (Local Service Provider 2)		\$ 13,700.00	548	
		<b>\$ 200,175.00</b>	<b>15466</b>	<b>\$ 355,907</b>

Option 3	% of CY ROWP	CY25 Cost	Tons	Budget*
Agromin (Direct Service Provider)	56%	\$ 137,500.00	11000	
West Marin Compost (Local Service Provider 1)		\$ 31,255.00	548	
		<b>\$ 168,755.00</b>	<b>11548</b>	<b>\$ 324,487.40</b>
Agromin (Direct Service Provider)	75%	\$ 186,475.00	14918	
West Marin Compost (Local Service Provider 1)		\$ 31,255.00	548	
		<b>\$ 217,730.00</b>	<b>15466</b>	<b>\$ 373,462.40</b>

\*Annual Calendar Year Target (tons)

20,621

# MARIN COUNTY HAZARDOUS AND SOLID WASTE MANAGEMENT JOINT POWERS AUTHORITY

**Belvedere**

Date: February 27, 2025

**Corte Madera**

To: JPA Executive Committee

From: Kimberly Scheibly, Executive Director

**County of Marin**

Re: Budget Sub-committee Confirmation and Meeting schedule

**Fairfax**

To support development of the annual Agency budget, the Board needs to appoint a Budget Subcommittee from a subset of the Executive Committee, or alternatively a subset of the Full Board. At the January 16, 2025, JPA Board Meeting, the Board approved a new Chair, Todd Cusimano and Vaice Chair, Christa Johnson. It was agreed that the composition of the budget subcommittee would remain the same as the previous year.

**Larkspur**

Members of the budget subcommittee are Heather Abrams, Todd Cusimano, Dan Eilerman, and potentially Dan Schwarz.

**Mill Valley**

**Novato**

It is proposed that the Board Chair would first meet several times with the Executive Director to discuss policy and budget priorities and then meet with the Budget Subcommittee several times. Staff recommend canceling the full Board meeting on March 20, 2025, and changing the Executive

**Ross**

Committee meeting April 17, 2025, to a full board meeting to review the draft budget including the Household Hazardous Waste (HHW) Facility budget, dedicated JPA staff, and the HHW Facility Agreement. Then, incorporating any requested changes from ExCom April meeting, a final proposed budget and workplan and the draft new HHW Facility Agreement between the JPA and Marin Recycling and Resource Recovery would appear before your Full Board for consideration of adoption.

**San Anselmo**

**San Rafael**

**Sausalito**

The recommended schedule is as follows:

**Tiburon**

- Week of March 3: Executive Director confers with Board Chair on policy and budget priorities.
- Week of March 10: Staff reviews budgetary impacts and compensation to the vendor who operates the HHW Facility and draft HHW Facility Agreement to Budget Subcommittee for review and discussion.
- Week of March 17: HHW Facility presents proposed facility budget to Budget Subcommittee for review and discussion.
- Week March 24 or 31 : Staff submits a review of draft budget and associated fee resolution to Budget Subcommittee for review and discussion.

**Recommendation:**

Marin County

Adopt a Motion appointing Budget Subcommittee Members and approve the FY 26 budget development process schedule.



**MARIN COUNTY HAZARDOUS AND SOLID WASTE  
MANAGEMENT JOINT POWERS AUTHORITY**

Board Chair: Please confirm the vote on this item by reading the following items out loud after the vote.

Motion (First): \_\_\_\_\_ Second: \_\_\_\_\_

Ayes: \_\_\_\_\_  
\_\_\_\_\_

Noes: \_\_\_\_\_  
\_\_\_\_\_

Abstentions: \_\_\_\_\_

Absent: \_\_\_\_\_  
\_\_\_\_\_