



1850 Mt. Diablo Blvd., Ste. 320  
Walnut Creek, CA 94596

Telephone: 925.906.1801

Email: [authority@recyclesmart.org](mailto:authority@recyclesmart.org)

Website: [www.recyclesmart.org](http://www.recyclesmart.org)

Facebook: [www.facebook.com/CCCSWA](https://www.facebook.com/CCCSWA)

## **STANDING PERSONNEL COMMITTEE MEETING**

### **AGENDA**

**MARCH 4, 2024 – 10:00 A.M.**

RecycleSmart  
1850 Mt. Diablo Blvd., Ste. 320  
Walnut Creek, CA 94596

**1. CALL TO ORDER**

**2. PUBLIC COMMENT ON ITEMS NOT ON THIS AGENDA**

When addressing the Committee, please state your name, company and/or address for the record. There is a three-minute limit to present your information. (The Committee Chair may direct questions to any member of the audience as appropriate at any time during the meeting.)

**3. CONSENT ITEMS**

All items listed in the Consent Calendar may be acted upon in one motion. However, any item may be removed from the Consent Calendar by request by a member of the Committee, public, or staff, and considered separately.

- a. Approve Minutes of the Standing Personnel Committee meeting on March 10, 2023\*
- b. Receive 2023 RecycleSmart Significant Accomplishments and 2024 Priorities and Key Issues\*

**4. ACTION ITEMS**

- a. Fiscal Year 2024-2025 Annual Review of Salary Schedule\*  
Review the Authority's salary schedule and COLA information provided by Staff and provide recommendations to the Finance and Administration Committee to be included in the fiscal year 2024-25 draft budget.

**5. CLOSED SESSION**

- a. Conference with Labor Negotiators  
Pursuant to Government Code 54957.6  
Agency's designated representative: Matt Francois

Unrepresented employees: Executive Director, Executive Assistant/Secretary to the Board, Senior Accountant, Waste Prevention and Recycling Manager II, Waste Prevention and Recycling Manager III, Contract Compliance Specialist

Public Employee Performance Evaluation Pursuant to Government Code Section 54957  
Title: Executive Director

**6. COMMITTEE COMMUNICATIONS AND ANNOUNCEMENTS**

**7. ADJOURNMENT**

**ADDRESSING THE COMMITTEE ON AN ITEM ON THE AGENDA**

Persons wishing to speak on PUBLIC HEARINGS and OTHER MATTERS listed on the agenda will be heard when the Chair calls for comments from the audience, except on public hearing items previously heard and closed to public comment. The Chair may specify the number of minutes each person will be permitted to speak based on the number of persons wishing to speak and the time available. After the public has commented, the item is closed to further public comment and brought to the Board for discussion and action. There is no further comment permitted from the audience unless invited by the Board.

**ADDRESSING THE COMMITTEE ON AN ITEM NOT ON THE AGENDA**

In accordance with State law, the Committee is prohibited from discussing items not calendared on the agenda. For that reason, members of the public wishing to discuss or present a matter to the Committee other than a matter which is on the Agenda are requested to present the matter in writing to RecycleSmart Board Secretary at least one week prior to a regularly scheduled Board meeting date. If you are unable to do this, you may make an announcement to the Committee of your concern under PUBLIC COMMENTS. Matters brought up which are not on the agenda may be referred to staff for action or calendared on a future agenda.

**AMERICANS WITH DISABILITIES ACT**

In accordance with the Americans With Disabilities Act and California Law, it is the policy of the Central Contra Costa Solid Waste Authority dba RecycleSmart to offer its public meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are disabled and require special accommodations to participate, please contact RecycleSmart Board Secretary at least 48 hours in advance of the meeting at (925) 906-1801.

**MINUTES OF THE  
STANDING PERSONNEL COMMITTEE MEETING  
OF THE CENTRAL CONTRA COSTA SOLID WASTE AUTHORITY  
HELD ON MARCH 10, 2023**

The meeting of the Standing Personnel Committee of the Central Contra Costa Solid Waste Authority (CCCSWA) convened at 1850 Mt. Diablo Boulevard, Suite 320, Walnut Creek, County of Contra Costa, State of California, on March 10, 2023. Committee Chair Francois called the meeting to order at 10:00 A.M.

**1. CALL TO ORDER AND ROLL CALL**

PRESENT:    Committee Members:            Matt Francois, Chair  
   Ken Carlson  
   Teresa Gerringner  
   Renee Morgan\*  
   Renata Sos  
   \*Arrived after Roll Call

ABSENT:    Committee Member:            Janet Riley

**Staff members present:** David Krueger, Executive Director; Janna McKay, Executive Assistant/Secretary to the Board; Grace Comas, Senior Accountant.

**2. PUBLIC COMMENT ON ITEMS NOT ON THIS AGENDA**

TED PUMPHREY, Volvo Construction Equipment & Services, San Leandro, stated he was heavily involved in the Recycling Coalition, which ran a class called Next Generation to provide resources, education and mentoring for future generations involved in the waste industry. He explained that a number of the prompts and classes involved council meetings, board meetings, and meetings with city officials. He was present to get to know everyone.

**3. CONSENT ITEM**

- a.    Approve Minutes of the Standing Personnel Committee meeting on September 2, 2022

MOTION by Committee Member Sos to approve the minutes of the Personnel Committee meeting on September 2, 2022, as submitted.  
SECOND by Committee Member Gerringner.

MOTION PASSED unanimously by a Roll Call vote.

**4. ACTION ITEM**

- a.    Fiscal Year 2023-2024 Annual Review of Salary Schedule  
Review CCCSWA salary schedule and Cost of Living Adjustment (COLA) information provided by staff and provide a recommendation to the Finance and Administration Committee to be included in the Fiscal Year 2023-2024 draft budget.

Executive Director David Krueger described the process to consider a change in salary schedule and identified the changes in cost of living. He reported there had been a 4.9 percent change in cost of living from December 2021 to December 2022.

Members of the Personnel Committee commented on the particulars related to the COLA in their jurisdictions, and Mr. Krueger identified the history of RecycleSmart's COLA along with the reason why a zero COLA had been designated for the 2021-2022 Fiscal Year primarily related to the pandemic and the fact that programs had not operated at normal levels. The Committee emphasized the need to properly identify why a COLA had not been applied during that time.

With respect to how the CCCSWA was doing financially, Chair Francois identified an ending fund balance of \$4.3 million and referenced the policy where 20 percent of total budgeted expenditures would be set aside as General Fund Reserves. The excess would be distributed to the reserve funds of each member agency. All in all, he reported that CCCSWA finances were good.

As to next steps, Mr. Krueger verified that the salary discussion would go to the Finance and Administration Committee and then to the full Board of Directors for the discussion of the budget.

Senior Accountant Grace Comas responded to questions and explained how the comparisons had been done given that the Town of Danville did not offer a COLA to its employees but reflected a three to five percent average change in salary range based on employee position and performance. She also explained why the salary expense projection for 2022-2023 would be significantly lower than 2021-2022 due to vacancies. She added that since the Interim Executive Director had been a consultant, the cost for that position had not been shown in the salary expense category.

Mr. Krueger noted that the savings from the vacancies were actually larger than the expenditures for the consultant. He reported that RecycleSmart was fully staffed at this point and every position, with the exception of the Senior Accountant, was at the top of its range so there would be no step increases this year except for the Senior Accountant, pending her annual review in December. When asked by the Committee for his recommendation for a COLA this year, his soft recommendation was identified at 4.0 percent.

On the discussion, it was clarified that 4.0 percent was the average of the member agencies, excluding Danville, but was lower than the actual COLA for the Bay Area of 4.9 percent.

Committee Member Sos commented that a 4.0 percent COLA would represent a budget impact of \$35,595.

Mr. Krueger clarified that the Personnel Committee would consider the information provided and consider a recommendation in Closed Session that would be submitted to the full Board of Directors for approval.

No written comments were submitted, or oral comments made, by any member of the public.

**b. Clarification of Employee Benefits**

Recommend to the Board approval of the updated employee benefits schedule which aligns the employee benefits schedule with the administration of benefits for Special Paid Time Off and the effective date of coverage for vision and dental insurance.

Executive Director Krueger noted that staff had recently discovered two discrepancies in the current employee benefits schedule and the way the benefits had been administered. He explained that the schedule showed three days of Special Paid Time Off (24 hours), which had been in the employee benefits schedule for many years but had apparently never been implemented. He recommended that the three days and Special Paid Time Off be provided to all employees. There would be no retroactive application, and the three days would not carry over and could not be cashed out.

Senior Accountant Comas explained that the policy had been taken from the City of Walnut Creek's Memorandum of Understanding (MOU) since Walnut Creek used to be CCCSWA's fiscal sponsor and the CCCSWA used Walnut Creek's benefit sheets. She suggested those three days had been intended to be floating days that could be used during the period when city offices were closed during holidays. Those three days would be in addition to sick leave, vacation, management leave and a floating holiday.

Mr. Krueger reiterated the recommendation that everyone be treated the same. He clarified that the benefits provided to CCCSWA employees included general leave that could be carried over, administrative leave that could not be carried over, and the Special Paid Time off. The accrual would remain the same.

Mr. Krueger also clarified with respect to the effective date of coverage for vision and dental insurance that while the employee benefits schedule showed that coverage for vision and dental insurance would be effective the first of the month following three months of employment, records since 2012 showed that coverage for vision and dental benefits had been provided the first day of the month after new employee hires.

Given the importance of vision and dental benefits and although not unanimous, the Personnel Committee supported a continuation of the current practice.

Public comments opened.

TED PUMPHREY, Volvo Construction Equipment & Services, San Leandro, explained that from the private sector, the company offered three-day floating holidays, which was nice for employees to have a long weekend, spend time with their families, or take the time off at the end of the year to celebrate the holidays.

MOTION by Committee Member Geringer to recommend to the Board approval of the updated employee benefits schedule which aligns the employee benefits schedule with the administration of benefits for Special Paid Time Off effective January 1, 2023 for coverage of vision and dental insurance. SECOND by Committee Member Carlson.

MOTION PASSED unanimously by a Roll Call vote.

The Personnel Committee adjourned into Closed Session at approximately 10:40 A.M.

**5. CLOSED SESSION**

- a. Conference with Labor Negotiators**  
Pursuant to Government Code 54957.6  
Agency's designated representative: Matt Francois  
Unrepresented employees: Executive Director, Executive Assistant/Secretary to the Board, Senior Accountant, Waste Prevention and Recycling Manager II, Waste Prevention and Recycling Manager III, Contract Compliance Specialist

The Personnel Committee reconvened at 11:15 A.M. from Closed Session

**6. COMMITTEE COMMUNICATIONS AND ANNOUNCEMENTS**

There were no Committee communications or announcements.

**7. ADJOURNMENT**

There being no further business to come before the Personnel Committee, Chair Francois adjourned the meeting at 11:30 A.M. to the next meeting to be determined.

Respectfully submitted by:

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Janna McKay, Executive Assistant/  
Secretary to the Board of the  
Central Contra Costa Solid Waste Authority,  
County of Contra Costa, State of California



Central Contra Costa Solid Waste Authority

# Staff Report

**TO:** CCCSWA STANDING PERSONNEL COMMITTEE

**FROM:** DAVID KRUEGER, EXECUTIVE DIRECTOR

**DATE:** MARCH 4, 2024

**SUBJECT: 2023 SIGNIFICANT ACCOMPLISHMENTS AND 2024 PRIORITIES AND KEY ISSUES**

## SUMMARY

This report identifies the major 2023 accomplishments of the RecycleSmart Executive Director and staff, working in partnership with the Board and our contractors. This 2023 accomplishments list reflects the 2023 workplan that was adopted by the Board at the February 2023 retreat. This report also identifies our priorities and key issues for 2024.

## 2023 Accomplishments

### Contract Management

- Reduced missed pick-ups from a high of 92,157 in October 2023 to only 225 in January 2024
  - RecycleSmart actions contributing to improvement:
    - Notice of Event of Breach of the Agreement (October 6, 2023) sent to Republic Services' CEO, COO, and Board of Directors
    - Recommendation to conduct a competitive RFP for collection services
    - Sole source negotiations for disposal and transfer services contingent upon reduction in missed pick-ups
    - Audit of phone call data
    - Request for change in service quality metric
    - Assessing liquidated damages / ensuring customer credits
    - Daily monitoring of open route data and of complaints from Rossmoor
    - Board presentations regarding service quality metrics
    - Council presentations with Republic regarding service quality (Danville, Lafayette, Moraga, Orinda)
    - Resolution of complaints received by RecycleSmart and Member Agencies
    - Regular communications with Republic management regarding service quality
    - Requests to Republic for written service quality improvement plans
    - Presentation to drivers, mechanics, and dispatchers at a Teamsters Local 315 Union meeting
    - Forwarding representative customer e-mail complaints to the Republic Area President, Vice President, and Director of Municipal Sales
    - Meeting with Republic Area President

- Meeting with Republic national Vice President of Operations
  - Coordination of enforcement efforts with other jurisdictions served out of Republic's Pacheco truck yard (Antioch, Martinez)
  - Inspections of Pacheco truck yard, driver ride-alongs
- Issued RFP's and awarded new service agreements for:
    - Schools program consultant
    - Newsletter designer
    - Route auditor
    - On-call solid waste consultants (4)

**New Franchise Procurement**

- Worked with the Ad Hoc Committees
- Determined strategy and timeline
- Created a summary of the current franchise agreements
- Recommended Franchise Procurement Integrity Policy to Board
- Recommended key business terms to the Board
- Issued RFP and hired procurement consultant (HF&H)
- Conducted procurement for transfer and disposal services
  - Drafted service agreements and proposal request documents
  - Evaluated proposals
  - Negotiated contracts
- Initiated procurement for recyclables processing, organics composting, and mixed waste processing services
  - Drafted RFP and service agreements
  - Notified potential proposers
- Developed on-line customer survey

**SB 1383 Compliance and Enforcement**

- Managed CalRecycle SB 1383 grant compliance with Member Agency staff
- Completed SB 1383 Enforcement Plan (enforcement beginning January 1, 2024)
- Conducted annual route audits
- Edible food recovery
  - Maintained required Tier 1 and Tier 2 Generator Lists
    - Developed list of large venues and events included in Tier 2 (food recovery requirement beginning 2024)
  - Completed initial Tier 1 inspections
  - Entered into Agreement with Contra Costa Health Services for Tier 2 inspections (beginning 2024)
  - Developed outreach to Tier 2 generators (food recovery requirement beginning 2024)
  - Ensured reporting by Food Recovery Organizations located in our service area
- Tracked organic waste product procurement requirement (mulch, compost, energy)
- Submitted annual report to CalRecycle, documenting SB 1383 compliance

**Outreach/Education**

- Converted website to new platform (WordPress)
- Designed new truck signs
- Developed paperless event booth / photo booth
- Piloted interactive "Hello Recycle Bin" text message tool to answer recycling questions



**Member Agency Outreach/Communication**

- Two Board Retreats (February and December 2023)
- Executive Director one-on-one Meetings with Board Members
- Monthly Member Agency Liaison Meeting
- Executive Director Meetings with City Managers
- Presentations to Member Agency Councils

**Legislation/Regulation**

- Monitored the 2023 legislative session and sent support letters for bills identified by the Legislative Committee
- Participated in the SB 54 rulemaking process

**Other Programs**

- Obtained sharps program reimbursement through State product stewardship program
- Conducted Reuse & Cleanup Days multi-family pilot program at Saint Mary's College and Ascot Drive in Moraga

**2024 Priorities and Key Issues**

**Contract Management**

- Maintain an acceptable level of missed pick-ups
  - Implement a new Service Quality Metric that Republic must meet to qualify for special rate adjustments in rate years 11(2025) and 12 (2026)
  - Obtain, approve, and enforce Republic's operations plan to maintain quality service during the summer
- Renew food-to-energy agreement with EBMUD (expires March 2025)

**New Franchise Procurement**

- Award agreements for transfer and disposal services at the March 2024 Board meeting
- Conduct an RFP process for recyclables processing, organics composting, and mixed waste processing services
  - Issue RFP at the March Board meeting
  - Award agreements at the October Board meeting
- Negotiate Reuse & Cleanup Day services with MDRR by the October Board meeting
- Issue RFP for collection services at the October Board meeting
  - Obtain customer input
  - Draft the franchise agreement and RFP documents

**SB 1383 Compliance and Enforcement**

- Implement our SB 1383 Enforcement Plan
  - Ensure that all customers have recycling and organics services or a waiver
  - Continue edible food generator outreach and inspections

**Outreach/Education**

- Implement pilot programs to encourage reusable foodware

**Other Programs**

- Perform waste characterization study
- Update refuse vehicle impact studies
- Increase interest earned on Authority funds
- Participate in SB 54 rulemaking process
- Update employee handbook





Central Contra Costa Solid Waste Authority

# Agenda Report

**TO:** CCCSWA PERSONNEL COMMITTEE  
**FROM:** DAVID KRUEGER, EXECUTIVE DIRECTOR  
GRACE COMAS, SENIOR ACCOUNTANT  
**DATE:** MARCH 04, 2024

**SUBJECT: FISCAL YEAR 2024-25 ANNUAL REVIEW OF SALARY SCHEDULE**

## SUMMARY

On January 27, 2022, the Board adopted a new Employee Compensation Policy (Policy). According to the Policy, the Executive Director is to review the Central Contra Costa Solid Waste Authority (Authority) salary schedule with the Personnel Committee annually and recommend any schedule changes. The Policy states that recommendations for changes will be based on factors such as changes in the cost of living, adjustments to salary rates being made by member agencies, and the Authority's financial condition and policies. Per the Policy, Staff is providing Cost of Living Adjustment (COLA)/salary range adjustment data to the Committee.

## RECOMMENDED ACTION

1. Review the Authority's salary schedule and COLA information provided by Staff and provide recommendations to the Finance and Administration Committee to be included in the fiscal year 2024-25 draft budget.

## DISCUSSION

### Changes in Cost of Living

According to the U.S. Bureau of Labor Statistics, the December 2023 12-month percent change in the San Francisco-Oakland-Hayward, all urban consumer, CPI-U is **3.5%**.

2023 San Francisco-Oakland-Hayward CPI-U (12 month % change)		
Month	2-Month Change	12-Month Change
February	1.8%	5.3%
April	0.4%	4.2%
June	0.5%	2.9%
August	0.0%	3.4%
October	0.3%	2.8%
December	-0.4%	2.6%
<b>Average</b>	<b>0.4%</b>	<b>3.5%</b>

Adjustments to Salary Rates Being Made by the Member Agencies

As part of the annual review of the Authority salary schedule, changes in the cost of living may be considered. The staff has compiled the following Member Agency COLA or salary range adjustments for fiscal year 2023-24 as follows:

<b>Average of Member Agency COLAs – FY 2023-24</b>	
County	5.0%
Lafayette	2.5%
Moraga	3.0%
Orinda	4.0%
Walnut Creek	2.5%
<b>Average</b>	<b>3.4%</b>

The Town of Danville’s 2023-24 salary adjustments ranged from 3% to 5%.

CCCSWA’s Financial Conditions and Policies

Per our FY 2022-23 audited financial statements, the Authority has an ending fund balance of \$2,324,190. Of that amount, \$1,180,368 has been set aside as General Fund Reserve (20% of total budgeted expenditures).

The Employee Compensation Policy is provided as Attachment A.

CCCSWA Salary History

<b>History of CCCSWA COLA Increases for the past 5 years</b>	
<b>Fiscal Year</b>	<b>Approved COLA</b>
FY 2019-20	3.5%
FY 2020-21	3.2%
FY 2021-22	0.0%
FY 2022-23	3.0%
FY 2023-24	4.0%

<b>CCCSWA Year to Year Changes in Salary Expense</b>					
<b>Fiscal Year</b>	<b>Salaries Expense</b>	<b>Percent of Operating Budget</b>	<b>Percent Change from Prior Year</b>	<b>COLA Impact</b>	<b>Other Impact</b>
2017-18	\$710,912	28%	1.90%	3.00%	-1.10% <sup>1</sup>
2018-19	\$802,154	30%	12.83%	2.90%	9.93% <sup>2</sup>
2019-20	\$845,717	28%	5.43%	3.50%	1.93%
2020-21	\$890,276	23%	5.27%	3.20%	2.07%
2021-22	\$889,887	17%	-0.04%	0.00%	-0.04% <sup>3</sup>
2022-23	\$746,785	14%	-16.08%	3.00%	-19.08% <sup>4</sup>
2023-24	\$913,914	12%	22.28%	4.00%	18.28% <sup>5</sup>

1. Finance Manager position was vacant for 3 months.
2. Results of salary survey adjusted salary ranges of two positions (Finance Manager & Board Secretary).
3. Finance Manager position was vacant from April 2022 – November 2023.
4. Senior Accountant and Executive Director positions were vacant for 5 months.
5. Fully staffed in 2023-24

### CCCSWA Salary Schedule

The current CCCSWA Salary Schedule is provided as Attachment B. All current employees are at the top step (Step E) with the exception of the Senior Accountant who is at Step C. The Senior Accountant will be eligible for a step increase in December, 2024 during her review.

Note that the Administrative Assistant and Finance Manager/Controller positions listed in the Salary Schedule are vacant, with no Board direction to fill those positions. The current staff consists of one employee in each of the following classifications: Executive Assistant / Secretary to the Board, Executive Director, Senior Accountant, Waste Prevention and Recycling Manager II, Waste Prevention and Recycling Manager III, and Contract Compliance Specialist. All approved positions are currently filled.

### Salary Survey

Per the Employee Compensation Policy, the Executive Director may periodically prepare a salary survey. The purpose of the survey is to provide information about how the agency's salary schedule compares to the comparable market for public agencies of similar size and scale, and to the member agencies. Below is a list of when the Authority has most recently conducted salary surveys for each position:

- April 2017 - All positions
- May 2017 – Contract Compliance Specialist
- July 2019 – Senior Program Manager
- March 2022 – Senior Accountant and Executive Director

The Executive Director requests input from the Personnel Committee regarding when to conduct the next salary survey for all positions excluding Senior Accountant and Executive Director.

### ATTACHMENTS

- A. Employee Compensation Policy
- B. CCCSWA Salary Schedule – Effective 07/01/2023
- C. Additional Analysis



***CENTRAL CONTRA COSTA SOLID WASTE AUTHORITY***

**POLICY TITLE: Employee Compensation Policy**

**A. Purpose**

The policy addresses compensation for the employees of the Central Contra Costa Solid Waste Authority ("CCCSWA"). The policy goals include: ensuring the agency attracts and retains highly qualified and skilled employees; providing an equitable and transparent compensation system for agency employees; and ensuring fiscal responsibility of the agency and appropriate oversight by the Board of Directors ("Board"). This policy does not create any contract of employment, express or implied, or any rights in the nature of a contract.

**B. Policy**

**1. Compensation Based on Salary Schedule**

The Board adopts a salary schedule for the agency. The salary schedule describes the range of salary rates based on a five-step system (Step A through E) for each employment classification/title/position within the agency. The Board may periodically update the salary schedule; all changes to the salary schedule must be approved by the Board. The salary schedule will be posted on the agency's website.

Each employee is appointed to an employment classification/title/position, as well as a step within the salary range for that classification. Employees are compensated based on their employment classification and step within the salary range for that classification, in conformance with the Board-approved salary schedule.

**2. Annual Review of Salary Schedule**

The Executive Director will annually review the salary schedule with the Personnel Committee and make recommendations for any changes. Annual changes are not automatic. Recommendations for changes will be based on factors such as:

- Changes in costs of living;
- Adjustments to salary rates being made by the member agencies; and
- CCCSWA's financial conditions and policies.

The Personnel Committee will consider and make recommendations to the Finance Committee regarding any changes to the salary schedule. The Finance Committee will consider the recommendations in the context of the agency's overall budget and make recommendations to the Board regarding any changes to the salary schedule. The Board will consider and may approve any changes to the salary schedule in its discretion. Any

Board-approved changes to the salary schedule shall occur in advance of (or concurrent with) the Agency's budget setting process for the following fiscal year, and are expected to be effective July 1 (the start of the fiscal year).

### **3. Advancement Within a Salary Range**

At the time of hiring, employees are appointed by the Executive Director to a step within the salary range for the employment classification. Initial employment will normally be at the first step in the salary range for the position. Initial employment may be at a higher step in the salary range when necessary to recruit a qualified applicant or based on superior qualifications, experience, and education, at the discretion of the Executive Director.

Over time, employees are eligible for advancement within a salary range at the discretion of the Executive Director (e.g., moving from Step B to C) until they reach the highest salary rate within the range (Step E), at which time the employee is no longer eligible for step advancements within the classification. Advancements are not automatic.

Employees are expected to be reviewed by the Executive Director for potential advancement within the salary range every 12 months until they reach the highest salary rate within the range (Step E) for their classification.

### **4. Appointment to a Different Employment Classification**

Employees may be eligible for appointment to a different employment classification/title/position within the agency at the discretion of the Executive Director (e.g., promotion from Waste Prevention & Recycling Manager II to III). The Executive Director's determination shall be based on factors such as:

- Significant changes in the scope of duties, functions, and responsibilities;
- Significant changes in the complexity of duties, functions, and responsibilities;
- Increased supervisory responsibilities; and
- The needs of the agency.

Promotions will normally be at the lowest step in the salary range for the new classification that provides an increase over the salary rate received by the employee immediately prior to promotion.

### **5. Salary Survey**

Periodically, the Executive Director may prepare a salary survey. The purpose of the survey is to provide information about how the agency's salary schedule compares to the comparable market for public agencies of similar size and scale, and to the member agencies. The salary survey shall be based on comparable positions (which may or may not have the same job title). Comparability shall be based on factors such as:



- Typical or required education, training, and qualifications for the position;
- Scope and complexity of duties, functions, and responsibilities; and
- Supervisory responsibilities (e.g., number of direct reports).

The Executive Director will review the salary survey with the Personnel Committee and recommend any changes to the salary schedule. Changes to the salary schedule based on the results of a salary survey are not automatic. Recommendations for change will be based on factors such as:

- Material deviation in the Agency's salary rates and total compensation compared to comparable market;
- Challenges attracting and retaining employees as a result of a materially below-market salary schedule and total compensation; and
- CCCSWA's financial conditions and policies.

The Personnel Committee will consider and make recommendations to the Finance and Administrative Committee regarding any changes to the salary schedule. The Finance and Administrative Committee will consider the recommendations in the context of the Agency's overall budget and make recommendations to the Board regarding any changes to the salary schedule. The Board will consider and may approve any changes to the salary schedule in its discretion.

## **6. Periodic Organizational Review**

At the time a staff vacancy occurs, and more frequently as deemed appropriate, the Executive Director will review the agency's organizational structure and staffing plan with the Personnel Committee.

## **7. Other**

- A. Any changes to the salary schedule based on annual review or as a result of a salary survey, and any advancement within a classification or appointment to a new classification, must be consistent with the Board-approved budget.
- B. The Executive Director's compensation is at the discretion of the Board, subject to the terms of the negotiated employment contract and state law. The Executive Director's compensation will be included on the Agency's salary schedule.
- C. This policy supersedes and replaces the Annual COLA and Salary Step Increase Policy (adopted September 22, 2016).



Central Contra Costa Solid Waste Authority  
July 1, 2023 Salary Schedule

Class Title	Class Code	Salary Rate	Step A	Step B	Step C	Step D	Step E
Administrative Assistant	C185	Monthly	\$4,858.09	\$5,239.43	\$5,620.78	\$6,032.46	\$6,444.13
		Bi-Weekly	\$2,242.19	\$2,418.20	\$2,594.21	\$2,784.21	\$2,974.21
		Hourly	\$28.03	\$30.23	\$32.43	\$34.80	\$37.18
		Annually	<b>\$58,297.04</b>	<b>\$62,873.21</b>	<b>\$67,449.38</b>	<b>\$72,389.48</b>	<b>\$77,329.59</b>
Executive Assistant / Secretary to the Board	C180	Monthly	\$9,847.95	\$10,044.91	\$10,245.81	\$10,450.72	\$10,603.24
		Bi-Weekly	\$4,545.21	\$4,636.11	\$4,728.83	\$4,823.41	\$4,893.80
		Hourly	\$56.82	\$57.95	\$59.11	\$60.29	\$61.17
		Annually	<b>\$118,175.42</b>	<b>\$120,538.92</b>	<b>\$122,949.70</b>	<b>\$125,408.70</b>	<b>\$127,238.84</b>
Executive Director	E205	Monthly					\$18,333.33
		Bi-Weekly					\$8,461.54
		Hourly					\$105.77
		Annually					<b>\$220,000.00</b>
Finance Manager/Controller	G108	Monthly	\$13,693.60	\$14,241.34	\$14,810.99	\$15,403.43	\$15,948.79
		Bi-Weekly	\$6,320.12	\$6,572.93	\$6,835.84	\$7,109.28	\$7,360.98
		Hourly	\$79.00	\$82.16	\$85.45	\$88.87	\$92.01
		Annually	<b>\$164,323.14</b>	<b>\$170,896.07</b>	<b>\$177,731.91</b>	<b>\$184,841.19</b>	<b>\$191,385.48</b>
Senior Accountant	G108	Monthly	\$9,678.34	\$10,199.49	\$10,720.46	\$11,241.43	\$11,759.70
		Bi-Weekly	\$4,466.92	\$4,707.46	\$4,947.90	\$5,188.35	\$5,427.55
		Hourly	\$55.84	\$58.84	\$61.85	\$64.85	\$67.84
		Annually	<b>\$116,140.04</b>	<b>\$122,393.86</b>	<b>\$128,645.50</b>	<b>\$134,897.15</b>	<b>\$141,116.35</b>
Waste Prevention & Recycling Manager I, Associate	G160	Monthly	\$6,574.15	\$6,980.49	\$7,386.82	\$7,797.98	\$8,209.13
		Bi-Weekly	\$3,034.22	\$3,221.76	\$3,409.30	\$3,599.07	\$3,788.83
		Hourly	\$37.93	\$40.27	\$42.62	\$44.99	\$47.36
		Annually	<b>\$78,889.81</b>	<b>\$83,765.84</b>	<b>\$88,641.86</b>	<b>\$93,575.74</b>	<b>\$98,509.62</b>
Waste Prevention & Recycling Manager II, Journey	G180	Monthly	\$7,694.14	\$8,697.48	\$9,700.83	\$10,855.24	\$12,009.65
		Bi-Weekly	\$3,551.14	\$4,014.22	\$4,477.31	\$5,010.11	\$5,542.92
		Hourly	\$44.39	\$50.18	\$55.97	\$62.63	\$69.29
		Annually	<b>\$92,329.67</b>	<b>\$104,369.81</b>	<b>\$116,409.94</b>	<b>\$130,262.88</b>	<b>\$144,115.81</b>
Waste Prevention & Recycling Manager III, Senior	G185	Monthly	\$10,218.83	\$10,493.02	\$10,767.21	\$11,714.57	\$12,661.92
		Bi-Weekly	\$4,716.38	\$4,842.93	\$4,969.48	\$5,406.72	\$5,843.96
		Hourly	\$58.95	\$60.54	\$62.12	\$67.58	\$73.05
		Annually	<b>\$122,625.97</b>	<b>\$125,916.26</b>	<b>\$129,206.55</b>	<b>\$140,574.81</b>	<b>\$151,943.08</b>
Contract Compliance Specialist	G180	Monthly	\$7,694.14	\$8,697.48	\$9,700.83	\$10,855.24	\$12,009.65
		Bi-Weekly	\$3,551.14	\$4,014.22	\$4,477.31	\$5,010.11	\$5,542.92
		Hourly	\$44.39	\$50.18	\$55.97	\$62.63	\$69.29
		Annually	<b>\$92,329.67</b>	<b>\$104,369.81</b>	<b>\$116,409.94</b>	<b>\$130,262.88</b>	<b>\$144,115.81</b>

**Note:** Schedule includes 4% COLA increase effective 7/1/23. This excludes the Executive Director, whose contract does not provide for a salary increase until July 1, 2024.



**Additional Analysis**

COLA 1% - 4% Increase Scenarios									
Impact to Salaries Expense									
	Projected	0% COLA	1% COLA	2% COLA	2.5% COLA	3% COLA	3.4% COLA	3.5% COLA	4% COLA
	Salaries Expense	Salaries Expense	Impact to	Impact to	Impact to	Impact to	Impact to	Impact to	Impact to
Employee Classification	2023-24	2024-25	Salaries Expense	Salaries Expense	Salaries Expense	Salaries Expense	Salaries Expense	Salaries Expense	Salaries Expense
Board Secretary	\$ 127,238.84	\$ 127,238.84	\$ 1,272.39	\$ 2,544.78	\$ 3,180.97	\$ 3,817.17	\$ 4,326.12	\$ 4,453.36	\$ 5,089.55
Program Manager, II	\$ 144,115.81	\$ 144,115.81	\$ 1,441.16	\$ 2,882.32	\$ 3,602.90	\$ 4,323.47	\$ 4,899.94	\$ 5,044.05	\$ 5,764.63
Contract Compliance Manager	\$ 144,115.81	\$ 144,115.81	\$ 1,441.16	\$ 2,882.32	\$ 3,602.90	\$ 4,323.47	\$ 4,899.94	\$ 5,044.05	\$ 5,764.63
Senior Accountant *	\$ 125,780.16	\$ 132,292.31	\$ 1,322.92	\$ 2,645.85	\$ 3,307.31	\$ 3,968.77	\$ 4,497.94	\$ 4,630.23	\$ 5,291.69
Executive Director **	\$ 220,000.00	\$ 220,000.00	\$ 2,200.00	\$ 4,400.00	\$ 5,500.00	\$ 6,600.00	\$ 7,480.00	\$ 7,700.00	\$ 8,800.00
Program Manager, III	\$ 151,943.08	\$ 151,943.08	\$ 1,519.43	\$ 3,038.86	\$ 3,798.58	\$ 4,558.29	\$ 5,166.06	\$ 5,318.01	\$ 6,077.72
<b>Total</b>	<b>\$ 913,193.70</b>	<b>\$ 919,705.85</b>	<b>\$ 9,197.06</b>	<b>\$ 18,394.12</b>	<b>\$ 22,992.65</b>	<b>\$ 27,591.18</b>	<b>\$ 31,270.00</b>	<b>\$ 32,189.70</b>	<b>\$ 36,788.23</b>
*Assumes a 4.9% step Increase on 12/5/2024. All other employees are at top step.									
**Hired 1/3/23									

**Member Agency and CCCSWA COLAS - FY 2019 - FY 2025**

<b>Fiscal Year</b>	<b>County</b>	<b>Danville</b>	<b>Lafayette</b>	<b>Moraga</b>	<b>Orinda</b>	<b>Walnut Creek</b>	<b>CCCSWA</b>
2018-19	3.0%	4.0%	6.2% <sup>1</sup>	2.0%	3.0%	3.0%	2.9%
2019-20	4.0%	4.0%	5.1%	3.0%	3.0%	3.0%	3.5%
2020-21	3.0%	0.0%	2.5%	2.5%	3.0%	3.0%	3.2%
2021-22	3.0%	4.0%	2.5%	2.5%	5.0%	2.5%	0.0%
2022-23	5.0%	unknown	2.5%	5.2%	4.0%	3.0%	3.0%
2023-24	5.0%	unknown	2.5% <sup>2</sup>	3.0%	4.0%	2.5%	4.0%
2024-25	5.0%	unknown	2.5%	3.0%	3.0%	unknown	unknown
<b>Average</b>	4.0%	3.0%	3.4%	3.0%	3.6%	2.8%	2.8%

<sup>1</sup>Includes some promotions.

<sup>2</sup>Note that Lafayette had a median salary increase of 7.7% in FY 2023-24 due to a salary survey. The COLA portion was 2.5%.