

BOARD OF DIRECTORS

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MONTEREY REGIONAL  
WASTE MANAGEMENT DISTRICT  
*Home of the Last Chance Mercantile*  
PERSONNEL COMMITTEE MEETING  
AGENDA

TIMOTHY S. FLANAGAN  
General Manager

GUY PETRABORG, P.E., G.E.  
Director of Engineering & Compliance

PETER SKINNER  
Director of Finance & Administration

TIM BROWNELL  
Director of Operations

ZOE SHOATS  
Director of Communications

ROBERT WELLINGTON  
Legal Counsel

Wednesday, July 7, 2021

Bales Boardroom

10:30 a.m.

14201 Del Monte Blvd., Monterey County, CA

**Please Note:** Meeting will be held virtually via zoom compliant with Governor Newsom's executive Order N-29-20 which allows local legislative bodies to hold public meetings via teleconference and to make public meetings accessible telephonically or otherwise electronically to all members of the public seeking to observe and address the local legislative body to avoid public gatherings, and which suspended all contrary provisions of the Brown Act. To join the zoom webinar, click on this link: <https://us02web.zoom.us/j/83885317255> copy/paste the link into your browser, or type the link into your browser. If your computer does not have audio, you will also need to join the meeting via phone. To participate via phone, please call: 1-669-900-9128; Meeting ID: 838 8531 7255 Public Comments: if you are unable to participate via telephone or virtually, you may also submit your comments by e-mailing them to [igonzales@mrwmd.org](mailto:igonzales@mrwmd.org) with one of the following subject lines "Public Comment Item #" (insert the item number relevant to your comment) or "Public Comment - Non Agenda Item". Comments must be received by 4:00 p.m. on Tuesday, July 6, 2021. All submitted comments will be provided to the Committee and may be read into the record or compiled as part of the record. Public comment will also be accepted during the meeting.

**CALL TO ORDER**

**ROLL CALL AND ESTABLISHMENT OF QUORUM**

**PUBLIC COMMUNICATIONS**

Anyone wishing to address the Committee on matters *not* appearing on the Agenda may do so now. *Please limit comments to a maximum of three (3) minutes.* The public may comment on any other matter listed on the agenda at the time the matter is being considered by the Board.

**ITEMS FOR COMMITTEE CONSIDERATION, DISCUSSION AND ACTION**

1. Recruitment of General Manager

**GENERAL MANAGER COMMUNICATIONS**

**ADJOURNMENT**

**NEXT MEETING DATE:** Wednesday, August 4, 2021 10:30 a.m.

This agenda was posted at the District offices at 14201 Del Monte Blvd, Monterey County, CA. Staff reports and additional information regarding these agenda items are available on the District website ([www.mrwmd.org](http://www.mrwmd.org)) and at the District offices during regular business hours (additional fee for copying). All meetings are open to the public. The District does not discriminate against persons with disabilities and the Boardroom is wheelchair accessible. Recordings of meetings can be provided upon request. To request assistive listening devices, sign language interpreters, readers, large print agendas or other accommodations, please call Ida Gonzales at (831) 384-5313 or e-mail: [igonzales@mrwmd.org](mailto:igonzales@mrwmd.org). Requests must be made at least 48 hours in advance of the meeting.



# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: July 2, 2021  
TO: Personnel Committee  
FROM: General Manager  
SUBJECT: Personnel Committee Meeting of July 7, 2021

### ITEMS FOR COMMITTEE CONSIDERATION, DISCUSSION AND ACTION

1. Recruitment of General Manager

Please refer to the enclosed memo from Berta Torres, Human Resources Manager.

*Recommendation: For Personnel Committee Review, Input and Approval*

### GENERAL MANAGER COMMUNICATIONS

**LCM Reopening** – KSBW Channel 8 did a very nice story on July 1, 2021 of the re-opening of LCM. Staff and VTC personnel both indicated their respective excitement for the re-opening. No date certain has been set, but all parties are shooting for an early August/early September opening.

**August Board Meeting** - Staff anticipates the need for an August Board meeting. In the past three years we have been “dark” for August. Topics will include update on GM recruitment, LCM re-opening, Capital reserves, and former Director Gary Bales in-person retirement event and resolution.

### ADJOURNMENT

**NEXT MEETING DATE:** August 4, 2021 at 10:30 a.m.

Respectfully submitted,

Timothy S. Flanagan



# Memorandum

## MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: July 2, 2021  
TO: Board of Directors  
FROM: Human Resources Manager  
SUBJECT: Recruitment of General Manager

Reviewed by:  Date: 7/2/2021  
General Manager

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**RECOMMENDATION: For Personnel Committee Review, Input and Approval.**

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As directed by the Board, the Personnel Committee has been assigned primary responsibility for steering the recruitment efforts for the General Manager.

Enclosed for your review, input and approval are the following:

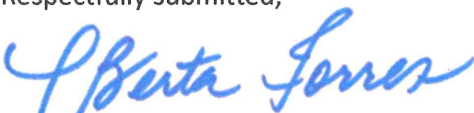
- Recruitment Timeline
- General Manager Profile 2021
- Advertising Text
- Draft Recruitment Brochure

Additionally, staff requests the Personnel Committee consider the following questions and provide direction:

1. Is the Personnel Committee available for a special meeting the week of September 6th to conduct interviews? If not, the Recruitment Timeline will be adjusted, based on the Personnel Committee availability.
2. Would you like to include external stakeholders in the process (Professional Panel)? If so, please provide names of 3-4 people to be invited to participate.
3. At the June Board meeting, Director Askew suggested that a bachelor's degree not be a requirement for the position. Is this your direction?

The lead recruiter, Gary Phillips, Executive Vice President of Bob Murray & Associates will be attending the Personnel Committee meeting of July 7, 2021, to answer your questions and receive additional direction.

Respectfully submitted,

  
Berta R. Torres



## RECRUITMENT TIMELINE GENERAL MANAGER

<i>ACTIVITY</i>	<i>CONDUCTED BY</i>	<i>DATE</i>	<i>TME</i>
Candidate Profile (Meet with Board in closed session. Would Board like GM present?)	BM & A	June 18, 2021	11:00 AM
Candidate Profile (Meet with GM (if not present during Board meeting) and key staff. Individual interviews or group?)	BM & A	June 18, 2021 – June 22, 2021	
District reviews profile	District	June 30, 2021	
Meet with Personnel Committee (Review brochure and obtain final approval.)	BM & A	July 7, 2021,	10:30 AM
Brochures to print	BM & A	July 8, 2021	
Ad placement & Outreach	BM & A	July/Aug 2021	
Recruitment close (Copy of candidate list to Berta for distribution to Personnel Committee).	-----	Aug 13, 2021	
Review resumes (Copy of resumes to Berta of all candidates to be interviewed for distribution to the Personnel Committee)	BM & A	Aug 16, 2021	
Candidate interviews (Interviews by recruiter)	BM & A	Aug 23&24, 2021	
Select 10-12 top candidates (Recruiter sends list to Berta for distribution to personnel committee.)	BM & A	Aug 26, 2021	
Present Final Candidate Recommendations (Recruiter reviews resumes of final 10-12 candidates with Personnel Committee with goal of identifying 6 candidates for the committee to interview.)	BM & A	Sept 1, 2021	10:30 AM - noon



Interviews by Personnel Committee            District & BM & A            Week of Sept 6, 2021 (Special Meeting)  
(The Personnel Committee and the Professional Panel (comprised of select members of TAC and others identified by the Board and staff?), will interview the top 6 candidates identified by the Personnel Committee.  
The goal will be to identify 3 candidates to go forward for interview by the full Board.

Interviews by the Board & Staff Panel        District & BM & A            Sept 17, 2021            9:00 AM - noon  
(The top 3 candidates recommended by the Personnel Committee and Professional Panel will be interviewed by the full Board in closed session and separately by a Staff Panel. Goal is to identify a top candidate to move forward to background. Incorporate site tour.

Background (Selected Candidate)            BM & A                            Oct\_\_\_\_, 2021  
(i.e. criminal, civil, credit checks, references, etc.)

Candidate Selection                            District                            Oct 22, 2021            9:00 AM  
(Public announcement by the Board)

## **Monterey Regional Waste Management District** **General Manager Profile 2021**

### **THE COMMUNITY**

The Monterey County region, with its moderate Mediterranean climate, is a diverse community set in a picturesque coastal location. Miles of beautiful beaches, spectacular mountain ranges, groves of redwoods, low-rolling foothills, and scenic valleys are characteristics that contribute to the quality of life enjoyed by over 400,000 residents. Boasting such world-renowned attractions as the spectacular Big Sur Coast, 17-Mile Drive, Monterey Bay Aquarium, Cannery Row, the Steinbeck Center, the Monterey Jazz and Blues Festivals and Pebble Beach – possibly the world’s most famous golf course, it’s easy to see why an estimated 4 million visitors a year make Monterey County their destination of choice.

In addition to a thriving tourist trade, Monterey County’s economy is largely based on a vigorous agricultural industry. Known as the ‘salad bowl of the nation’ the Salinas Valley provides fresh strawberries, vegetables and salad greens to the entire country. California’s 16<sup>th</sup> largest county also provides many educational opportunities for its residents including California State University at Monterey Bay, the Middlebury Institute of International Studies at Monterey Bay, the Defense Language Institute, Presidio of Monterey, and the Naval Postgraduate School. All these factors combine to make Monterey County a healthy, economically diverse region eager to foster and sustain an enriching lifestyle for its residents.

### **THE DISTRICT**

The mission of the Monterey Regional Waste Management District (MRWMD) is “to turn waste into resources in the most cost effective and environmentally sound manner to benefit the community.”

Established in 1951 as a Garbage and Refuse Disposal District, the MRWMD has been an industry pioneer in providing cost-effective solid waste management and resource recovery services. In addition to being the home of the Monterey Peninsula Landfill, over the years many successful waste diversion and recycling facilities and programs have been developed and operated.

The District’s primary purpose is to manage solid waste from within its service area including the Monterey Peninsula and coastal Monterey County. The District’s services include a Materials Recovery Facility that is state of the art for single stream, mixed waste processing and processing of construction and demolition and self-haul materials, the Last Chance Mercantile reuse store (operated by the Veterans Transition Center), a household hazardous waste collection facility, recycling drop-off area, and Small Planet Garden where school groups conclude their tours. The District is energy independent and sells surplus electricity back to the grid. More than 4,500 kilowatts of continuous power is currently being generated from the landfill gas collection system. The landfill site has a design capacity of approximately 84 million cubic yards with remaining waste capacity of approximately 72 million cubic yards which is projected to last more than 100 years at present recycling and disposal rates.

The District also has a fleet parking and corporation yard on a 10 acre parcel that is home to the collection services hauling company that is serving 7 Peninsula member agencies. Additionally, an operational Compressed Natural Gas (CNG) fueling station for collection vehicles that will begin to fuel the collection local refuse and recycling trucks with fuel produced from biogas by the end of the calendar year.

The District covers a total of 853 square miles and serves a population of about 140,000. MRWMD facilities are located on its 475-acre property, 2 miles north of Marina, at the Monterey Regional Environmental Park. The property consists of a 315-acre permitted sanitary landfill site, a 126-acre buffer area (mostly Salinas River floodplain), and 20 acres for the resource recovery facilities, administrative offices, Board chambers, and maintenance buildings. The MRWMD service area includes the following jurisdictions: Moss Landing, Castroville, Marina, Seaside, Del Rey Oaks, Sand City, Monterey, Monterey-Salinas Highway area, Pacific Grove, Pebble Beach, Carmel, Unincorporated Carmel-by-the-Sea, Carmel Valley, Carmel Highlands, and Big Sur.

In 1998, the District received the first ever Gold Excellence Award for "Best Solid Waste System in North America" from the Solid Waste Association of North America. MRWMD was awarded the "2003 Landfill Methane Outreach Program Community Partner" Certificate by the U.S. Environmental Protection Agency. In 2014, the District received SWANA's Gold Excellence Award in composting for its Anaerobic Digestion Pilot Project.

MRWMD operates under a budget of approximately \$40 million and has a staff of 122 full time employees.

For further information, please visit the District's website at [www.mrwmd.org](http://www.mrwmd.org).

## **THE POSITION**

The General Manager serves as the Executive Officer for the MRWMD and reports to a nine-member Board of Directors that establishes District policy. The Board consists of elected officials who are appointed to the Board for four-year terms. The General Manager provides leadership on the development of District services, functions and policies, while also maintaining a current awareness of best management and administrative practices and is prepared to implement changes that will increase the efficiency and economy of District operations and services.

The General Manager directs and oversees Director of Operations, Director of Finance & Administration, Director of Engineering & Compliance and Director of Communications. The General Manager has general responsibility for District labor relations matters and is typically the lead negotiator for collective bargaining with the union Operating Engineers Local #3. The General Manager provides oversight to the Director of Communications, who is primarily responsible for the District's outreach strategies and evaluating the effectiveness of programs and services provided to the community.

The General Manager will serve as a District representative before boards and commissions and coordinate the preparation of the agenda for the Board of Director's meetings. The selected candidate will work on joint, cooperative efforts with other solid waste management agencies and also prepare leases and agreements.



The General Manager oversees the development and administration of operating and capital improvement budgets, plans, and capital projects while also directing preparation of grant applications and grant administration. Budget requests and recommendations for final expenditure levels are also primary responsibilities.

## **THE IDEAL CANDIDATE**

The ideal candidate is a visionary leader, effective communicator and business executive who is visible within the community. A General Manager who is open, honest, and has excellent oral and written communication skills is desired. The incumbent must be able to lead, organize, and manage a staff with diverse talents, skills, and personalities. The ideal candidate will have the ability to work collaboratively with a diverse Board of Directors in establishing goals and objectives, as well as in managing complex projects and defining and implementing best practices.

The Board of Directors is seeking a candidate who will help craft a new vision and values statement for the organization and lead a re-branding of the District that reflects the new vision and values. This work will be done in consultation with staff, the Board and other key stakeholders. The ideal candidate will provide staff with clear direction and lead in a way that motivates and inspires staff to achieve the goals and objectives of the District. MRWMD seeks an innovative General Manager who will personally seek out greater organizational efficiencies and inspire staff to do the same; a candidate who will seek to deliver excellent services while keeping costs as low as possible is desired. A candidate who is willing to lead by example, work hard to get the job done and be a hands-on manager would do well in this position. The new General Manager will be a creative problem solver who is able to identify key issues in complex situations, evaluate options, and initiate strategies for resolution.

MRWMD is seeking a candidate with knowledge of and experience with the principles and practices of public administration, including administrative analysis, fiscal planning and control, and policy and program development. Knowledge of engineering and construction principles applicable to planning, permitting, design, and construction is desired. Candidates are expected to have a working knowledge of California laws and regulations pertaining to solid and hazardous waste management, recycling, and landfill operations. Knowledge of the power industry, material markets, and facility operations is desirable.

Candidates should possess a combination of education and experience which provides a solid grounding in management and administration of a public or private agency responsible for solid waste management, recycling, and landfill operations. Background should include responsibility for formulation and implementation of programs, budgets, and administrative operations. Bachelor's degree with coursework in engineering, business administration, public administration or a related field is preferred. A Master's degree is a plus. Candidates with the ability to speak Spanish are highly desirable.

## THE COMPENSATION

The annual salary range for the General Manager is \$189,000 – \$208,555; placement within this range is dependent on qualifications and experience of the selected candidate. The District also offers an attractive benefits package including:

**Retirement – CalPERS Retirement Plan**( 2% at 62); A Deferred Compensation Plan (457(b)) is also available with employer match after one year of service.

**Benefit Package** – The District provides a medical, dental, prescription drug and vision plan for District employees and their families. The District currently pays 84% of the premium and the employee pays 16%. Life and ADD insurance is provided in an amount equal to annual salary. Short-Term and Long-Term Disability Insurance is provided at no cost to the employee.

**Time Off** – The District offers 14 paid holidays per year; 10 -22 days of vacation, based on years of service, ; 12 days of paid sick leave per year. , .

**Management Leave** –117 hours per year.

**Other benefits include:** Employee Assistance Program, Optional Cafeteria Plan (Hospital, Accident & Cancer Plan) and a vehicle stipend.

## TO APPLY

If you are interested in this outstanding opportunity, please visit our website at [www.bobmurrayassoc.com](http://www.bobmurrayassoc.com) to apply online.

**Filing Deadline: August 13, 2021**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. Candidates will be advised of the status of the recruitment following finalist selection. Finalist interviews will be held with the Monterey Regional Waste Management District. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. If you have any questions, please do not hesitate to call at Gary Phillips, (916) 784-9080.

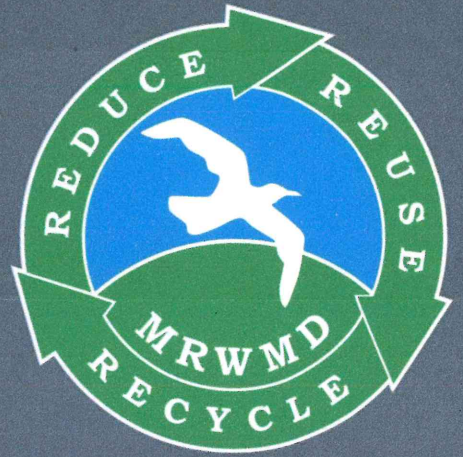
**Monterey Regional Waste Management District**  
**General Manager**

**Advertising Text**

The Monterey Regional Waste Management District is seeking a visionary leader, effective communicator, and business executive to serve as its General Manager. The ideal candidate will be a strategic and creative problem-solver who will provide staff with clear direction and lead in a way that motivates and inspires staff to achieve the goals and objectives of the District.

. Candidates should possess a combination of education and experience in management and administration of a public or private agency responsible for solid waste management, recycling, and landfill operations. Background should include responsibility for formulation and implementation of programs, budgets, and administrative operations. A Bachelor's degree with coursework in engineering, business administration, public administration, or a related field is required. A Master's degree is desired. Candidates with the ability to speak Spanish are highly desirable. The starting salary range for the General Manager position is \$189,000-\$208,555; placement within this range is dependent upon qualifications and experience of the selected candidate. If you are interested in this outstanding opportunity, please apply online at [www.bobmurrayassoc.com](http://www.bobmurrayassoc.com). Contact Gary Phillips at (916) 784-9080 with any questions. **Filing Deadline August 13, 2021.**





**GENERAL  
MANAGER**



**BOB MURRAY  
& ASSOCIATES**  
EXPERTS IN EXECUTIVE SEARCH



## THE COMMUNITY

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complex projects and defining and implementing best practices.

The Board of Directors is seeking a candidate who will help guide and develop a new vision and values statement and help lead the re-branding of the District for the next generation of waste diversion, reduction, and zero waste practices and help set the direction with Board. The ideal candidate will share the District's vision, provide clear direction, motivate, inspire and lead staff to achieve the goals and objectives of the District. MRWMD seeks an innovative General Manager who will personally seek out greater organizational and cost efficiencies and inspire staff to do the same; a candidate who will seek to deliver excellent services while keeping costs as low as possible is desired. A candidate who is willing to lead by example, work hard to get the job done and be a hands-on manager would do well in this position. The new General Manager will be a creative problem solver who is able to identify key issues in complex situations, evaluate options, and initiate strategies for resolution.

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Candidates should possess a combination of education and experience which provides broad and extensive experience in management and administration of a public or private agency responsible for solid waste management, recycling, and landfill operations. Background should include responsibility for formulation and implementation of programs, budgets, and administrative operations. Bachelor's degree with coursework in engineering, business administration, public administration or a related field is required. A Master's degree is preferred. Candidates with the ability to speak Spanish are highly desirable.

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**Retirement** – P.E.R.S. 2% at 62; A Deferred Compensation Plan is also available. (457(b))

**Benefit Package** – The District provides a medical, dental, prescription drug and vision plan for District employees and their families. The District currently pays 84% of the premium and the employee pays 16%. Life and ADD insurance is provided in an amount equal to annual salary. Short-Term and Long-Term Disability Insurance is provided at no cost to the employee.

**Time Off** – The District offers 14 paid holidays per year; 2 weeks vacation during first 4 years of employment, additional days accrued thereafter will be awarded until a maximum of 4 weeks per year is reached after 15 years of employment; 12 days per year sick leave with unlimited accumulation, P.E.R.S. unused sick leave is converted at the time of retirement.

**Management Leave** – 117 hours per year.

Other benefits include: Employee Assistance Program, Educational Benefits, Cafeteria Plan (Hospital, Accident & Cancer Plan) optional, and a vehicle stipend.

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