

AGENDA

DELAWARE COUNTY SOLID WASTE AUTHORITY MEETING

610 E. Baltimore Pike, Media, PA 19063

November 15, 2023

3:00 PM

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Approval of the Minutes of the Board of Directors Meetings held on October 11th and October 18th, 2023
5. Public Comment
6. Authority Update Report: CEO, Brooks Stayer
7. Facility Operations/Development
 - Review: October and YTD 2023 Tonnage Summary
 - Action Item-Approve: Bomag Compactor Purchase (\$1,304,939.27)
 - Action Item-Approve: Service Truck Chassis Purchase (\$70,329.40)
8. Accounting and Finance Report
 - Review: October and YTD Operating and Capital Budget Report
 - Action Item-Approve: Accounts Payable List for October 2023
9. Strategic Planning, Policy, and Administration:
 - Action Item-Approve: Authority Observed Holiday Schedule
 - Action Item-Approve: MWMP Funding up to \$30,000
 - Action Item-Approve: Land Develop Engineer (Transfer Stations)
 - Action Item-Approve: 2024 Annual Staffing Levels and Pay Ranges
10. Solicitor Report
 - Action Item-Approve: Motion to appoint the Chief Financial Officer to, and remove the Accounting Manager from, the Pension Committee.
11. Other Business
12. Executive Session (HR-CFO recruitment and Legal)
13. Adjournment

DELAWARE COUNTY SOLID WASTE AUTHORITY
Rose Tree Park

October 11, 2023

The meeting was called to order at 3:00 PM.

The pledge of Allegiance was said.

Board Member Attendance: William Silverstein, Vice Chairman
Steven Goldfield, Treasurer/Asst. Secretary
William Jones, Secretary
James P. Kelly, Member
John Butler, Member
Robert Layden, Member

Others In attendance: Brooks Stayer, CEO
James Warner, Consultant
Michael Clarke, Solicitor
Samantha Newell, Solicitor
Jeff Munster, COO

Upon motion duly made and seconded, and by unanimous vote **Acceptance** of Resignation for Employee Angela Nash. Motion made and passed with no dissenting votes.

The Delaware County Solid Waste Authority Board Members went into an Executive Session: Personnel.

DELAWARE COUNTY SOLID WASTE AUTHORITY

October 18, 2023

The meeting was called to order at 3:00 PM.

The pledge of Allegiance was said.

Roll Call

Board Member Attendance: William Silverstein, Vice Chairman
Steven Goldfield, Treasurer/Asst. Secretary
William Jones, Secretary
James P. Kelly, Member
John Butler, Member
Robert Layden, Member

Others In attendance: Brooks Stayer, CEO
James Warner, Consultant
Michael Clarke, Solicitor
Samantha Newell, Solicitor
Jeff Munster, COO
Wendy Marburger, CAO

Upon motion duly made and seconded, and by unanimous vote **Approval** of the Minutes of the Board of Directors Meeting held at Rose Tree Park on September 13, 2023 and September 20, 2023. Motion made by James Kelly; Seconded by Steven Goldfield, motion was passed with no dissenting votes.

Public Comment:

Zulene Mayfield, Covanta Host Fees
Kayla Miller, Covanta Host Fees
Chris Faulk, Covanta Host Fees
Carolyn Fillery, Covanta Host Fees
Erica Burman, Covanta Host Fees
Lindsay T., Covanta Host Fees
Sister Bell, Covanta Host Fees
Ryunah Kang, Chester Host Fees
Anna C., Chester Host Fees

Brooks Stayer, CEO updates on:
o HHW Event October 14, 2023
o Capping Project

- Surplus Auction (\$10,000)
- SCS Engineers meeting for Transfer Stations

September and YTD 2023 Tonnage Summary reviewed.

Upon motion duly made and seconded, and by unanimous vote **Approval** to Award Bid for Structural Fill and Intermediate Cover to Martin Stone Quarries Inc. at a Total Contract Price of \$12,477,940.00. Motion made by James Kelly; Seconded by Steven Goldfield, motion was passed with no dissenting votes.

Upon motion duly made and seconded, and by unanimous vote **Approval** of Change Order for Kinsley Construction to Initiate Phase 2 Berm Construction Structural Fill Placement in the estimated amount of \$ 1,648,847.00, Motion made by James Kelly; Seconded by Steven Goldfield, motion was passed with no dissenting votes.

September and YTD Operating and Capital Budget Report reviewed.

Upon motion duly made and seconded, and by a vote of 5 to 1 **Approval** of Payment of Bills for the month of September 2023. Motion made by James Kelly; Seconded by Steven Goldfield, motion was passed with one dissenting vote by John Butler.

Upon motion duly made and seconded, and by unanimous vote **Approval** of the Folcroft Landfill Agreement Cash Call up to \$ 75,000.00. Motion made by William Silverstein; Seconded by Robert Layden, motion was passed with no dissenting votes.

Upon motion duly made and seconded, and by a vote of 5 to 1 **Approval** of Disposal Fee Discount Policy for 2024. Motion made by Steven Goldfield; Seconded by James Kelly, motion was passed with one dissenting vote by William Jones.

Upon motion duly made and seconded, and by unanimous vote **Approval** of Resolution 2023-3: 2024 Operating and Capital Budgets. Motion made by Steven Goldfield; Seconded by James Kelly, motion was passed with no dissenting votes. Willaim Jones Abstained.

Solicitor Report:

- Folcroft Landfill
- Procurement Policy
- Files from Rosetree Office

Upon motion duly made and seconded, and by unanimous vote **Approval** to Amend the Agenda to include the recommendation from the Nomination Committee for Chairman and Vice Chairman. Motion made by Steven Goldfield; Seconded by Robert Layden, motion was passed with no dissenting votes.

Upon motion duly made and seconded, and by unanimous vote **Approval** to Appoint Chairman to William Silverstein and Vice Chairman to William Jones until January 2024. Motion made by Steven Goldfield; Seconded by Robert Layden, motion was passed with no dissenting votes.

There being no further business, the meeting was adjourned at 5:15 PM.

The Delaware County Solid Waste Authority Board Members went into an Executive Session: Personnel.

**DELAWARE COUNTY SOLID WASTE AUTHORITY
OCTOBER 2023
OPERATING BUDGET SUMMARY**

	MONTH				YTD			
	Budget	Actual	Variance	%	Budget	Actual	Variance	%
Delaware County Refuse								
Delco Residential	13,516	13,914	398	3%	127,389	135,376	7,987	6%
Delco Commercial	11,511	10,970	(541)	-5%	99,782	102,741	2,959	3%
Delco Direct Residential	5,512	4,167	(1,345)	-24%	56,039	45,625	(10,414)	-19%
Delco Direct Commercial	3,440	4,134	694	20%	40,735	42,568	1,833	4%
Total Tons	33,980	33,185	(795)	-2%	323,946	326,311	2,365	1%
Rolling Hills Landfill								
Covanta Ash	32,480	33,945	1,464	5%	314,469	331,443	16,974	5%
Plymouth Ash	3,465	5,871	2,406	69%	33,544	41,213	7,669	23%
Berks County	4,513	8,477	3,964	88%	43,690	73,583	29,894	68%
Montgomery County	9,528	6,539	(2,988)	-31%	92,244	74,438	(17,806)	-19%
Residual	0	5,248	5,248		0	50,127	50,127	
Total Tons	49,985	60,079	10,094	20%	483,946	570,805	86,859	18%
System Tons	83,965	93,264	9,299	11%	807,892	897,116	89,224	11%
Delco Tons to RHL	3,360	3,783	423	13%	33,600	35,713	2,113	6%

ISSUE PAPER

Issue: Purchase a Bomag BC1173RB-5 Waste Compactor

Background: The Rolling Hills Landfill uses a waste compactor daily to compact the waste to maximize capacity and extend the life of the Rolling Hills Landfill. It is the most essential piece of equipment used in our daily operations.

Discussion: Landfill Staff considered three (3) different machines and received demonstrations and owner reviews of two, the Bomag compactor at the Cumberland County Solid Waste Facility in Cumberland NJ and a Tana compactor at the Greater Lebanon Refuse Authority in Lebanon Pa. A third compactor machine made by Caterpillar is currently owned and operated by the Authority. A summary of the three machine is as follows:

A.) Bomag: Manufactured in Germany. It is hydrostatically driven with four pumps and four wheels with compactor teeth.

- 1.) Easy to operate.
- 2.) Compacts all waste.
- 3.) Parts are readily available at the local dealer in NJ or South Carolina.
- 4.) Performs extremely well on hills and in mud/sludge waste.
- 5.) Available January 2024

B.) Tana: Manufactured in Finland. It is hydrostatically driven with two drums that have compactor teeth attached to them.

- Operates slowly.
- It is awkward to operate. Pivot point is behind the operator.
- Doesn't appear to compact construction or bulky waste as well as other brand machines.
- Spare parts are in a shipping container on left on your site or in Texas.
- Doesn't perform well on hills or in mud/sludge waste.
- Available early 2024

C.) Caterpillar: Manufactured in Texas. Gear driven with rears/axles/driveshaft and four wheels with attachable compactor teeth.

- Expensive.
- Motor issues with this model.
- Parts availability and dealer performance have been substandard.
- Easy to operate/rough ride.
- Available 4-6 months

The Bomag hydrostatic compactor meets the needs of our operations better than the other two and would replace the current 2018 Caterpillar 826 compactor as the daily machine. The Caterpillar would become the backup machine. The Bomag compactor weighs 126,000 pounds which is 30% heavier than the current landfill compactor and is thus better suited for the eventuality of more trash and less ash. Our intention is to use the Sourcewell purchase coop (approved by the board in 2022) to purchase the machine. The purchase is part of a cyclical landfill heavy equipment replacement schedule and is available for delivery in early 2024 pending approval.

The Bomag has the following warranties:

- Wheel Drum structure 10 years or 20,000 hours
- Weld on teeth 5 years or 10,000 hours (includes wear)
- Premier Coverage 5 years or 75,000 hours
- Includes 1-year of Preventive Maintenance

VENDOR	MANUFACTOR	MODEL	PRICE	BUDGET	BUDGET VARIANCE	CO-OP
Komatsu	Bomag	BC1173RB5	\$1,304,939	\$1,400,000	(\$95,060)	Sourcewell
Foley Cat	Caterpillar	836-VT	\$1,623,150			Costars
GT&E	Tana	H555 ECO	\$1,222,499			Sourcewell

Recommendation: It is recommended that the Board approve the purchasing of the Bomag BC1173RB-5 Waste Compactor from Komatsu America Corporation through the Sourcewell governmental purchasing co-op.

Approved: _____ Date: _____

William Silverstein, Vice Chairman

ISSUE PAPER

Issue: Purchase a 2024 F-600 Chassis for Service Truck

Background: The landfill mechanics require the use service trucks to perform repairs, service, and maintenance on various pieces of heavy equipment, pumps, generators, etc., located throughout the landfill site and which cannot be readily moved to the shop.

Discussion: Maintenance staff currently use two trucks, a 2001 F-450 model and a 2005 F-550 model to maintain the off-road fleet at RHL. The 2001 unit is not compliant with PASI and it isn't economical to repair. The 2001 model will be sold when the new service truck is received and the 2005 (although 19 years old) will remain in service.

The purchase of a service truck chassis was included in the approved 2024 Capital Budget and is an item covered in the COSTARS program (Pennsylvania's cooperative purchasing program) and comes with the following warranties.

- Power train- 5 year/100,000-mile
- 1-year limited factory

VENDOR	MANUFACTOR	MODEL	PRICE	BUDGET	BUDGET VARIANCE
Tom Masano Ford	Ford	F-600	\$70,329.40	\$72,000	(\$1,670.60)

Recommendation: It is recommended that the Board approve the purchasing of the 2024 F-600 Chassis for \$70,329.40.

Approved: _____ **Date:** _____

William Silverstein, Chairman

**DELAWARE COUNTY SOLID WASTE AUTHORITY
OCTOBER 2023
OPERATING BUDGET SUMMARY**

	Month				YTD			
	Budget	Monthly	Variance	Variance %	YTD Budget	YTD	Variance	Variance %
REVENUE								
Delco Residential	\$1,069,727	\$1,154,850	\$85,123	8%	\$10,081,979	\$11,240,397	\$1,158,418	11%
Delco Commercial	928,407	910,533	(17,874)	-2%	\$8,047,769	\$8,533,506	485,738	6%
Delco Direct Residential	428,758	345,865	(82,893)	-19%	\$4,358,890	\$3,733,990	(624,900)	-14%
Delco Direct Commercial	284,210	343,125	58,915	21%	\$3,365,288	\$3,508,071	142,783	4%
Covanta Ash	716,841	726,261	9,420	1%	\$6,940,320	\$6,963,440	23,120	0%
Plymouth Ash	75,770	132,560	56,790	75%	\$733,592	\$920,413	186,821	25%
Berks County	235,603	475,953	240,350	102%	\$2,281,063	\$4,109,566	1,828,503	80%
Montgomery County	569,939	385,869	(184,069)	-32%	\$5,518,042	\$4,418,610	(1,099,432)	-20%
Residual	0	249,281	249,281		\$0	\$2,322,033	2,322,033	
Grants	4,167	0	(4,167)	-100%	\$41,667	\$174,106	132,440	318%
Miscellaneous	5,000	16,959	11,959	239%	\$50,000	\$305,198	255,198	510%
Total Revenue	\$4,318,421	\$4,741,257	\$422,836	10%	\$41,418,610	\$46,229,331	\$4,810,722	12%
Discounts		76,939	76,939			\$810,188	810,188	
Total Net Revenue	\$4,318,421	\$4,664,318	\$345,897	8%	\$41,418,610	\$45,419,144	\$4,000,534	10%
EXPENSES								
Administration	\$239,195	\$182,268	(\$56,926)	-24%	\$2,413,786	\$2,146,913	(\$266,873)	-11%
Operations	476,627	466,681	(9,946)	-2%	\$4,843,020	\$4,414,141	(428,880)	-9%
Contract Hauling	885,971	836,088	(49,883)	-6%	\$8,041,857	\$8,106,918	65,060	1%
Covanta Processing	1,388,228	1,309,683	(78,545)	-6%	\$13,181,644	\$13,045,680	(135,965)	-1%
Delco Host Fees	61,293	56,881	(4,412)	-7%	\$581,225	\$576,758	(4,467)	-1%
RHL Host Fees	399,073	406,794	7,722	2%	\$3,875,789	\$3,936,277	60,488	2%
HHW Events/Recycling	7,046	3,178	(3,868)	-55%	\$70,458	\$34,054	(36,404)	-52%
Total Expenses	\$3,457,433	\$3,261,574	(\$195,858)	-6%	\$33,007,780	\$32,260,740	(\$747,040)	-2%
Debt P & I Payments	\$60,950	\$60,950	\$0		\$609,500	\$609,500	\$0	
Operating Surplus (Deficit)	\$800,039	\$1,341,794	\$541,755	68%	\$7,801,330	\$12,548,904	\$4,747,574	61%

**DELAWARE COUNTY SOLID WASTE AUTHORITY
BUDGET PERFORMANCE SUMMARY
October 2023**

Capital Budget 2023	\$6,280,000
Capital Expense YTD 2023	<u>\$5,443,237</u>
Capital Budget Balance 2023	\$836,763
Summary	
Net Operating Surplus October 2023	\$1,341,794
Capital Expense October 2023	\$676,373
Capital Reserve Contribution	\$0
Operating Account Contribution from Operating Surplus	\$665,421
Capital Reserve Account Beginning Balance as of 10/01/23	\$5,886,922
Capital Reserve Account Interest	\$27,553 (5.51%)
Capital Reserve Account Ending Balance as of 10/31/23	\$5,914,475
Republic Operating Account Beginning Balance as of 10/01/23	\$2,129,880
Republic Operating Account Interest	\$3,343 (1.56%)
Republic Operating Account Ending Balance as of 10/31/23 ((\$1M transfer in on 10/27/23))	\$1,257,236
PLGIT Short-Term Account Balance as of 10/31/23 ((\$1M transfer out on 10/27/23))	\$4,107,047 (5.26%)
Total Account Balances	<u>\$11,278,758</u>
Restricted Accounts	
PLGIT Landfill Closure/PC Account Balance as of 10/31/23	\$1,023,725 (5.51%)

Delaware County Solid Waste Authority
Accounts Payable Listing
11/15/2023

		\$139,680.59	October Payroll
ACH	10/2/2023	\$440.91	AT&T Mobility
ACH	10/17/2023	\$256.77	AQUA Pennsylvania
ACH	10/12/2023	\$457.81	Comcast Business
ACH	10/11/2023	\$876.50	Kinetic Business (Windstream)
ACH	10/30/2023	\$3,363.23	Met-Ed
ACH	10/13/2023	\$864.22	PECO Energy
ACH	10/4/2023	\$91.88	PECO Energy
ACH	10/25/2023	\$976.90	PenTela Data
ACH	10/31/2023	\$7,938.38	Republic Bank (VISA)
ACH	10/25/2023	\$11,108.69	Wilmington Trust (Debt Interest)
61789	11/15/2023	\$5,565.38	610 Baltimore Pike LLC
61790	11/15/2023	\$1,370.70	Abila
61791	11/15/2023	\$2,644.23	Airgas USA, LLC
61792	11/15/2023	\$11,402.50	Alex's Tire Center
61793	11/15/2023	\$183.63	Aramark
61794	11/15/2023	\$22,679.67	ARM Group LLC
61795	11/15/2023	\$1,120.00	Bergey's Commercial Tire
61796	11/15/2023	\$2,365.00	Berntsen
61797	11/15/2023	\$42,561.64	Borough of Pottstown
61798	11/15/2023	\$142.10	Boyertown Supply, Inc.
61799	11/15/2023	\$912.00	Brenntag Northeast, LLC
61800	11/15/2023	\$26,550.00	Bryco Materials, LLC
61801	11/15/2023	\$757.17	Chester Co. Solid Waste Auth.
61802	11/15/2023	\$3,072.03	Cintas First Aid & Supplies
61803	11/15/2023	\$60.00	Com. of PA-Depart. Agriculture
61804	11/15/2023	\$1,500.00	Commonwealth of PA-Clean Air
61805	11/15/2023	\$4,221.97	Computer Center of North Ameri
61806	11/15/2023	\$640,303.44	Covanta Delaware Valley
61807	11/15/2023	\$289.79	Crystal Springs
61808	11/15/2023	\$2,375.56	Deer County Farm & Lawn, Inc.
61809	11/15/2023	\$7,375.78	Delaware Co. Solid Waste Auth.
61810	11/15/2023	\$16,969.50	Edgar G. Landscaping Service

Delaware County Solid Waste Authority
Accounts Payable Listing
11/15/2023

61811	11/15/2023	\$184,020.00	EHD (Engle-Hambright & Davies)
61812	11/15/2023	\$46.67	Federal Express Corporation
61813	11/15/2023	\$98.20	Colliflower, Inc.
61814	11/15/2023	\$1,996.46	Gilbertsville Auto Supply
61816	11/15/2023	\$12,055.53	Foley, Inc.
61817	11/15/2023	\$1,624.25	Graber Letterin', Inc.
61818	11/15/2023	\$3,453.52	GT & E LLC
61819	11/15/2023	\$56.43	Hollenbach Home Center
61820	11/15/2023	\$161.64	Home Depot
61821	11/15/2023	\$31.00	J.K. Truck & Equipment
61822	11/15/2023	\$980.00	John J. McIntyre Sons, Inc.
61823	11/15/2023	\$600.00	Kathryn Sandoe LLC
61824	11/15/2023	\$1,682.47	Keystone Engineering Group, Inc
61825	11/15/2023	\$1,320.00	Keystone Fire Protection Co.
61826	11/15/2023	\$360.00	Keystone Fire Protection Co.
61828	11/15/2023	\$850.02	Kistler-O'Brien Fire Protectio
61829	11/15/2023	\$522.50	Land Air Water Legal Solutions
61831	11/15/2023	\$22,523.81	Martin Stone Quarries, Inc.
61832	11/15/2023	\$405.00	McCullough Contracting Service
61833	11/15/2023	\$817.50	Wm. P. McGovern, Inc.
61834	11/15/2023	\$5,050.00	Met-Ed
61835	11/15/2023	\$602.14	Moyer Indoor/Outdoor
61836	11/15/2023	\$44,570.61	MXI Environmental Services LLC
61837	11/15/2023	\$761.19	Nelson Wire Rope Corp.
61838	11/15/2023	\$2,913.13	New Horizon Communications
61839	11/15/2023	\$1,885.00	Ott's Lawn Service & Landscaping
61840	11/15/2023	\$114.46	State Collection & Disbursement
61841	11/15/2023	\$875.12	PetroChoice LLC
61842	11/15/2023	\$265.25	Petty Cash - DCSWA
61843	11/15/2023	\$257.63	Petty Cash - RT
61844	11/15/2023	\$24,112.62	Practical Waste Solutions, LLC
61846	11/15/2023	\$900.00	R GOTWALS
61847	11/15/2023	\$255.00	Reading Sanitary Wiper Co.

Delaware County Solid Waste Authority
Accounts Payable Listing
11/15/2023

61848	11/15/2023	\$5.50	ReadyRefresh by Nestle
61850	11/15/2023	\$754.32	Safety-Kleen, Inc.
61851	11/15/2023	\$8,000.00	Samaritan Counseling Center
61852	11/15/2023	\$7,843.00	SCS Engineers
61853	11/15/2023	\$1,450.00	Sir Speedy
61854	11/15/2023	\$132.32	Michael R. Yeager
61855	11/15/2023	\$1,328.87	Standard Insurance Co.
61856	11/15/2023	\$1,430.00	Stoney Creek Rentals, Inc.
61857	11/15/2023	\$2,506.00	Suburban Testing Labs, Inc.
61858	11/15/2023	\$1,097.00	Superior Plus Propane
61859	11/15/2023	\$3,025.00	Susan M. Cordes
61861	11/15/2023	\$26,347.65	PA Municipal Health Insurance
61862	11/15/2023	\$1,010.00	The Casindia Company, LLC
61863	11/15/2023	\$619.75	Tifco Industries
61864	11/15/2023	\$1,995.92	United Concordia Co., Inc.
61865	11/15/2023	\$416.55	Verizon Telephone
61866	11/15/2023	\$984.09	W. W. Grainger, Inc.
61867	11/15/2023	\$836,087.81	Waste Management
61868	11/15/2023	\$58.98	Weaver's Hardware Company
61869	11/15/2023	\$275.00	Whitetail Disposal
61875	11/15/2023	\$17,667.87	William R. Gift
61876	11/15/2023	\$70,957.37	Wind River Environmental LLC
61877	11/15/2023	\$1,652.09	Winzer
61878	11/15/2023	\$4,321.29	Wireback Works
61879	11/15/2023	\$301.91	WM Corporate Services, Inc.
TOTAL		\$2,266,913.41	

Delaware County Solid Waste Authority
 Accounts Payable Listing
 11/15/2023

CapEx			
61709	10/18/2023	\$54,884.71	ARM Group LLC
61827	11/15/2023	\$576,022.26	Kinsley Construction Inc.
61830	11/15/2023	\$14,928.00	Liberty Contractors, LLC
61831	11/15/2023	\$31,779.14	Martin Stone Quarries, Inc.
61845	11/15/2023	\$7,837.50	PRAG
61849	11/15/2023	\$3,134.06	S.J. Thomas Company, Inc.
61860	11/15/2023	\$552.94	TDS Networks
TOTAL		\$689,138.61	

ISSUE PAPER

Issue: Update Holidays in Employee Handbook

Background: In November 2022, the Employee Handbook was updated to create consistency between all locations of the Authority. There were significant changes made to the time off policies and benefits, most notably that paid holidays were reduced from Delco's 15 to only the 7 days the Authority is actually closed.

Discussion: The Authority reviewed the holidays recognized by Delaware County (Delco) which remain much more generous and in-line with the local market than those recognized by the Authority. In order to remain comparable and competitive with what Delco offers, the Authority recommends adjusting the holidays from the current 7 to 15, recognizing that the Authority will still be open for these 8 days (most staff will have to work on these Holidays). In lieu of closing facilities for all Delco holidays, non-exempt employees who are required to work on a holiday would be compensated for Holiday Pay on the established holidays by receiving compensation at two (2) times their base pay for each hour worked on the holiday.

The Holidays to be recognized are as follows: New Year's Day, President's Day, Martin Luther King Jr. Day, Good Friday, Memorial Day, Juneteenth, Fourth of July, Labor Day, Columbus Day, Election Day, Veteran's Day, Thanksgiving Day, Day after Thanksgiving, Christmas Eve, and Christmas Day. The holidays encompass all Federal Holidays while also including alignment with several of the local holidays recognized by Delco. An assessment of the entire handbook and all employee benefits is pending, and staff plan to bring revisions/recommendations to the Board for review in early 2024. The cost per holiday is ~\$5,000 or \$40,000 annually to reinstate the 8 additional days.

Recommendation: It is recommended the Authority Board of Directors adopt the changes to the observed holidays in the Employee Handbook as outlined, effective immediately.

Approved: _____ Date: _____

William Silverstein, Chairman

Excerpt of Holidays from Employee Handbook (Revised)

Holidays

The Authority provides 15 paid holidays annually: New Year's Day, President's Day, Martin Luther King Jr. Day, Good Friday, Memorial Day, Juneteenth, Fourth of July, Labor Day, Columbus Day, Election Day, Veteran's Day, Thanksgiving Day, Day after Thanksgiving, Christmas Eve, and Christmas Day.

The Chief Executive Officer will determine the days on which the Holidays will be observed, and there will be Holidays in which The Authority remains open. Hours worked by any non-exempt hourly employee on a Holiday will be compensated at 2 times the base hourly rate. Salaried exempt employees who must work on the Holiday may take another day off within the same pay period as the Holiday.

Regular full-time, hourly non-exempt employees regularly scheduled to work forty (40) or more hours per workweek will receive eight (8) hours' pay at their base hourly rate. Regular full-time, hourly non-exempt employees regularly scheduled to work at least thirty (30) hours, but less than forty (40) hours per workweek will receive pay based on their regularly scheduled hours per workweek at their base hourly rate. Salaried exempt employees will receive a full day base pay for Holidays.

Regular part-time hourly non-exempt employees will receive Holiday Pay based on their regularly scheduled hours at their base hourly rate if a Holiday falls on a day that they are normally scheduled to work.

ISSUE PAPER

Issue: Funding Assistance to Complete Delco Municipal Waste Management Plan (MWMP) Update

Background: PA Act 101 requires every Pennsylvania County to update their MWMP every 10 years. Prior Delco plans were submitted by DCSWA, the last approved by DEP in 2014. In 2021, Delco elected to begin updating the MWMP and designated the Delaware County Office of Sustainability (DCOS) to coordinate this effort. At the time, the DCSWA was not able to coordinate updating the plan. DCOS issued an RFP in late 2021 and subsequently hired Zero Waste Associates (ZWA) in 2022, as their consultant to guide the MWMP updating effort.

Discussion: At the direction of the DCOS, ZWA was instructed to draft a Zero Waste (ZW) Plan which is outside the mandates of the MWMP. Over the next 18+ months, a plan was drafted including input from dozens of meetings with members of the Sustainability Commission, a mandated advisory committee, and the general public. When submitted to DEP in August, the mandated parts of the plan where Act 101 specifies certain requirements, were deemed insufficient. DEP also informed the DCOS that the ZW data was unreliable and should be used as an appendix. After a second review by DEP, DCOS reached out to DCSWA with a request for assistance. DCSWA advised DCOS to hire a consultant (Nestor Resources, LLC) who specialize in MWMP's and represents dozens of PA counties who have plans approved by DEP. To assist DCOS, DCSWA staff held several calls with Michele Nestor, President of Nestor Resources, to bring her up to speed. On November 14, 2023, she submitted a proposal of \$54,905 to revise the mandated portions of the MWMP to meet DEP compliance. This quote exceeds DCOS spending limits of \$25,000. DCSWA can be helpful during this critically time sensitive process, and can bridge the \$29,905 funding gap using monies available in our consulting budget, so that the plan will be finished and approved by the required parties, while meeting the mandated compliance deadlines. DEP has confirmed it will reimburse up to 90% of these costs through a DEP Planning Grant, meaning DCSWA would be reimbursed for all but \$2,905.

Recommendation: It is recommended the Authority Board of Directors approves DCSWA contributing up to \$30,000 to assist DCOS in paying Michele Nestor, LLC to complete drafting the Delaware County MWMP.

Approved: _____ Date: _____

William Silverstein, Chairman

ISSUE PAPER

Issue: Hiring Land Development Engineering Firm for Transfer Station Rebuilds

Background: Development of two new transfer stations will require the Authority to go through the local land development process in both Chester Township and Marple Township. The Authority issued an RFP for this work and advertised on PennBid. As a result, we received 5 responses. Firms that responded included 1.) Stantec, 2.) ARM Group, LLC, 3.) ARRO Engineering, 4.) Chester Valley Engineers, Inc and 5.) Bogia Engineering, Inc.

Discussion: Three of the firms submitted complete and thorough responses. Those included Stantec, ARM, and ARRO. All three firms included capable and experienced key personnel that could assist the Authority through the land development phase of the projects. All three firms included hourly pricing for their key personnel between \$150 and \$190 per hour. After performing independent reviews, Jim Warner-Consultant and I both concluded that ARM Group's proposal was the strongest of the three. They stood above in experience and especially their detailed response to convey their understanding of the project. They had contacted both townships and the county to verify certain components of their proposal and the ensuing process. Their list of land development clients over the past two years was very impressive. Finally, ARM is the only one of the three finalists to have solid waste facility land development experience. We believe this attribute will add to better understanding and coordination of efforts with SCS engineers and their team who is responsible for the overall development of the sites. The work will be performed on a time and materials basis and funding is available in the approved 2024 budget.

Recommendation: It is recommended the Authority Board of Directors approves hiring ARM Group, LLC as its land development engineering firm for development of its two transfer stations in Chester and Marple townships.

Approved: _____ **Date:** _____

William Silverstein, Chairman

ISSUE PAPER

Issue: Annual approval of staffing levels and compensation ranges

Background: Annually, the Board is required to approve the staffing levels and range of compensation for each classification of employee.

Discussion: In November 2022, the Board formally adopted a policy that guides employee compensation and the corresponding pay ranges. The objectives of the policy were to establish salary ranges for each position which are consistent with local and industry wide practice and commensurate with the role of the position within the Authority; to maintain competitive salary levels that will attract and retain qualified personnel; to utilize a sound and consistent basis for making salary adjustments; and, to provide incentive for personnel to attain higher levels of performance. Together, the policy and pay ranges provide a reasonable and workable framework through which to pay employees fair and equitable wages, and to promote employee productivity.

Additionally, Article VI of the 2022 DCSWA Bylaws state that the Board shall approve at least annually the number of employees and the range of compensation for each classification of employee. The attached pay scale depicts the recommendations for 2024. It includes a 4% COLA, which is necessary to remain competitive in the current employment market based on a review of compensation trends. Actual CPI increases from 2021-2023 were 17.8%, DCSWA raises during same period have been 11%. According to PayScale's 2022-2023 Salary Budget Survey, government planned increases average a total of 4.0% – 4.8%.

Funding for the COLA was included and approved 2024 budget. Staffing changes were discussed at the October 2023 Executive Session and included the conversion of the Accounting Manager Position-Level 16 to a Chief Financial Officer-Level 18, the addition of a Foreperson-Level 12, and Laborer-Level 2. Additional changes are anticipated to occur once the CFO is on board. This will bring the total Full-Time Equivalent (FTE's) to 29.

Recommendation: It is recommended the Board of Directors adopt the 2024 staffing levels and range of compensation.

Approved: _____ Date: _____
William Silverstein, Chairman

2023 Hourly Wage Ranges

	Min	Mid	Max
Level 1	\$15.30	\$17.00	\$18.70
Level 2	\$17.55	\$19.50	\$21.45
Level 3	\$20.70	\$23.00	\$25.30
Level 4	\$23.40	\$26.00	\$28.60
Level 5	\$26.55	\$29.50	\$32.45
Level 6	\$30.60	\$34.00	\$37.40

2024 Hourly Wage Ranges

	Min	Mid	Max
Level 1	\$15.91	\$17.68	\$19.45
Level 2	\$18.25	\$20.28	\$22.31
Level 3	\$21.53	\$23.92	\$26.31
Level 4	\$24.34	\$27.04	\$29.74
Level 5	\$27.61	\$30.68	\$33.75
Level 6	\$31.82	\$35.36	\$38.90

2023 Salary Wage Ranges

	Min	Mid	Max
Level 10	\$ 40,500	\$ 45,000	\$ 49,500
Level 11	\$ 46,800	\$ 52,000	\$ 57,200
Level 12	\$ 54,000	\$ 60,000	\$ 66,000
Level 13	\$ 63,000	\$ 70,000	\$ 77,000
Level 14	\$ 74,250	\$ 82,500	\$ 90,750
Level 15	\$ 85,500	\$ 95,000	\$104,500
Level 16	\$ 98,000	\$112,000	\$126,000
Level 17	\$118,125	\$135,000	\$151,875
Level 18	\$137,813	\$157,500	\$177,188
Level 19	\$166,250	\$190,000	\$213,750
Level 20	\$201,250	\$230,000	\$258,750

2024 Salary Wage Ranges

	Min	Mid	Max
Level 10	\$ 42,120	\$ 46,800	\$ 51,480
Level 11	\$ 48,672	\$ 54,080	\$ 59,488
Level 12	\$ 56,160	\$ 62,400	\$ 68,640
Level 13	\$ 65,520	\$ 72,800	\$ 80,080
Level 14	\$ 77,220	\$ 85,800	\$ 94,380
Level 15	\$ 88,920	\$ 98,800	\$108,680
Level 16	\$101,920	\$116,480	\$131,040
Level 17	\$122,850	\$140,400	\$157,950
Level 18	\$143,325	\$163,800	\$184,275
Level 19	\$172,900	\$197,600	\$222,300
Level 20	\$209,300	\$239,200	\$269,100



SAMARITAN CONSULTING GROUP

Organizational Development • Executive Search

November 1, 2023

RE: Compensation for DCSWA CFO

To: Brooks Stayer, DCSWA CEO

From: Scott Snyder, Director of Consulting, SCG

In regard to the proposed compensation discussed for the DCSWA CFO position and the DCSWA compensation matrix level of 18 being anticipated, there are several factors that would be indicative that salary range is on target for the role and responsibilities.

- First is to consider the proportionality of the role within the organization and other executive compensation on the matrix. Statistically for an organization the size of DCSWA, according to SHRM, there is ~30% difference in CEO and CFO compensation. In alignment of the matrix levels 18 and 20.
- The responsibilities discussed in the job description require accounting skills far deeper than a staff accountant. The management of the anticipated \$100 million in bonds will in itself require a strong accounting-financial background. Along with the reorganization of the accounting practices, procedures and workflow discussed require leadership abilities as well.
- Solid waste management CFOs earn an average of \$150,000 annually according to CareerBliss. And the Greater Philadelphia market being 6% higher cost of living than the average as a factor when determining compensation.
- Currently, between LinkedIn and Indeed, there are 53 open CFO/Director of Finance roles open in the Greater Philadelphia area with posted salaries of \$140,000.00 to \$260,000.00, this includes non-profits and for profits. Posted managing accountants are being posted in the low to mid \$100,000s.
- Samaritan Consulting Group recently completed two CFO searches for non-profit organizations in the South-Central PA market, and both paid \$145,000 plus, for organizations smaller in budget than DCSWA.
- There is a nationwide shortage of accountants, hence a smaller pool to attract talent. The U.S. Bureau of Labor Statistics, in September 2023, projects an annual vacancy of around 136,400 accounting and auditing jobs from 2021 to 2031, exacerbating the accounting talent shortage.

- According to the Finance & Accounting 2022 Salary Guide from Robert Half, more than half of employers (55%) are increasing starting salaries, and 44% are providing signing bonuses.
- The largest four accounting firms, along with some midsize and small firms, have doled out multiple wage increases since 2020 to keep pace with inflation and attract talent. For example, EY has incrementally invested \$2 billion in total rewards for employees since the start of 2020, including compensation, bonus programs, and well-being benefits, according to Carlier. Making the recruitment competition of accounting talent for a CFO role even tighter.
- According to Cowan Partners, a recent survey of CFOs in public entities with revenues of 10M to 50M have a salary range of \$150,000.00 to \$260,000.00.

In conclusion, the posting for the salary at \$150,000.00 to \$175,000.00 and the excepted offer to be in Tier 18 of the DCSWA compensation matrix, is in alignment with national, state and local CFO salaries in public entities/waste authorities, and the Greater Philadelphia market cost of living.