

ADMINISTRATIVE CONTROL BOARD – WASATCH FRONT WASTE AND RECYCLING DISTRICT
MONTHLY MEETING MINUTES

DATE/TIME	LOCATION	ATTENDEES
<p>May 27th , 2014 6:00 p.m.</p> <hr/> <p>Next Board Meeting July 21, 2014 9:00 a.m.</p>	<p>604 W 6960 S Training Room</p>	<p><u>Board Members:</u> Chair Sabrina Petersen, Vice-Chair Dama Barbour, Sam Granato, Jim Brass, Scott Bracken, Jim Bradley, Patrick Leary, Coralee Moser (electronically) <u>Absent:</u> Aimee Newton</p> <p><u>District Staff:</u> Pam Roberts, Stuart Palmer, Gaylyn Larsen, Lorna Vogt, Gavin Anderson, Whitney Mecham</p> <p><u>Public:</u> Adam Gardiner, Kerri Nakamura, Chris Grover</p>

AGENDA

- 1. Consent Items: (Approval Requested)**
 - 1.1. April 28, 2014 Board Meeting Minutes
 - 1.2. Abatement/Refund Approval
 - 1.3. Abatements and Refunds

- 2. Meeting Open for Public Comments** (Comments are limited to 3 minutes)

- 3. Business Items**
 - 3.1. Follow-up on Customer Support of Billing and Cash Receipting Processes, Pam Roberts, Executive Director, Lorna Vogt, Deputy Director over Operations, & Stuart Palmer, Controller (**Informational**)
 - 3.2. Follow-up on Full Time Employee Allocation Proposal, Pam Roberts, Lorna Vogt, & Stuart Palmer (**Approval Requested**)
 - 3.3. District Policies for Assessing Fees on Vacant Properties and Properties that are Designated as Recreational-Seasonal, Gavin Anderson, Legal Counsel (**Approval Requested**)
 - 3.4. Request to Table Fee Waiver Policy Discussion During the June 23rd Meeting, Pam Roberts (**Approval Requested**)

- 4. Informational Items**
 - 4.1. Monthly Loss Report, Lorna Vogt
 - 4.2. National Garbage Collector’s Day on Tuesday, June 17, 2014, Gaylyn Larsen

- 5. Requested items for the Next Board Meeting on Monday, June 23, 2014**
 - Review Fee Waiver Policy
 - Recommendations on the Annual Area Cleanup Schedule
 - Follow-up on Murray City Questions for Service
 - Update on 2011 Liability Claims Paid Out in 2013 & 2014

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
1.Consent Items (Approval Requested)			
1.1 April 28, 2014 Board Meeting Minutes	Approval of the April 28, 2014 Board Meeting Minutes Board Member Leary asked if the board had decided to put the FTE decision off until the 2015 Budget meeting. Board Member Bradley stated that he thought the FTE discussion would be postponed until November. After some discussion and clarification from Pam Roberts and Board Chair Petersen, the Board concluded that the minutes accurately depict the discussion and the direction that was given to staff.	Motion: by Board Member Bracken, seconded by Board Member Moser to approve the Minutes from the April 28, 2014 meeting. Vote: All in favor (of Board Members present)	Approved May 27th, 2014
1.2 Disclosure Statements	Sabrina Petersen, WFWRD Board Chair: Holladay City Council Member, Board Member for Intermountain Health Care and Board Trustee and Chair of the Community Benefits for Urban Central Region Board.	Motion: by Board Member Granato, seconded by Board Member Moser Vote: All in favor (of Board Members present)	Approved May 27, 2014
1.3 Abatements and Refunds	Pam Roberts, Executive Director, stated that the billing cycle went out for the 1 st and 2 nd quarter which may have caused the increase of abatements and refunds. These have been verified as legitimate. Note that the district subtracts fees that are due this year so the refund or abatement is minus the 2014 fees. Total for May is \$3949.54. Board Chair Petersen asked how far back they can go. Pam stated the policy is four years. At the end of 2014 Pam will be requesting that for 2015 they only go a year to reconcile refunds since customers should now know if their bill is accurate. Board Member Bracken and Board Chair Petersen agreed with that idea.	Motion: by Board Member Bracken, seconded by Board Member Barbour. Vote: All in favor (of Board Members present)	Approved May 27, 2014
2. Meeting Open for Public Comments (Comments are limited to 3 minutes)			
	No Comments	Board Chair Petersen moved forward to Business Items.	

3. Business Items

3.1 Follow-up on Customer Support of Billing and Cash Receipting Processes, Pam Roberts, Exec Director, Lorna Vogt, Deputy Director over Operations & Stuart Palmer (Informational)

Pam presented the WFWRD Database System-Modular Interface handout. The information goes back to 2012 to inform the board of what processes are currently done in house that used to be performed by Salt Lake County. The processes we took on when we became our own organization are general ledger, accounting functions, auditing functions, cash receipting, and account management. Sanitation has always had its own customer database and performed cash receipting in house. Sanitation has also done the preparation for certification since the fee was formally on the Property Tax Notice. In order to become a separate organization we purchased Caselle as our new database system for in house functions that were previously Salt Lake County functions- general ledger, human resources, accounts payable, accounts receivable, and a time entry system to be fed into payroll. The only thing that really changed was that cash receipting and accounts management increased because in November of 2012 we received word that the billing function would need to be done in house. In 2012 we invested \$149,958 for the database. Utility management portion- \$9,250, Data transfer from SLCO: \$53,458 (HR, GL, Payroll, and Customer Database). Pam noted that the district followed the industry standard when designing the system and we outsource 3 out of the 5 functions related to billing and cash receipting.

Lorna Vogt, Deputy Director of Operations, stated that the goal has been to make customer service as seamless as possible. She presented costs for outsourcing with an option of a call center with no database access. Another option is Caselle with shared database access.

Outsourcing customer support for billing would require us to set up a toll free number.

The district had 3 customer service employees in 2012 taking operational calls. We currently have 4.5

employees taking operational calls plus all billing calls and we have the database in house. We are squeezing a lot of value out of those 4.5 people.

Lorna went through the information she gathered from vendors for outsourcing considerations trying to get apples to apples comparisons on services and associated costs. She reviewed what we could possibly outsource and work that we would have to do no matter what; outsourced or in-house. She reviewed the importance of having the historical data related to customers and the benefits of keeping that in-house. This helps with efficiencies.

Pam asked Stuart to clarify cost comparisons. Stuart reviewed: WFWRD: \$517,592 (current vendor outsource included and including proposed new FTE cost)

Caselle outsource : \$711,014 (they would use the same vendors we use)

NBS outsource: Pending- unsure if they could handle our current call volume.

Board Member Moser stated that the case for the FTE change would greatly help efficiency and sees the benefits of keeping the proposed outsourcing functions in house. She is supportive of this change and the FTE, but recognized that we are not there in the discussion. She asked to be excused for another commitment.

Board Member Bradley asked for clarification on the data of volume of calls. Lorna clarified data by stating that it is broken up into calls, minutes and hours. The data range was December 2013-April 2014. Calls have dropped off since people have been using online payments more. Pam made note that this data does not include 2013 because it was an outlier.

Board Member Leary introduced the discussion of how the board wants to approach mid-year budget adjustments philosophically before hearing the case for the FTE.

Board Member Moser disconnected electronically from the meeting at 6:40 p.m.

Pam stated to the board that this FTE request would be an exception and would not be a standard to ask for additional resources mid-year. This is not an emergency but we are desperate. Normally when we have right sized we have saved dollars and cents, this is the first right size that she has done that will increase expenses.

Board Member Bradley agreed with Leary that there needs to be a more overarching policy discussion.

Board Member Bracken stated that he is not opposed to having the conversation at this time and he will support whatever decision the board decides to make. He stated he needed to leave for another meeting.

Board Member Barbour voiced a strong opinion against outsourcing for the district and instead keeping it in house for the benefit of keeping the citizens of Taylorsville happy with our services.

Board Chair Petersen agrees in the benefits of keeping it in house.

Board Member Leary understands the benefits but voiced the concern of making mid-year budget adjustments. He expressed that we adopted a budget we should live by that budget.

Board Member Bradley voiced his concerns about growing the bureaucracy and making a habit of mid-year budget adjustments. What are the consequences of putting it off until November? Is this the best decision for the citizens and for the district? He made the case that looking at budget adjustments mid-year can cause issue isolation but when the budget is created each year you can see everything laid out, rather than an isolated issue.

Pam stated that it was unknown at the beginning of 2014 what FTE we needed so we couldn't propose it. At the

Board Member Bracken left the meeting at 6:45 p.m.

time we needed equipment operators, but didn't know what administrative role we needed yet. The new position would be an Account Coordinator. Pam stated that she doesn't want to grow administratively, she is proud of the lean administration.

Board Member Bradley: Pam, do you think it's a good idea to have budget adjustments mid cycle? Or does this rise to the level of an emergency that needs to be dealt with now?

Pam responded that this needs to be dealt with now and that she would not bring this to the board if it wasn't as important as it is.

Board Member Leary- As long as we continue proposing things as we go, how will it go on down the road? How can we see the big picture if we keep isolating issues and making changes along the way?

Board Chair Petersen asked the board if they wanted to have the discussion tonight or a later date on approving a mid-year request of an FTE.

Board Member Granato stated that WFWRD is not a county agency anymore and is spreading its wings, growing and now seeing its needs. He stated that he believes in what Pam wants to do. As a county agency he stated they try not to do mid-term adjustments but this is a whole different animal.

Board Member Brass stated that the cities started doing mid-year budget reviews when the economy wasn't doing well. He thinks mid-year budget reviews are a good idea so changes can be made as needed. He stated that the district is providing a service, so if adding a person improves the service, then we need to do that. He has not had good experiences with outsourcing elsewhere.

Board Member Barbour usually wants to see

3.2 Follow-up on Full Time Employee Allocation Proposal, Pam Roberts, Lorna Vogt, & Stuart Palmer (Approval Requested)

adjustments made when the budget is being decided but would rather let things settle before asking for a need when it arises. Her residents are extremely happy with the district's service so she is willing to move that we approve the FTE and go forward.

Vice Chair Barbour motioned to approve the FTE. Board Member Leary seconded the motion with legislative intent to have a mid-year budget process policy and to formalize how to deal with FTEs during a mid-year budget cycle.

Board Member Bradley asked about FTE input to the customer service process. Lorna responded that the reduction of overtime and comp time of Craig and Kathy of \$4,750 will go away to fund this position.

Pam stated that in 2015 going forward, with the reduction of temporary labor of \$38,580 we will continue to fund the FTE and use 33% of the revenue from growth within the district (500 homes in 2015). If we need a new equipment operator in 2015 related to green or growth, we will need to figure out a different source of revenue to fund it since we are funding this new FTE with 2015 growth revenue, or make do without until 2016.

Board Member Brass is okay with making this decision instead of postponing something that we really need.

Board Member Bradley stated that he doesn't have any major objections but just wanted to have the discussion. He asked what the total FTE input to our billing process will be.

Pam stated that the FTE equivalency is currently at 7.7 and will be 7.19 with the new FTE. We will be reducing FTE equivalence by getting the right person in the right seat for the expertise. Employees that were hired for certain positions will now be able to do their specific

jobs and not have to cover other areas. The reduction of overtime and comp time of \$4,750 will be used to fund the new FTE as well.

Board Member Leary asked if we will see \$38,500 less on the 2015 budget for temporary labor. Pam answered yes.

Board Member Bradley stated that he just wanted a little more discussion before moving on. Board Chair Petersen thanked him for the discussion.

Board Member Bradley asked about the billing and cash receipting functions.
Pam responded that 3/5 of the functions related to billing and cash receipting are currently outsourced. Portions of account management and cash receipting are currently done in house.

Stuart clarified that the new position of Accounts Coordinator will be taking the database files in Caselle and sending them to the outsourced data center. The data center will then prepare the statements and mail them. This is what we are doing currently. Right now more than one person does this.

Board Member Bradley: Is this ongoing?

Lorna stated that every quarter we send off bills in 4 batches, so we spread them out so the customer service desk is not overwhelmed. A file is prepared for each of those 4 batches for each quarter, this requires running the file reconciliations, manual entry/ corrections on the accounts, and a lot of time verifying because of the need to update accounts every month.

Board Member Bradley asked for clarification on Account Management.

Lorna stated that account management pertains to when customers call in to change their services on their

account. A portion of this customer service time is after calls are completed. The office supervisor does some of this currently on the more difficult accounts.

Board Member Bradley asked for clarification on Cash Receipting.

Lorna responded that cash receipting includes taking in payments, either over the phone (1/12 calls), over the counter and mail payments, in addition to Zion's services. It also includes payments for accounts receivable for green trailers and green cart fees.

Lorna continued to add clarification of Operations Support stating that this includes additional calls for random questions about bills, cans not getting picked up, payment questions, etc.

Board Member Leary asked for clarification of what the proposed FTE change will be. It was confirmed that the change will be from 5 FTEs and 5 temps, to 6 FTEs and 2 temps.

Lorna stated that gathering this data has been very beneficial for the district to look at program cost accounting for the first time. They did a complicated time study on the different functions, how should things be allocated, and what portion of administrative costs should go where. She stated that they have seen a significant reduction in time spent on the different functions in billing as they've improved processes and optimized the database. They are working with Caselle to tighten down processes to right size even more. Since August they have put in processes and training and things are much smoother moving into our third billing.

Motion to approve FTE, then amended motion to approve FTE in stating a mid-year budget analysis and policy.

Motion: by Vice Chair Barbour, seconded by Board Member Leary. Followed by a roll call vote:
Board Member Granato: Aye
Board Member Brass: Aye
Board Member Bradley: Aye
Board Chair Petersen: Aye

**Approved
May 27, 2014**

3.3 District Policies for Assessing Fees on Vacant Properties and Properties that are Designated as Recreational-Seasonal, Gavin Anderson, Legal Counsel (Approval Requested)

Gavin Anderson, legal counsel, introduced the drafted policies for assessing fees on properties that are vacant and properties that are designated as recreational in Big Cottonwood Canyon.

Vacancy procedures outlined as: apply in writing, initial review by the Director, possible 2nd review and appeal to the Board. Same procedure given to seasonal properties.

Table the discussion for the fee waiver.

Board Member Leary stated his approval of the definitions and procedures for the vacant properties but voiced concern about the seasonal/recreational properties wording being too complex. If it only pertains to locations in Big Cottonwood then that should be stated at the beginning of the policy.

Gavin responded that he thought there was preference within the board to reference state statute in the 2nd part of clause C. He was unsure if that was legally necessary.

Board Member Bradley voiced concern about isolating a specific area and the problems that may arise from doing so.

Board Member Leary proposed the idea of not isolating a specific area and if they meet the criteria then we will assess their fees differently. Pam responded with concern that that would be an even worse slippery slope due to the amount of snow birds.

Gavin stated that there is no other part of SL county that we provide this discount to besides Big Cottonwood. Board Chair Petersen stated that the reason for doing this is historical and posed the question of having the Board reevaluate this.

Discussion of differences of Emigration Canyon and Big Cottonwood Canyon followed. Lorna stated that we don't cancel services in Emigration and only provide

seasonal services in Big Cottonwood. We service Big Cottonwood year round but Cardiff Fork only 6 months of the year because it is a dirt road that residents have to snow-mobile in to get to the cabins. Emigration is curbside with a few sections that have a container site and the containers are never removed.

Gavin makes note that we used to issue this half fee because we were on the tax notice which gives the opposite of a reduction on a second property.

Board Member Leary is not ready to move this forward. He proposed to specifically state in our policy that if we do not serve a specific geographic location 6 months of the year we should state that in the policy.

Board Chair Petersen voiced concern of taking any specific geographical location out of the policy because then people with second homes and snowbirds will want fee decreases as well.

Gavin said we could from now on state that any property within a given area that only receives services for 6 months of the year only pay for 6 months of the year.

Board Chair Petersen proposed that we say “areas that we only service 6 months out of the year are allowed for a fee decrease”.

Board Member Bradley asked about which months we don’t provide service. Lorna responded that sometimes its Oct-March, sometimes Nov-April. Board Chair Petersen stated she would like that in the policy with specific months. Lorna responded that it depends on the snowfall for the year so it varies.

Clarification that people in those properties are still generating refuse but they pack it in and out during the winter months.

Board Member Leary and Board Chair Petersen think we need to table the seasonal property discussion. Board Chair Petersen felt the Board still needs to discuss if something is historical it doesn't mean the district necessarily has to continue doing it, and to look at problems that may arise from people with second homes requesting a fee reduction.

Board Member Bradley stated he thinks we should leave geographical location out of the policy and just state something along the lines of if we are servicing the area, you need to pay the fee.

Lorna informed the Board that more than half of the residents in Big Cottonwood are on seasonal schedules/fees, including some not in Cardiff due to historical processes.

Board Member Leary stated that the big question is: do we charge a different rate based on service or not?

Pam made a note that if someone does live in Big Cottonwood year round, we charge them for year round.

Board Chair Petersen stated that if we are still going up to the area, we should charge because it is still mileage. Board Member Leary stated that we just need simple language that states if we do not service an area for a particular amount of time, than the customer will not be charged. No reference to exact amount of months or specific geographical area.

Final Direction from Board Chair Petersen to legal counsel is that we are uncomfortable with specific geographic location being stated and basically if our trucks are in the area, the customer should be charged. Those that have been receiving part time service may see a fee increase by taking this direction to a year round fee.

Tabled seasonal properties approval until next time.

Motion to Approve for Vacant Properties and

Approved

<p>3.4 Request to Table Fee Waiver Policy Discussion During the June 23rd Meeting, Pam Roberts</p>	<p>Board Member Bradley asked for an example.</p> <p>Pam responded with an example of land fill vouchers where we fund up to 2% of an area for landfill vouchers for residential loads to go to landfills.</p>	<p>Table Seasonal Property Policy: by Board Member Leary, seconded by Board Member Granato. All in favor (of board members present).</p> <p>Motion: by Board Member Granato, seconded by Board Member Leary. All in favor (of board members present).</p>	<p>May 27, 2014</p> <p>Approved May 27, 2014</p>
<p>4. Informational Items</p>			
<p>4.1 Monthly Loss Report, Lorna Vogt</p>	<p>Discussion of Monthly Loss Report that is informational only.</p> <p>Lorna stated that they look at patterns of accidents and follow up with those in training or performance issues if present. The district gets points from the trust which turns into a dividend at the end of the year. These reports help with those dividends.</p>		
<p>4.2 National Garbage Collector's Day on Tuesday, June 17, 2014, Gaylyn Larsen</p>	<p>Gaylyn Larsen extended an invitation to the Board for the National Garbage Person Day breakfast on June 17th @ 6:45 a.m. for employee recognition. Note Chris Grover, equipment operator, in attendance. Breakfast burritos will be served.</p>	<p>Whitney will send out an e-vite to the board closer to the event.</p>	
<p>5. Requested Items for Next Meeting on Monday, June 23,2014</p>			
	<ul style="list-style-type: none"> • Review Fee Waiver Policy • Recommendations on the Annual Area Cleanup Schedule • Follow-up on Murray City Questions for Service • Update on 2011 Liability Claims Paid Out in 		

	<p style="text-align: center;">2013 & 2014</p> <p>The Board decided to cancel the June 23rd ACB meeting and move the July ACB meeting from July 28th to July 21st. The above items will be addressed during the rescheduled July 21st meeting.</p> <p>Make the 2nd quarter review a little more in depth to start a mid-year budget analysis.</p>	<p>Motion: by Board Member Brass, seconded by Board Member Leary.</p>	<p>Approved May 27, 2014</p>
<p>ADJOURN</p>		<p>Motion: by Board Member Granato, seconded by Board Member Barbour to adjourn the meeting. Vote: All in favor (of Board Members present).</p>	