

MINUTES FOR THE ADMINISTRATIVE CONTROL BOARD,  
SALT LAKE COUNTY SPECIAL SERVICE DISTRICT NO. 1 (SANITATION)

Date/Time	Location	Attendees
<p><b>03/28/2012</b> <b>9:00 A.M.- 10:08 A.M.</b></p>	<p><b>604 W 6960 S</b> <b>Training Room</b></p>	<p><b>Board Members:</b> Scott Bracken, Patrick Leary, Dama Barbour, David Wilde, Jim Bradley, Coralee Wessman-Moser and Sabrina Petersen</p> <p><b>Sanitation Staff:</b> Pam Roberts, Allison Dodge, Stuart Palmer, Lorna Vogt, Megan DeMasters, Ryan Dyer, Bill Hobbs, Larry Chipman, Andy King, Hollis Robison, Janet Kelly, Brent Moore and Gavin Anderson</p> <p><b>Guests:</b> Mike Allen and Larry Moller</p>
<p><b>Next Meeting</b> <b>04/25/12</b> <b>9:00 A.M.- 10:30 A.M.</b></p>	<p><b>604 W 6960 S</b> <b>Training Room</b></p>	<p><b>Absent:</b> Randy Horiuchi and Richard Snelgrove</p>

**Agenda**

1. Consent Items: (**Approval Requested**)
  - 1.1 February 22, 2012 Minutes
2. Fee Abatements (**Approval Requested**)
3. Pam Roberts, Executive Director's Appointment to the UASD Board Member of Representatives and Stuart Palmer, Fiscal Manager's Appointment as an alternate member (**Approval Requested**)
4. Winner of the 2012 National EIA, (Environmental Industries Associations) Driver of the Year, Saul Lopez (**Information**), **Pam Roberts**
5. Great Utah Shake Out April 17, 18 and 19 (**Information**), **Pam Roberts**
6. Follow-Up on Autonomy for the District (**Information/Direction**), **Pam Roberts and Gavin Anderson**
7. 2012 Goals (Time Permitting) (**Information**), **Pam Roberts**
8. Requested items for the next Board meeting April 25, 2012
  - Follow-Up on Autonomy for the District

Topics/ Objectives	Key Points/ Decisions	Action Items Who – What – By when	Status
<b>Approve Minutes from February 22, 2012 Meeting</b>		Minutes of the February 22, 2012 meeting were approved as printed.	<b>Approved March 28, 2012</b>
Approve Fee Abatements		Board Member Wilde, seconded by Vice-Chair Leary, moved to approve the sanitation fee abatements. The motion passed unanimously, authorizing the County Treasurer to effect the same, showed that all Board Members voted “Aye.”	<b>Approved March 28, 2012</b>
Parcel Number	Home Owner	Refund Amount	Reason
22-22-202-048	David H. and Gail Wathen	1248.00	This parcel is a piece of raw land that we don't service. We have deleted the account from our billing.
Pam Roberts, Executive Director’s Appointment to the UASD Board Member of Representatives and Stuart Palmer, Fiscal Manager’s Appointment as an alternate member <b>(Approval Requested)</b>	<p>The UASD (Utah Association of Special Districts) is dedicated to advocating and strengthening special district governance by providing services and support to its members. Through membership, special districts take an active role in educating the general public, its constituents, and legislators as to the important role that special districts play in Utah. In addition, as a UASD member, special districts receive access to education and training, legislative advocacy, and current information that is crucial to a special district's management and operational effectiveness.</p> <p>The UASD annual membership dues are \$8,755.00 and are based on our annual operating budget.</p>	Board Member Petersen, seconded by Board Member Wilde, moved to approve Pam Roberts, Executive Director to be appointed as a Board Member of the UASD (Utah Association of Special Districts) and for Stuart Palmer, Fiscal Manager, to serve as an alternate member. The motion passed unanimously.	<b>Approved March 28, 2012</b>

<p>Winner of the 2012 National EIA, (Environmental Industries Associations) Driver of the Year, Saul Lopez <b>(Information), Pam Roberts</b></p>	<p>Pam Roberts reported Saul Lopez, Lead Equipment Operator, won the National Driver of the Year Award for the Public Sector from the EIA (Environmental Industry Associations).</p> <p>This is the second year in a row that an equipment operator in our division has won this award.</p>	<p>Saul Lopez will receive his award on May 1<sup>st</sup> in Las Vegas, Nevada at the 2012 Waste Expo.</p>	
<p>Great Utah Shake Out April 17, 18 and 19 <b>(Information), Pam Roberts</b></p>	<p>Pam Roberts reviewed the divisions plan for the Great Utah Shake Out April 17, 18 and 19. This is a State-wide exercise. The division will participate all three days.</p>	<p>Pam will report how the division handled the drill and what we learned from this exercise next month.</p>	
<p>Follow-Up on Autonomy for the District <b>(Information/Direct ion), Pam Roberts and Gavin Anderson</b></p>	<p>Pam Roberts, Executive Director, gave an overview of the Districts history.</p> <p>Currently, the Administrative Control Board has control over 66% of the budget and The Salt Lake County Mayor and County Council has control over 34% of the budget.</p> <p>The majority of the cities within the District have continued to ask for more autonomy and control over collection services and the associated costs. The biggest challenges with total autonomy are related to personnel, health care benefits and risk management.</p> <p>Pam reviewed the steps and timeline for the District to have total autonomy.</p>	<p>Pam will present financial information at the April 25, 2012 meeting.</p> <p>Staff will conduct ongoing research on costs and possible Interlocal agreements with Salt Lake County.</p> <p>Pam will ask the Board to make a decision to proceed with total autonomy at the May meeting.</p> <p>Gavin Anderson recommended two resolutions to state the intent of autonomy for the District from the Board and another from the County Council of the intent to release all assets and personnel. These can be signed in May</p>	

		2012 to move autonomy along.	
2012 Goals (Time Permitting) <b>(Information), Pam Roberts</b>		This item will be tabled until the next month.	
Next Meeting	The next meeting will be held Wednesday, April 25, 2012, from 9 a.m. – 10:30 a.m.		
<b>Adjournment</b>		Board Member Barbour, seconded by Board Member Petersen moved to adjourn the meeting. The motion passed unanimously.	<b>Adjourned at 10:08 a.m.</b>
<b>Future Meeting Topics</b>	Requested items for the next Board meeting April 25, 2012 <ul style="list-style-type: none"> <li>• Follow-Up Great Utah Shake Out</li> <li>• Follow-Up on Autonomy for the District</li> </ul>		

# 2011 Budget Report and 2012 1<sup>st</sup> Quarter Financial Review for Special Service District #1 (Sanitation)

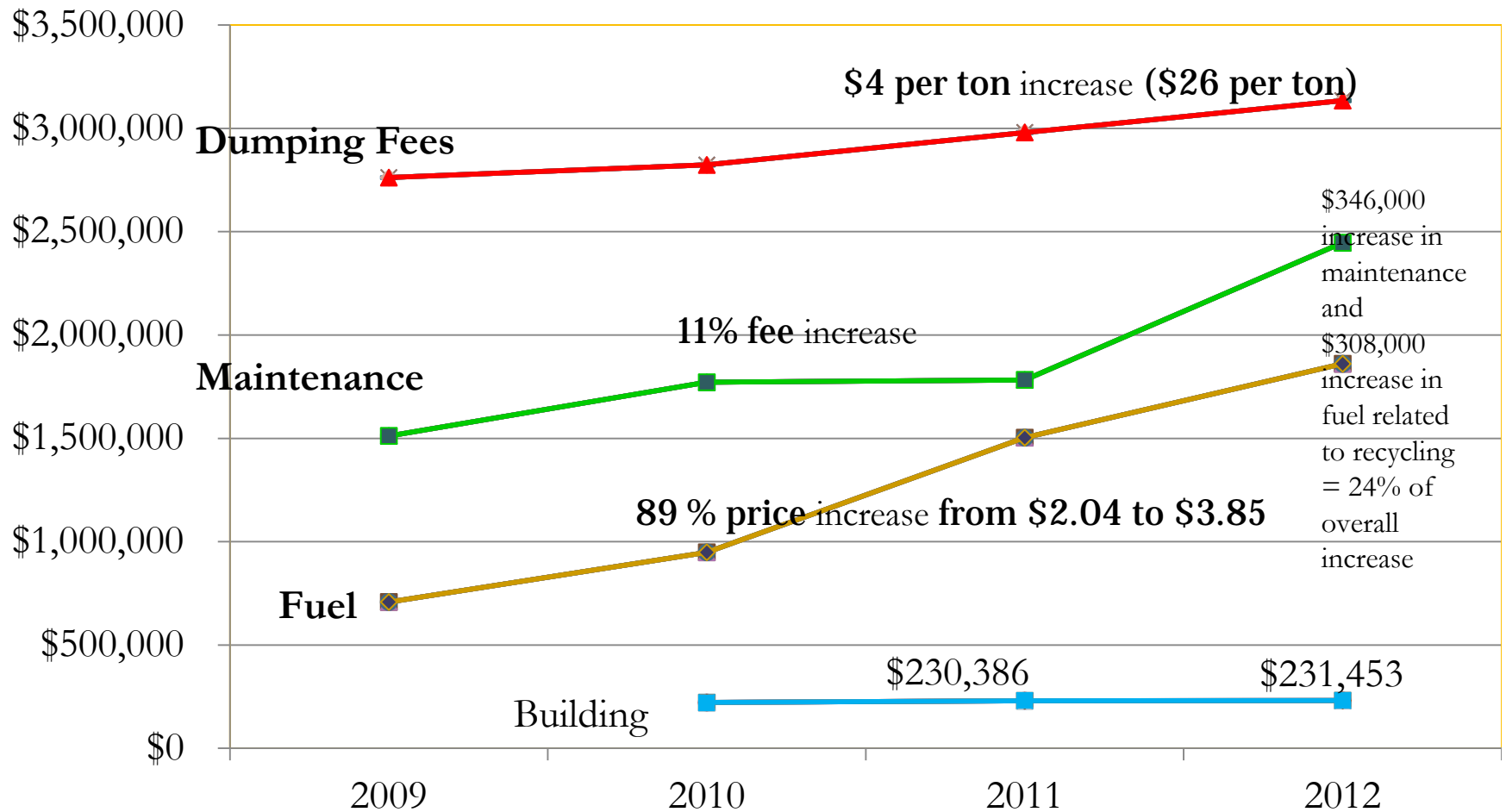
Presented to the Administrative  
Control Board on April 25, 2012



Special Service  
District #1  
(Sanitation)



# Overview of \$2,689,380 Increased Costs within a 4 year period



# 2011 Financial Report Summary

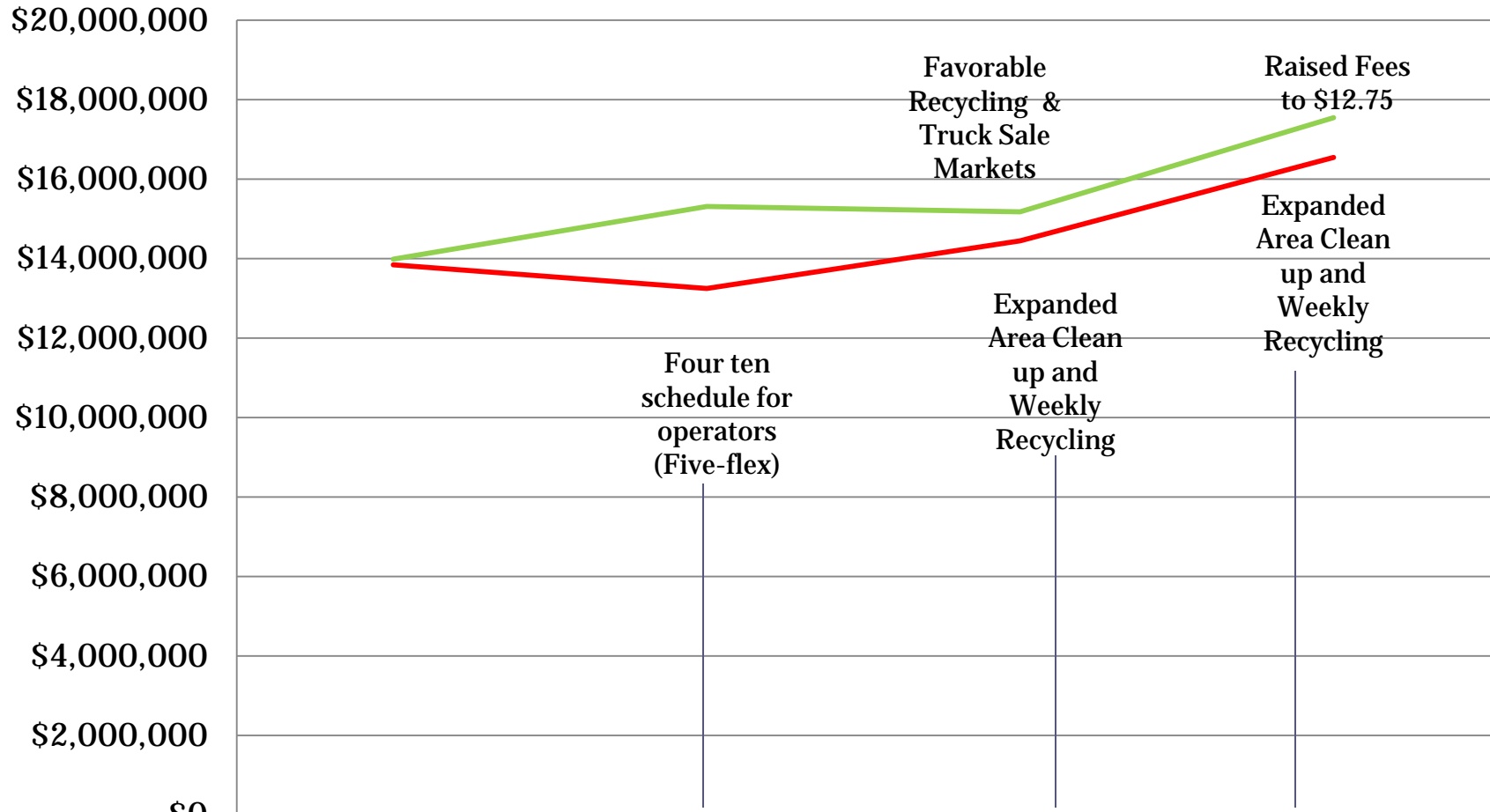
	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>		
Revenues	\$14,944,228	\$14,747,136	-\$197,092		
Expenses	<u>\$15,446,030</u>	<u>\$14,442,698</u>	<u>-\$1,003,332</u>		
Net	<u>-\$501,802</u>	<u>\$304,438</u>	<u>\$806,240</u>		
<b>Notes:</b>	Favorable recycling revenue rates/ton				
	Fewer truck sales in 2011 than budgeted; shifted to 2012 and 2013				
	<ul style="list-style-type: none"> <li>• Delay due to contract processing</li> </ul>				
	Increased services in 2011				
	<ul style="list-style-type: none"> <li>• Weekly collection of recyclables in September 2011</li> <li>• Area Cleanup from 1:7 homes to 1:5 homes per container</li> </ul>				
	<input type="checkbox"/> Mileage increase of 105,054 miles				
	<input type="checkbox"/> Increased truck maintenance costs				
	<input type="checkbox"/> Added 8 FTE's for recycling, from 66 to 74 FTE's				
	Increased fuel costs from \$2.63/gal to \$3.49/gal				
	Increased disposal costs from \$24/ton to \$26/ton				

## Projected Cash Balance (in millions)

Year end >>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
*Unrestricted Cash	\$8.5	\$8.6	\$7.1	\$5.4	\$3.7	<b>\$1.8</b>
**Restricted Cash	<u>\$7.4</u>	<u>\$7.9</u>	<u>\$6.7</u>	<u>\$7.1</u>	<u>\$8.4</u>	<u>\$8.3</u>
TOTAL	<u>\$15.9</u>	<u>\$16.5</u>	<u>\$13.8</u>	<u>\$12.5</u>	<u>\$12.1</u>	<u>\$10.1</u>
Reflects:						
Actual cash balance as of December 31, 2011						
Projects the purchase of CNG trucks in 2013 and forward						
Projects a change in the equipment replacement inflation factor from 5% to 3%						
Projects CNG fuel savings						
Includes Vacation/Sick/OPEB accruals in the Restricted Cash account						
<b>*Statutory requirement for Unrestricted Cash balance is 5% of annual budget, approx \$800,000.</b>						
**Restricted Cash includes: Equipment Replacement, Cart Replacement, and Vacation/Sick/OPEB						

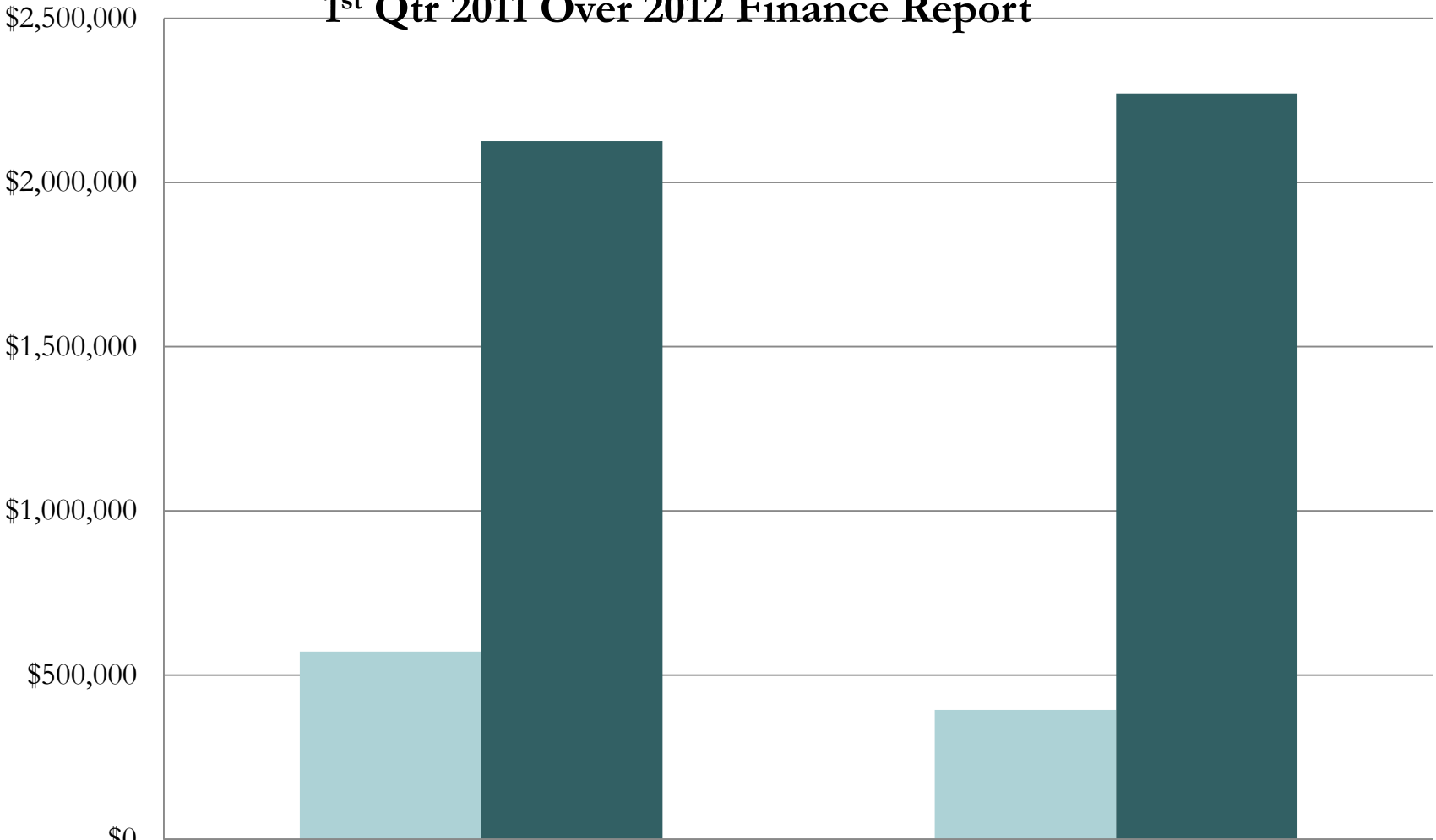


# Income Statement



	2009 Actual	2010 Actual	2011 Actual	2012 Budget
— Revenues	\$13,983,264	\$15,307,461	\$15,172,086	\$17,540,613
— Expenses	\$13,839,353	\$13,243,897	\$14,442,698	\$16,544,695

# 1<sup>st</sup> Qtr 2011 Over 2012 Finance Report



	1st Qtr, 2011	1st Qtr, 2012
■ Revenues	\$571,748	\$393,666
■ Expenses	\$2,126,320	\$2,271,267



# 2012 SANITATION GOALS AND PERFORMANCE MEASURES

Presented to the Administrative Control Board  
on Wednesday, April 25, 2012





# GOAL 1: WORLD CLASS CUSTOMER SERVICE

**Performance Measure:** 98% Overall Customer Satisfaction with 93% satisfaction for the Area Cleanup Program 12/31/12

## Steps to improve services and increase satisfaction rating:

- ⊙ Provide community outreach and education about sanitation services and recycling opportunities
- ⊙ Evaluate different size carts for garbage with tier fee structure
- ⊙ 90% of carts left standing
- ⊙ Operators are educated about all services and are able to educate customers, or know where to direct customers for information
- ⊙ Operators understand customer service standards, Division and County policies and procedures

**REUSE**  
**REDUCE**  
**RECYCLE**





# GOAL 2: INCREASE THE LANDFILL DIVERSION RATE

**Performance Measure:** 21% Diversion Rate with 4% increase in recycling and green waste diverted from the total tons collected, by 12/31/12

Due to customer demand and the need to divert more materials from the Landfill, we will do the following:

- ⊙ Implement 2 more community glass collection sites by 4/30/2012
- ⊙ Increase recycling collections by 7,000 tons
- ⊙ Evaluate the need for additional glass collection sites, and options for e-waste
- ⊙ Evaluate staffing for the Area Clean-up program and consider ways to increase green waste to be captured for reuse
- ⊙ Re-evaluate curbside green waste collections and make a determination by September 2012

**REUSE**  
**REDUCE**  
**RECYCLE**





# GOAL 3: EXCELLENT EMPLOYEE SATISFACTION

**Performance Measure:** 88% Employee Satisfaction by December 31, 2012

**Steps:**

- ⊙ Full implementation of employee development and performance management plans by June 30, 2012
- ⊙ Provide timely feedback for each employee's performance
- ⊙ Ensure all operators know policies, procedures and expectations
- ⊙ Reward and recognize outstanding performance
- ⊙ Continue with Employee Recognition Program (s)
  - ⊙ Safety Awards
  - ⊙ Efficiency Incentive
  - ⊙ Productivity Incentive
  - ⊙ Recognition awards for outstanding work





# GOAL 4: EFFECTIVELY RESPOND TO AN EMERGENCY AND/OR DISASTER

## Performance Measure:

- ◎ 90% of all front line employees are NIMS 100, 200 and 700a trained by October 1, 2012
- ◎ 100% of supervisors and managers are NIMS 100, 200, 700a, 800, 300, and 400 by December 31, 2012
- ◎ 95% of division employees are online CERT trained by February 28, 2012
- ◎ 50% of employees are fully CERT certified by May 1, 2012
- ◎ Identify and define systems and SOPs needed to ensure appropriate cost recovery for emergency/disaster cleanup by March 31, 2012





# GOAL 5: GREEN OUR FLEET

## Performance Measures:

- ⊙ 100% CNG Curbside Collection Trucks by December 31, 2016
- ⊙ 100% Alternative Fuel use for the Area Cleanup Program (Bio-diesel)
- ⊙ Improve route efficiencies with mapping component
- ⊙ “Eco Driving” 5% reduction of fuel use by reducing idle time and changing driving habits by December 31, 2012
- ⊙ 5% increase of MPGs division wide and evaluate by program, December 31, 2012
- ⊙ Explore and evaluate technologies to increase MPGs







# GOAL 6: IMPROVE OUR TECHNOLOGY

**Performance Measure:** Determine adequate and appropriate database systems by October 30, 2012

The appropriate software will give us the following:

- ⊙ Accurate revenue stream through the capability to conduct residential container inventories for accurate billing
- ⊙ Accurate reports on division fleet performance and allow preventative measures and timely maintenance
- ⊙ Accurate and timely feedback for operator performance reports
- ⊙ Accurate route information for improved efficiencies and cost per area to measure the following: set out rates, can counts, waste per area and costs per area.

