

ADMINISTRATIVE CONTROL BOARD (ACB) – WASATCH FRONT WASTE AND RECYCLING DISTRICT (WFWRD)
MONTHLY MEETING MINUTES

DATE/TIME	LOCATION	ATTENDEES
February 25, 2019 9:00 a.m. <hr/> Next Board Meeting March 25, 2019 9:00 a.m.	Public Works Building 604 W 6960 S Midvale, UT 84047	<u>Board Members:</u> Scott Bracken, Jim Bradley, Kay Dickerson, Steve Gunn, Dwight Marchant, Kris Nicholl (via phone), Sherrie Ohrn (via phone), Brint Peel, Excused: Jim Brass, Brad Christopherson, Robert Paine, Ron Patrick, Patrick Schaeffer <u>District Staff:</u> Anthony Adams, Craig Adams, Rachel Anderson, David Ika, Yael Johnson, Paul Korth, Andrea Murdock, Pam Roberts, Pamela Savage <u>Public:</u> Tim Tingey (Cottonwood Heights)

AGENDA

Call to Order: Brint Peel, Board Chair

1. Consent Items:

- 1.1. January 28, 2019 Board Meeting Minutes (**Motion & Approve**)
- 1.2. Conflict of Interest Approval: Pam Roberts, Executive Director (**Motion & Approve**)

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

3. Business Items

- 3.1. Open & Public Meeting Act – Required Board Training: Rachel Anderson, Fabian VanCott (**Informational**)
- 3.2. Annual Human Resources Policy Review: Andrea Murdock, Human Resources (HR) Manager (**Informational**)
- 3.3. 2018 Accomplishments and Satisfaction Survey Results: David Ika, Operations Manager & Pam Roberts (**Informational**)
- 3.4. Executive Director’s Report: Pam Roberts (**Informational/Direction**)
 - 3.4.1. Granite Community Withdrawal Status
 - 3.4.2. Transfer Station/Landfill Services Request for Proposal (RFP) and Contract Award
 - 3.4.3. Amendment to the Interlocal Agreement with Salt Lake County for Transfer Station and Landfill Services

3.4.4. The Process of Evaluating the HR Consultant Recommendations for the WFWRD Pay Plan

3.5. HR Consultant's Recommendations to Revise and Add to the District's Policy Manual Related to the District's Pay Plan and Salary Ranges (Informational/Approval and Direction)

4. Closed Session (If Needed)

The Administrative Control Board may temporarily recess the meeting to convene in a closed session to discuss the character, professional competence, or physical or mental health of an individual, pending or reasonable imminent litigation, and the purchase, exchange, or lease of real property, or other legally applicable reasons as provided by Utah Code Annotated §52-4-205.

5. Other Board Business

This time is set aside to allow Board members to share and discuss topics.

6. Requested Items for the Next Board Meeting(s)

- WFWRD 2019 Strategic Plan and Goals
- Continued HR Consultant's Recommendations for the WFWRD Pay Plan

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
1. Consent Items			
<p>1.1 January 28, 2019 Board Meeting Minutes</p> <p>1.2 Conflict of Interest Approval: Pam Roberts, Executive Director (Motion & Approve)</p>		<p>Motion to Approve the Minutes by: Board Member Gunn Seconded by: Board Member Marchant</p> <p>Vote: All in favor (of Board Members present)</p> <p>Motion that the Board Received the Disclosures and See No Conflicts of Interest by: Board Member Dickerson Seconded by: Board Member Bradley</p> <p>Vote: All in favor (of Board Members present)</p>	<p>Approved February 25, 2019</p> <p>Approved February 25, 2019</p>
2. Meeting Open for Public Comments			
	(Comments are limited to 3 minutes)		
	No public comments		
3. Business Items			
<p>3.1. Open & Public Meeting Act – Required Board Training: Rachel Anderson, Fabian VanCott (Informational)</p>	<p>Rachel reviewed the Utah Open and Public Meetings Act (Title 52, Chapter 4), and focused on specific situations that are applicable to the WFWRD Administrative Control Board. The purpose of the Act is to regulate decisions of a public or governmental body within a meeting open to the public. The Board Chair is responsible for ensuring that all Board members receive this annual training. Rachel emphasized the point that regulations for special service districts are different than municipal bodies, and some regulations for WFWRD are different than the municipalities that Board members represent.</p>		

<p>3.2. Annual Human Resources (HR) Policy Review: Andrea Murdock, HR Manager (Informational)</p>	<p>Rachel indicated that the Board Chair has the discretion if the Board will discuss an issue brought up through public comments, but no final decision can be made unless the topic is listed on the meeting's agenda.</p> <p>A quorum must be present to enter in to a closed meeting, and the majority of members in attendance must agree to enter a closed session. No decisions can be made in a closed session. All decisions must be made in an open meeting.</p> <p>Board Member Marchant asked if members participating by phone are counted toward the quorum. Rachel confirmed that members participating electronically or telephonically are counted toward the required quorum.</p> <p>Rachel stated that emails and texts can be sent between Board members without it being considered a meeting. However, she counseled the Board that this method should not be used as a means of getting around the Open and Public Meetings Act requirements, and to keep these conversations to a minimum.</p> <p>Andrea reviewed the purpose of the HR Policy and its purpose to guide employment decisions. She highlighted the two policy changes that were adopted by the Board in 2018. One was a revision to the pay structure to address compensation needs of employees outside of the pay range but have met expectations during the evaluation period. The other was the adoption of an anti-bullying policy to strengthen expected standards of conduct in the workplace.</p> <p>Pam added that other minor technical changes to the policies have been made and identified, which do not need Board approval. These changes are more for clarification of the policies.</p>		
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3.3 2018 Accomplishments and Satisfaction Survey Results: David Ika, Operations Manager; Pam Roberts (**Informational**)

Pam introduced this topic, and explained that WFWRD staff does not often have the opportunity to describe the benefits and accomplishments of the District. The District collected almost 149,000 tons of waste and recycling in 2018.

David stated that we met our goal of customer satisfaction by receiving a 96% satisfaction rated from our customers. We have improved operational processes for a 14% improvement on customer service and reduction in missed collections. Additionally, we have implemented an online chat feature to help customer service and participated in 2,233 chats since its implementation in September 2018. Board Member Gunn asked what the chat features are about. Yael Johnson, Customer Services Manager, stated that common topics are can repair requests, questions about our services, and recycling questions.

We also met our employee satisfaction goal with an 82.8% employee satisfaction rating. David added that our supervisors and managers have participated in coaching sessions to enhance and refine their leadership skills. We also had one of our drivers, Chris Aguiar, win the national Driver of the Year, Runner Up award from the National Waste & Recycling Association (NWRA).

David indicated that we have implemented a Leadership Enhancement Program with our Lead Equipment Operators to unify organizational needs and District culture. Board Member Gunn asked, what are Lead Operators? David explained that they are individuals who lead a group of six or seven drivers and oversee their daily performance and route completion. Board Member Bracken asked if they are also operators. David confirmed that they are. David also highlighted a few employees who received peer-nominated awards.

Pam commended our drivers and pointed out that we exceeded our safety goal by obtaining an 87% Safe Day Rating. David also commended the Operations Team for

this accomplishment. Additionally, he explained the requirements for the Utah Trust Accountability Program (TAP) award, which we received, along with the Premium Relief Credits for our performance in Workers Compensation and Liability claims.

We have also installed Global Positioning Satellite (GPS) devices in our collection trucks to track driver habits and modify behavior to increase compliance and efficiencies. Board Member Gunn asked how the GPS devices help the drivers. David explained that one of the benefits is to track when drivers have been down a street for collections when a resident calls to say they were missed. It provides accountability for the drivers. There are also several reports available through the devices which we have not yet fully explored including mileage, maintenance, and usage efficiencies.

Board Member Dickerson asked how we educate customers on can placement and preferences. David confirmed that Supervisors and Lead Operators educate our customers. Board Member Marchant commended our work in the communities and cautioned us to remain tactful when dealing with customers and not become defensive.

Board Member Dickerson stated that he has not seen any educational instructions stapled to his can in a long time. This may help to educate a lot of residents. Pam stated that our drivers will attach a tag on a can if there is a situation where we cannot collect it. The tag explains the reasons to the customer why the can was left. Board Chair Peel requested some related literature be given to Board Member Dickerson.

Pam stated that we diverted 1,000 tons from the landfill in 2018. [Note: After the meeting, the correct amount was determined to be 26,955 tons.] We have continued with our educational efforts and have increased the number of subscribers for our glass recycling and green waste

<p>3.4 Executive Director’s Report; Pam Roberts (Informational)</p> <p>3.4.1 Granite Community Withdrawal Status</p>	<p>collection programs. Board Member Marchant asked if paper bags could be used for recycling. Pam confirmed that paper bags are acceptable in the recycling can, but plastic bags are not allowed. She added that no bags are allowed in the green waste can, plastic or paper.</p> <p>Pam highlighted that WFWRD has saved \$1,355,959, since 2013, by using compressed natural gas (CNG) instead of diesel fuel. She commended WFWRD’s Asset Manager, Andy King, and also all of our drivers for working with this implementation. Board Chair Peel asked how long our trucks run after a full night of CNG fueling. David confirmed that it generally lasts eight and a half to nine hours, but air temperature affects the efficiency of the fueling.</p> <p>We implemented metal and mattress recycling programs with our Area Cleanup Program in 2018 with great success and recognized savings and revenue. We will continue this in the future. We have also revised our cart management standards to be able to reuse more of our older carts.</p> <p>Pam indicated that she has been in touch with Jeff Robinson, Sandy City’s Senior Civil Attorney, regarding the withdrawal of the 397 Granite Community households annexed by Sandy City.</p> <p>She reviewed past withdrawal history and pointed out that 28 properties in Bell Canyon were annexed by Sandy City and approved, by the ACB, to withdraw from the District in 2010. However, these 28 properties did not go through final approval process by the County Council, so these properties will be included in the current proposal to the County Council to allow the withdrawal of these properties from the District. Rachel confirmed that the</p>	<p>Rachel will ensure the 28 properties go through the legal withdrawal process.</p>	
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<p>3.4.2 Transfer Station/Landfill Services RFP and Contract Award</p> <p>3.4.3 Amendment to the Interlocal Agreement with Salt Lake County for Transfer Station and Landfill Services</p>	<p>County Council must approve the withdrawal to make the decision finalized.</p> <p>Pam stated that collections in Granite occur only one day each week, so WFWRD will be able to absorb those resources due to the growth in the southwest valley and the anticipated growth in Magna.</p> <p>Pam reported that her next step is to craft a letter to the Granite residents to explain that we are moving forward with the withdrawal process and how they will be serviced in the future. The goal date of implementation is July 1, 2019.</p> <p>Area Cleanup will not be affected for any properties in Granite this year. Pam further explained that WFWRD will contract directly with the contracted service provider to provide curbside waste and recycling services to WFWRD customers in unincorporated Granite. These residents will continue to contact WFWRD for any issues and customer service.</p> <p>Pam clarified that this RFP process was intended to allow additional options for WFWRD for waste disposal. We still have an active contract with Salt Lake County for waste disposal. Through this RFP process, we secured one contract with Ace Intermountain Recycling. She and other managers met with Matt Stalsberg, Ace Executive and the staff at Ace last Friday. One of the identified benefits is that Ace is open on Saturdays. We will be conducting some tests to determine drive times, in and out times, and other efficiencies.</p> <p>Pam announced that the County Council approved the amendment to allow more lenient options for discussions on the contract terms. There is a follow-up meeting with Salt Lake County Deputy Mayor Rick Graham on March</p>		
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3.4.4 Process of Evaluating the HR Consultant Recommendations for the WFWRD Pay Plan

13th. Our desire is to maintain this agreement and partnership with the County.

Pam explained that an evaluation of our Pay Plan occurred due to employees exceeding the maximum salary range. The original recommendation from our HR Consultant, Melissa Kotter, was to have a 40% salary range from minimum to maximum for each classification. There were a few reasons that put some of these classifications in a smaller range, including how annual cost of living allowance (COLA) increases were managed, which created some compression. Another reason we believe, was to keep the Equipment Operator range the entry pay competitive.

She added that the consultant's recommendation is to readjust the salary range to obtain a 40% spread for all job classifications. This will mean the entry range will go down for some of the ranges, but we will not lower anyone's existing salary. Board Chair Peel voiced his interest on how this will financially impact the District. Pam indicated that the estimate total including retirement benefits is \$14,000. An additional benefit is to reduce the number of employees who have reached their maximum salary range. Andrea added that maintaining a consistent range with market data will help us maintain employees in difficult to fill positions.

Board Member Bradley asked when we last conducted a market study. Pam answered that it was conducted in 2017. Andrea stated that one of the recommendations is to allow hiring above the established minimum range based on experience. Pam added that the consultant will present to the Board next month and better explain her recommendations. Board Chair Peel indicated that we have had drivers leave because of pay but return later.

<p>3.5 HR Consultant's Recommendations to Revise and Add to the District's Policy Manual Related to the District's Pay Plan and Salary Ranges (Informational/Approval and Direction)</p>	<p>Pam clarified that the original intent for salary ranges was to establish them at a 40% range, but they have been adjusted and the historical reasoning is not known. To make the adjustments, there is an approximate \$10,000 adjustment to salaries. A total of \$13,400 is estimated for the associated retirement benefits. Board Chair Peel asked where this will fit within the budget. Paul Korth, District Controller, stated that we are under budget due to staff vacancies. Although this cannot be counted on long-term, we have funds in the current budget to accommodate this change. He also clarified that some benefits are not incremental due to employee's salary. Pam confirmed that we can easily absorb this in 2019 due to employee turnover.</p> <p>Pam requested direction, from the Board, to continue gathering information to bring back at the March ACB Meeting. Board Chair Peel concurred.</p>	<p>Motion to Update Policy Manual to Reflect the Recommended 40% Pay Range and Approve the \$13,400 to Make Recommended Salary Adjustments where needed: Board Member Marchant Seconded by Board Member Dickerson</p> <p>Vote: All in favor (of Board Members present)</p> <p>Pam will work with the HR Manager and the HR Consultant to gather the needed information and present the findings and recommendations during the March 25th Board meeting.</p>	
<p>4. Closed Session</p>			
	<p>Closed session entered into for the purpose of discussing pending litigation.</p>	<p>Motion to move to Closed Session: Board Member Gunn Seconded by Board Member Bradley</p> <p>Vote: All in favor (of Board Members present)</p> <p>Motion to return to Open Session: Board Member Bradley Seconded by Board Member Gunn</p> <p>Vote: All in favor (of Board Members present)</p>	<p>Approved February 25, 2019</p> <p>Approved February 25, 2019</p>
<p>5. Other Board Business</p>			
	<p>No Other Board Business Discussed</p>		

6. Requested Items for the Next Board Meeting			
	<ul style="list-style-type: none"> • WFWRD 2019 Strategic Plan and Goals • Continued HR Consultant's Recommendations for the WSFWRD Pay Plan 		
ADJOURN		Motion to Adjourn: Board Member Bradley Seconded by Board Member Gunn Vote: All in favor (of Board Members present)	Approved February 25, 2019