

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

DATE/TIME	LOCATION	ATTENDEES
<p>September 28, 2020 9:00 a.m.</p> <hr/> <p>Next Board Meeting October 26, 2020 9:00 a.m.</p>	<p>Public Works Building 604 W 6960 S Midvale, UT 84047</p>	<p><u>Board Members:</u> Sherrie Ohrn <u>Participating via phone and electronically:</u> Scott Bracken, Jim Bradley, Daniel Gibbons, Dwight Marchant, Sherrie Ohrn, Brint Peel, Patrick Schaeffer, Tessa Stitzer, Keith Zuspan <u>Excused:</u> Kay Dickerson, Catherine Harris, Kris Nicholl, Diane Turner,</p> <p><u>District Staff:</u> Anthony Adams, Paul Korth <u>Participating via phone and electronically:</u> Craig Adams, Rachel Anderson, Larry Chipman, David Ika, Andrea Murdock, Pam Roberts, Sione Tuione</p> <p><u>Public via phone:</u> Melissa Kotter (On Track Solutions), Mike Reberg (Salt Lake County)</p>

AGENDA

- Call to Order:** Scott Bracken, Board Chair
- 1. Consent Items:**
 - 1.1.** August 24, 2020 Board Meeting Minutes (**Motion & Approve**)
 - 2. Meeting Open for Public Comments:** (Comments are limited to 3 minutes)
 - 3. Business Items**
 - 3.1.** Area Cleanup Report and Customer Satisfaction Survey: Pam Roberts, General Manager; Sione Tuione, Area Cleanup Manager (**Informational**)
 - 3.2.** 2021 Pay Plan Recommendations: Andrea Murdock, Human Resources (HR) Manager; Melissa Kotter, HR Consultant (**Informational/Direction**)
 - 3.3.** 2021 Budget Proposal: Pam Roberts; Paul Korth, Finance Director (**Informational/Direction Requested**)
 - 3.4.** Utah Retirement Systems (URS) Audit Report: Andrea Murdock (**Informational**)
 - 3.5.** Proposed HR Policies to Comply with URS Requirements: Andrea Murdock; Rachel Anderson, Legal Counsel (**Adoption Requested**)

3.6. General Manager's Report: Pam Roberts (Informational)

- CARES (Coronavirus Aid, Relief, and Economic Security) Act Reimbursement Letters to Municipalities
- Managing Workloads During the COVID-19 Pandemic
- Plan for 2020 Leaf Bag Program
- Interlocal Agreement for Building Lease

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)

- Tentative Adoption of the 2021 Tentative Budget
- HR Policies Related to Utah Codes on Medicinal Marijuana
- General Manager's Report

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
1. Consent Items			
1.1 August 24, 2020 Board Meeting Minutes	Board Member Peel identified an incorrect member title in the minutes and requested that it be corrected.	Motion to Approve the Minutes with Identified Correction by: Board Member Peel Seconded by: Board Member Bradley Vote: All in favor (of Board Members present)	Approved September 29, 2020
2. Meeting Open for Public Comments	(Comments are limited to 3 minutes)		
	No public comments		
3. Business Items			
3.1. Area Cleanup (ACUP) Report and Customer Satisfaction Survey: Pam Roberts, General Manager; Sione Tuione, Area Cleanup Manager (Informational)	<p>Pam reviewed the modified service that was conducted this year, and she clarified that the primary reason for modifying this year’s service was due to staffing issues that was compounded by the pandemic. She reviewed how curbside services are our first priority and pulling from these services to cover ACUP is detrimental.</p> <p>The change was initially met with opposition, but residents who utilized the service this year responded with many positive comments and feedback. She reviewed some statistics from this year’s service, that was available at the time of the meeting, and comparisons to the previous year. She clarified that we are currently in Herriman and Copperton to close out the season.</p> <p>Pam commended Sione and the ACUP team for providing as many containers as possible. Sione indicated that he maintained a listing of denied reservation requests, due to extra demand, and was able</p>		

to accommodate many of these requests due to cancellations from other residents and the efficiencies of the modified program.

Pam stated that the primary benefit to this year's program is the lack of mini landfills that have previously collected around the containers left on the street. She also mentioned the previous problems of scavenging through the containers that also leave messes.

Sione explained a process in which his team was able to transfer partially filled containers into a rear-loading collection truck, which increased time and mileage efficiencies. This increase in efficiencies allowed more containers to be delivered to residents. He noted that this was also performed in 2019.

Pam clarified that the delayed start, in 2020, did not drastically affect the number of days for this year's program, only shortening by four days compared to 2019. She also showed how staffing challenges progressed through each year's program. Last year, we needed to pull an average of 11 full-time staff off of their duties to accommodate the needs of ACUP. Due to this year's modified program, even with reduced ACUP staff, we rarely had to pull full-time staff to help ACUP.

Paul Korth, Finance Director, reviewed financial 2019/2020 comparisons including year-to-date comparisons, and projected estimates for the end of the program. He estimates a savings of \$372,000 for this year's program compared to 2019. He clarified that there are fewer days this year for comparison, and costs are also related to a municipality's own cleanup programs, and the timing of those cleanup programs compared to when our service occurs. He also forecast

that the cost of diesel fuel will increase next year. Overall, he estimated an approximate annual savings of \$250,000 by switching to this modified program going forward. Paul also clarified a decrease of approximately 19% in tonnages for areas we have already serviced this year. Pam attributed much of this decrease due to illegal dumping from past years, with the containers on the street.

Pam reviewed historical accidents and injuries related to ACUP. These incidents have decreased over the past few years due to good management and training. Currently we have only one accident claim and one workers compensation claim this year, both of which have a relatively low financial impact.

Pam announced that a satisfaction survey will be published to obtain input specifically for this year's program and format. She clarified that WFWRD staff consider this year's program a success and wish to continue this modified format in the future. However, resident input is desired for the Board to make that determination.

Board Chair Bracken suggested a more commonly used name for the program so that residents can associate the service and program. Not many residents know this program as "Area Cleanup."

Anthony Adams, District Clerk, clarified that the survey's programming will skip over unrelated survey questions based on the resident's responses. Suggestions were obtained from board members. Board Member Bradley commented that it has been shown that the modified format is a better way to run this program, and we should just do it. WFWRD staff understand how to run this program efficiently. We should eliminate questions that may lead residents to an

<p>3.2. 2021 Pay Plan Recommendation: Andrea Murdock, HR Manager; Melissa Kotter, HR Consultant (Informational/Direction)</p>	<p>expectation that we will return to the old way of providing the service.</p> <p>Board Member Bradley inquired what feedback has already been obtained. Sione clarified that initial complaints were directed at the challenging reservation process. Many of these challenges were addressed and accommodated. Pam added that WFWRD staff has grown as this year’s program progressed, because many of the changes and adaptations were new for staff as well.</p> <p>Pam stated that the survey will be refined and released the week of October 5th, remain open for two weeks, and have the results back at the October 26th Board meeting.</p> <p>Andrea introduced Melissa Kotter, from On Track Solutions, who has provided her expertise each year on employee salaries and ensuring that they are comparable to market rates.</p> <p>Melissa reviewed the 2020 market study that was performed on employees’ pay rates. This year, only a slight adjustment is recommended. The recommendations are based on challenges in recruitment and retention for specific positions. She focused on local data and compared data from before and after the current pandemic started. She reviewed the collected data, showing that the market is increasing but not as much as it has in the past. 96% of employers are still moving forward with salary increases. She recommended that WFWRD increase full-time salary range adjustments by 1.5%, including the starting and maximum salary range. Andrea added that we need to remain competitive with hard to fill positions, like Equipment Operator. Melissa stated that this position is</p>		
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a skilled position, and many private industries are competing for employees with the same skillset. A good salary will get an employee through the door, but the organization's culture, including benefits and growth opportunities, will keep them. Andrea confirmed that we are currently down two Equipment Operators. Pam added that we have had four vacancies over the past three months, and have been able to fill two of these. The salary increases, approved last year, have helped with recruitment and retention.

Board Member Peel recognized that there is a difference in both pay and costs for private haulers. If we do not increase our fees, being closer to private haulers, we will not be able to afford to pay employees the way they do. Pam indicated that only Salt Lake City and Murray City are more expensive than WFWRD. Some municipalities are much lower, but they subsidize those fees. Melissa stated that her recommendations are based on the median salaries which she reviews, and there will always be the outliers who pay more or less than the median salary amount. Board Vice Chair Ohrn added that employees often overlook the highly valuable benefits package that is offered.

Pam commented on the adjustment proposed for our seasonal employees, for the ACUP Program, which is routinely difficult to staff. A 3% COLA (cost of living adjustment) increase is proposed for these specific positions. Temporary staff will receive a 1.5% COLA. This will make our salaries more competitive. Board Chair Bracken added that these employees do not receive medical insurance or retirement benefits, so their overall salary costs to the District are lower.

Melissa recommended continuing the 2% merit pay increases (for non-seasonal staff) to motivate performance in employees. They know that they must

<p>3.3. 2021 Budget Proposal: Pam Roberts; Paul Korth, Finance Director (Informational & Direction Requested)</p>	<p>perform to obtain that merit pay increase. It also helps managers conduct performance management. She clarified that this is a 2% increase per position, not an aggregate. Adding the recommended 1.5% adjustment, this would be a 3.5% increase. Although this is above the market, she strongly recommends both increases to send a consistent and positive message to employees.</p> <p>Pam introduced the proposed budget by clarifying that we want to sustain the competitive services provided by the District. The expressed desire was to try and maintain our base service fee in 2021. This can be accomplished, but we do see a fee increase needed for 2022. She listed many WFWRD programs that are not provided by other entities. Due to growth, we need to expand our fleet. However, due to the pandemic, truck purchases will take longer to process.</p> <p>Staff have been reviewing our supplemental and subscription services to ensure that we are charging correctly to support and sustain them, without the base fee subsidizing them. Craig Adams, District Controller, reviewed our non-residential-front load services with the cost of similar programs at private haulers. In some service instances we are charging considerably less than other providers and in others we are in line with other haulers.</p> <p>The recommended increases, to the specific services, are reflected in the proposed Rates & Fees document. Staff is also evaluating some of our nonresidential services to determine if they are outside of our charter’s mandate. Specific costs and allocations were discussed. Board Chair Bracken stated that monthly fees subsidizing other ancillary programs, such as trailers and green waste, should be considered. He requested</p>	<p>Board Chair Bracken recommended adding this proposal to the 2021 proposed budget. Board Members Marchant, Bradley agreed. Board Vice Chair Ohrn concurred.</p> <p>Pam and staff will reevaluate fee increase for Green Waste Program subscribers.</p>	
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staff to reevaluate the need for increasing subscription green waste fees.

WFWRD is proposing to add two Equipment Operator allocations due to population growth and increase in green waste subscription services, totaling 92 full-time employees (53 Equipment Operators). Insurance cost estimates are still forthcoming from the providers.

We are planning to purchase forward-facing dash cameras for all of our trucks to help protect our employees and the District, and negate any question regarding incidents on the routes.

Pam announced her continued work with Salt Lake County regarding landfill services, and our minimum tonnage obligations.

Paul indicated that we are planning for a loss in 2021. Projections are based on assumptions previously discussed in this meeting, i.e. 1.5% COLA and 2.0% merit pay increase for full-time employees, 3% COLA for ACUP employees, modified ACUP method, etc. Fuel costs are anticipated to increase next year. Maintenance cost estimates have been increased due to our aging fleet. Paul further explained how other estimates were calculated and determined. The overall proposed budget shows that we will need to utilize \$2.6 million from our fund balance account.

The cash balance projections indicate around \$10 million at the end of 2020, and down to \$6.7 million at the end of 2021. It has remained higher for longer than anticipated. In part, due to a \$245,000 compressed natural gas (CNG) rebate, which was not anticipated. We also anticipate saving approximately \$370,000 due to the modified ACUP this year. Projections show the need for a fee increase in 2022.

<p>3.4. Utah Retirement Systems (URS) Audit Report: Andrea Murdock (Informational)</p>	<p>Andrea reviewed the recent audit findings and report from URS. They recommended policy updates, which are proposed in this meeting. The one finding, from the audit, was related to terminated employees not being removed from the system. Going forward, WFWRD will remove terminated employees, including seasonal employees, from the URS, within 30 days. The proposed recommendations will bring WFWRD into compliance.</p>		
<p>3.5. Proposed HR Policies to Comply with URS Requirements: Andrea Murdock; Rachel Anderson, Legal Counsel (Adoption Requested)</p>	<p>Pam indicated that Rachel assisted in developing the proposed editions to the District Policy Manual, for review and adoption. Rachel confirmed that the additions do not change anything we've been doing, but formalizes it in policy to comply with the URS audit findings.</p>	<p>Motion to Approve Policy Manual Edits by: Board Member Bradley Seconded by: Board Member Peel Vote: All in favor (of Board Members present)</p>	<p>Approved September 29, 2020</p>
<p>3.6 General Manager's Report: Pam Roberts (Informational)</p> <ul style="list-style-type: none"> • CARES Act Reimbursement Letters to Municipalities • Managing Workloads During the COVID-19 Pandemic 	<p>All CARES Act letter requests for reimbursements have been sent out. Two municipalities (Magna Metro Township and White City Metro Township) have requested us to adopt an interlocal agreement related to this request, which will be brought to next month's Board meeting.</p> <p>There have been no additional cases of COVID-19 among WFWRD staff. Some have taken time off due to potential exposure/quarantine.</p>		

<ul style="list-style-type: none"> • Plan for 2020 Leaf Bag Program • Interlocal Agreement for Building Lease 	<p>The Leaf Bag Collection Program will be enhanced with additional equipment to help staff with bags that will be left on the ground. This equipment will include skid-steer loaders and rear-loader collection trucks.</p> <p>Pam and Rachel are continuing discussions with Salt Lake County regarding the building lease. We have proposed extending the lease an additional five years (from 2028 to 2033), with no rent during that time, since the current bond will have been paid by that time. Pam stated that the County declined these proposed changes. Rachel added that the County requested a deferment of this discussion for a few years, when the renewal of the lease can be evaluated. The current agreement, without the requested changes, will be brought to the October Board Meeting for review and approval.</p>		
4. Closed Session			
	No Closed Session		
5. Other Board Business			
	<p>Board Member Marchant commented on the recent windstorm damage in the valley. He requested a summary report on WFWRD’s efforts in mitigating cleanup efforts. He asked about WFWRD’s role in cleanup efforts after a major emergency, and how prepared we are to utilize our resources to the communities. Board Chair Bracken suggested an Emergency Response Report at the October or November Board Meeting.</p>		

6. Requested Items for the Next Board Meeting			
	<ul style="list-style-type: none"> • Tentative Adoption of the 2021 Tentative Budget • HR Policies Related to Utah Codes on Medicinal Marijuana • General Manager’s Report • Interlocal Agreements for CARES Act Funding • Adoption of the Building Lease Interlocal Agreement with Salt Lake County 		
ADJOURN		<p>Motion to Adjourn: Board Member Bradley Seconded by Board Vice Chair Ohr</p> <p>Vote: All in favor (of Board Members present)</p>	<p>Approved September 28, 2020</p>