

APPROVED
CHITTENDEN SOLID WASTE DISTRICT
FINANCE COMMITTEE MINUTES
CSWD Administrative Office
Tuesday, February 18, 2020

FINANCE COMMITTEE PRESENT: Leslie Nulty, Bryn Oakleaf, Tim Loucks
Board Chair- Michele DaVia

CSWD STAFF PRESENT: Sarah Reeves, Amy Jewell, Michele Morris, Nancy Plunkett, Jon Dorwart

OTHERS PRESENT: Mike Casella, Casella Waste Management

AGENDA ITEM:

1. Agenda
2. Public Comment Period
3. Proposed FY 21 Wage & Benefit Schedule
4. Wage and Benefits Budget Discussion
5. Budget Review – Special Projects, Outreach & Communications, Administration, Property Management

1. Agenda – no changes

2. Public Comment – no public comments

3. Consent Agenda – Approved minutes

4. Proposed FY 21 Wage & Benefit package

A. Jewell reviewed the Wage & Benefits packet, which included the memo overview, of proposed wages and benefits for FY 21, the Consumer Price Index used to determine COLA, the summary of salaries and wages by program, the proposed FY 21 Salaries and benefit totals, and the FY 21 Organizational chart. In summary the proposed changes to the wage and benefit sheet are up 3.73% from the FY 20 Budget. A. Jewell noted that each individual program manager will discuss their staffing needs with the committee, but in summary the total hours decreased by 52 hours, totaling 103,660 hours or 49.84 full-time-equivalent employees. A. Jewell reviewed the proposed increase and decrease of staffing by program as outlined in the memo. She also reviewed the benefits and changes that were made, including changing from BCBS to MVP, which resulted in additional savings.

L. Nulty expressed concern for not having FY 19 actuals and Calendar Year actuals to compare to. A. Jewell noted that it was included last year and will be this year but was not ready in time to send this out. She did note that the FY 20 Wage & Benefits budgets are accurate. Managers do not hire unbudgeted positions and the only changes that occur are when an employee leaves and there is a vacancy and change of benefits. The Fiscal year and calendar year actuals will be provided at a future meeting.

L. Nulty would like staff to look at actuals, and not the previous budgeted number, and have a different way to look at budgeting rather than doing it the same way each year. L. Nulty asked what the incentive is for managers of non-operating programs to improve efficiencies and reduce staff time. She noted if someone leaves and we don't fill the position, there is no incentive to remove the position the next year and it's just put back in the budget and this is not acceptable. A. Jewell clarified that anytime a person leaves, the job description is reviewed to determine if efficiencies can be made and if anything should change. L. Nulty said

she feels we have a high fixed overhead that is burdensome to the organization and she is not sure how long that is sustainable. She noted it is a structural and existential issue as an organization that we should confront.

T. Loucks noted that if the Finance Committee or board as a whole feels like we want to go ahead and give staff a recommendation to make cuts or changes or provide an option B (say 25% reduction) then we need to tell them that so they can present what that would look like.

L. Nulty asked for a count of where employees fall in the step scale. What percentage are in each category. A. Jewell will provide the exact percentages at the next meeting.

A. Jewell reviewed the costs of the mandated and optional benefit package offered to staff and discussed the decrease in premium costs by switching from BCBS to MVP. The overall cost is higher in FY 21 due to plan changes and an assumed 10% increase for the second ½ of the fiscal year. A. Jewell also noted that CSWD' retirement has been 6% for the last 30 years. She is sending out to other municipalities to see what they offer and will bring that back to the committee for further discussion.

T. Loucks noted that a \$4,414,716 budget with 49 FTE's is about an \$88,000 package for the average employee.

A. Jewell said that an RFP for Classification and Compensation has been sent out and can include the benefit analysis. This is typically done every 6-8 years to be sure that are positions are in market range. It was last done in 2012 and positions were found in market range.

Discussion was held on overtime and what portion takes it as comp time and what portion takes it as overtime. A. Jewell said it will vary and each employee can make that decision each pay period, but we can look at that break out. She noted that they can only carry it to June 30, or December 31st and if it's not used as comp time the employee is paid out for the time.

Agenda #5 - Budget Review – Special Projects –

N. Plunkett reviewed her Special Projects budget and noted that the purpose of the program is to compile, analyze, and provide disposal and diversion data for manager's use in identifying opportunities to improve services, reduce costs and waste, and increase diversion. She also noted that she researches and evaluates waste reduction strategies utilized in other communities and researches and evaluates end markets for special waste materials. N. Plunkett reviewed the significant changes as outlined on the summary page.

T. Loucks asked why we are providing hauler container grants. N. Plunkett noted that the intention of the grants is to provide an incentive to move residential customers from the blue bin to a cart and to encourage the development of food scrap collection programs for households. Recycling carts reduce litter, protect recyclables from the weather, and provide households with more room for recyclables so they don't place excess in the trash. N. Plunkett notes that we have been decreasing the amount over time based on demand. With the final phase-in of the statewide organics ban July 1, N. Plunkett recommended we maintain the grant program for at least the coming year. L. Nulty said we need to follow up make sure that money is used for what is intended. L. Nulty noted that KPI's do not need to be done for programs where it doesn't fit.

b) Outreach & Communication –

M. Morris reviewed the Outreach & Communications budget and noted that Proposed Outreach & Communication budget shows an increase in expenses of \$24,432, or 2.6%, over FY20. She noted that Jen Holliday oversees the department and her staff time is in this budget. She noted that O&C will be focusing

resources on two main themes in addition to normal mandated requirements: Implementation of Act 148 food scrap requirements & laying groundwork for a new MRF. She explained that Significant budget impacts of these efforts include:

- Subsidizing Green Cones and Soil Savers at 15-20% of cost.
- Anticipating 25 to 50% increase in sales and distribution of food-scrap related containers.
- Added \$3,000 for a second Outreach Intern.
- Added \$10,000 for contracted design and marketing services to supplement internal capacity and enable testing of new digital marketing modes.
- Added \$10,000 in professional services for crisis communication if needed.

T. Loucks noted that if we were looking at opportunities to reduce the budget, this program is the target. He was not suggesting that it was a good idea but was noting this one would be less difficult than operations.

Discussion was held on Green Up Day funding and covering the cost of tires and possibly restructuring this for towns to use their community clean-up fund to pay for tires on Green Up Day.

Discussion was held on food dehydrators and educating the public about this option.

Discussion was held on CSWD paying for District cell phones. A. Jewell reviewed the Board had approved that expenditure for certain positions. Discussion was held on credit cards for departments rather than individuals.

M. Morris handed out a sheet on printed materials and how those expenses are broken out based on projects. She noted that the State's campaign for food scrap ban ends in July. CSWD will still need to provide education for residents well beyond that date.

Further discussion was held on the how to determine the success of the department. M. Morris noted that it is difficult but that our low contamination rate at the MRF has proved to be financially beneficial. CSWD also enjoys high public participation in recycling and food waste reduction and diversion efforts.

c) Administration Budget - A. Jewell note that the admin budget is increasing because of the identified need for an IT Specialist and also included the \$50,000 place holder for the RFP for the Classification Study review and the maintenance of the website moved from the Outreach & Communications budget to Admin. T. Loucks asked about the \$50,000 for consultants. S. Reeves said that is a placeholder for upcoming projects that might be requested and are not known specific to a program. She said formerly this would have been put in the Prospective Unusual Development budget, which we no longer have.

d) Property Management Budget – Due to the time, it was requested that the Property Management budget be discussed at the next meeting and that staff provide a map of the properties being discussed.

Motion by L. Nulty, SECOND by B. Oakleaf to adjourn the meeting. VOTING: unanimous; motion carried.

The meeting was adjourned at 8:30 p.m.

Amy Jewell, Secretary

I agree that this is an original copy of minutes and they have been approved by the Finance Committee at the 3/3/2020 meeting held in Williston.

Amy Jewell, Secretary