

**BOARD OF TRUSTEES – WASATCH FRONT WASTE AND RECYCLING DISTRICT (WFWRD)**  
**MONTHLY MEETING MINUTES**

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, August 28, 2023 9:00 a.m.</p> <p><b>Next Board Meeting</b> Monday, September 25, 2023 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Daniel Gibbons (Chair) - City of Holladay, Anna Barbieri (Vice Chair) - Taylorsville City, Cyndi Sharkey - Sandy, Greg Shelton - White City, Keith Zuspan - Town of Brighton, Laurie Stringham - Salt Lake County, Robert Piñon - Emigration Canyon, Scott Bracken - Cottonwood Heights, Sherrie Ohrn - Herriman City</p> <p><u>Participating Electronically:</u> Eric Barney - Magna, Patrick Schaeffer - Kearns, Thom DeSirant - Millcreek City, Tessa Stitzer - Copperton. <i>Participation ended at roughly 10:40 due to technical issues.</i></p> <p><u>Excused:</u></p> <p><u>District &amp; Support Staff:</u> Pam Roberts, General Manager/CEO Paul Korth, Finance Director/CFO David Ika, Operations Manager Hazel Dunsmore, Humans Resources Manager Rachel Anderson, Legal Counsel Melissa Kotter, Compensation Consultant Renee Plant, Administrative Manager Catarina Garcia, Executive Assistant/Board Clerk Matt Ferguson, Controller/Treasurer Sione Tuione, Residential Recycling Collection &amp; Sustainability Manager (<i>arrived at 9:14</i>) Shane Norris, Safety &amp; Emergency Preparedness Coordinator McKenna Tupa'i, Sustainability Coordinator Jorge Benitez, Data &amp; Program Specialist</p> <p><u>Public:</u> Brett Hales - Murray City, Justun Edwards - Herriman City, Abby Evans - Salt Lake County</p>

## THE WASATCH FRONT WASTE AND RECYCLING DISTRICT BOARD OF TRUSTEES MEETING AGENDA

To be held Monday, August 28, 2023, at 9:00 a.m. at the District Offices located at 604 West 6960 South, inside the Salt Lake County Public Works Administration Building Training Room. This meeting will also be held electronically via Webex. Public login is:

<https://slco.webex.com/slco/j.php?MTID=me8c09f4d4ab5ae6cf29f6ea11cfe5f0d>

Reasonable accommodations (including auxiliary communicative aids and services) for individuals with disabilities may be provided upon receipt of a request within five working days' notice. For assistance, please call V/385-468-6332; TTY 711. Members of the Board may participate electronically.

Call to Order: Daniel Gibbons, Board Chair

Roll Call: Catarina Garcia, Board Clerk

1. Welcome Hazel Dunsmore, HR Manager, Pam Roberts, General Manager
2. Consent Items (**Approval Requested**)
  - 2.1. June 26, 2023, Board Meeting Minutes
3. Meeting Open for Public Comments  
*(Comments are limited to 3 minutes) Public wishing to submit a comment to the Board of Trustees may do so by submitting their comment to the Board Clerk at [cgarcia@wasatchfrontwaste.org](mailto:cgarcia@wasatchfrontwaste.org) before Monday, June 26<sup>th</sup>, 8:00 a.m. All comments must include the name and address of the individual making the comment. These comments will be read at the meeting as if the individual were present. Public comments can also be made in person or via Webex during this time.*
4. Business Items
  - 4.1 Request Reclassifications for the Equipment Operator Apprentice Trainers and Training Coordinator Positions, Pam Roberts, General Manager, Hazel Dunsmore, HR Manager, Melissa Kotter, Compensation Consultant (**Approval Requested**)
  - 4.2 2023 2nd Quarter Financial Report & Cash Projection Updates, Paul Korth, Finance Director, Pam Roberts (**Acceptance Requested**)

- 4.3 General Manager's Report and 2024 Budget Priorities, Pam Roberts ***(Information/Direction Requested)***
- January-July Accomplishments and Updates, Seasonal Container Reservation Program (SCRCP)
  - Recycling Review and the Proposed 2023 Recycling Survey
- 4.4 Continued Discussions on Audit Review Committee, Board Chair Gibbons ***(Discussion/Direction)***
- 4.5 The Utah Association of Special Districts (UASD) Convention, November 8th – 10th 2023, Catarina Garcia, Board Clerk ***(Information/Direction)***
5. Closed Session (If Needed)  
*The Board of Trustees 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 reasonably 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.*
6. Other Board Business  
*This time is set aside to allow Board Members to share and discuss topics.*
7. Requested Items for the Next Board Meeting Monday, September, 2023, 9:00 a.m.
- General Manager's Report:
  - Proposed 2024 Budget and Capital Expenditures
  - General Manager's Report
    - Follow-up on 2023 Recycling Survey
    - YTD SCRCP Report

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
<b>Call to Order / Roll Call</b>			
	Board Chair Gibbons called the meeting to order at 9:00 a.m. and Catarina Garcia conducted the roll call.		
<b>1. Welcome</b>			
1.1. Hazel Dunsmore, HR Manager, Pam Roberts, General Manager	<p>Pam introduced Hazel Dunsmore and expressed her thanks for Hazel walking through our doors.</p> <p>Hazel expressed her appreciation for being selected as the HR Manager, for the culture, and the great support from staff.</p> <p>About half her career has been with local government in Provo, Springville, and Draper. She was the HR Director at Draper and after the pandemic, she applied to be the Solid Waste Manager. She supervised trash and recycling pick up for the last year and a half. She has a great deal of respect for equipment operators and customer service representatives and what they do every day. It was amazing for her to find a job with both HR and solid waste management.</p> <p>Hazel is a grandma, likes to read, bake, and is a movie buff. She was welcomed by Board Members.</p> <p>Board Chair Gibbons also recognized Mayor Brett Hales in attendance from Murray City. We anticipate he will be appointed to the WFWRD Board of Trustees by the Murray City Council next month.</p>		

<b>2. Consent Items</b>			
2.1. June 26, 2023, Board Meeting Minutes (Motion & Approve)	There were no questions or comments on the minutes.	<b>Motion to Approve:</b> Board Member Stringham <b>Second:</b> Board Member Ohrn  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved August 28, 2023</b>
<b>3. Meeting Open for Public Comments</b> ( <i>Comments are limited to 3 minutes.</i> )			
	<p>There were no public comments, and no one present had public comments.</p> <p>Pam noted that she spoke with one constituent about the Seasonal Container Reservation Program (SCR), however, he has not since been in touch.</p> <p>Board Member Stringham commented that she received a call from area resident that sent her a photo of our drivers getting out and picking up waste that had blown over in the wind. He said, “This is amazing, tell them thanks.”</p> <p>Board Chair Gibbons shared a similar experience from a month or two ago during a wind and rainstorm and agreed that our crews are amazing.</p> <p>Board Chair Gibbons closed the period for public comments.</p>		
<b>4. Business Items</b>			
4.1 Request Reclassifications for the Equipment Operator Apprentice Trainers and Training Coordinator Positions, Pam Roberts, General Manager, Hazel Dunsmore, HR Manager and Melissa Kotter, Compensation Consultant ( <b>Approval Requested</b> )	<p>Board Chair Gibbons and Pam welcomed Melissa Kotter and Hazel Dunsmore to the table to kick off the topic.</p> <p>Pam reminded the Board that in order to implement this program, we need to reclassify additional vacant</p>	<b>Motion to Approve:</b> Vice Chair Barbieri <b>Second:</b> Board Member Stringham	<b>Approved August 28, 2023</b>

	<p>EO (Equipment Operator) allocations due to the high demand the daily operations have on our team while we work to recruit, onboard (train), and retain existing EOs (refresh).</p> <p>During the June 26, 2023, Board meeting, the Board approved reclassifying two (2) EO positions as part of the Apprentice Program. This was the first step in building this program.</p> <p>There are two Trainer positions to help with the two apprentice positions. We already have some seasonal employees waiting in the wings for the Apprentice openings that we feel would be great candidates. We need to ensure we have the Trainers and the Coordinator in place to set the apprentices up for success.</p> <p>Pam reached out to the Board before the meeting to explain WFWRD is trying to carve out a training unit within our operations.</p> <p>Our daily operations take everything we have to pick up roughly 16,800 homes serviced curbside each day for all commodities, which requires 39 routes, 39 EOs, four Supervisors and two Managers.</p> <p>This is not only about the apprenticeship program, but also to retain existing drivers. Accidents happen and we know that within the first three years is when we see the most driver accidents and incidents, and turnover.</p> <p>The other piece is the coordinator position, someone who is not thrown into the daily operations and services, to oversee the program.</p>	<p><b>Vote: All in favor (no opposing votes).</b></p>	
--	---	---	--

	<p>Pam reviewed EO Allocations, Relief Pool, Staffing and Daily Workloads:</p> <p>We operate five (5) days per week. We currently have 65 EO allocations working four tens, which means 13 (20%) of our EOs are scheduled off every day. This does not include vacation or sick leave. When fully staffed, we have 52 EOs to fulfill our daily workloads of 43 routes each day for all services, which makes our relief pool 9 EOs (14%) and meets service needs when we are fully staffed.</p> <p>We currently have 10 vacancies. Normally our relief pool is nine drivers, our current relief pool is a negative one. We had three drivers start today, but they will not be ready to run their own routes for 2-3 weeks.</p> <p>There are drivers who enjoy coming in on their day off to accrue overtime, and those that will come in when we need them. The bottom line is to not burn our people out.</p> <p>Pam expressed her thanks to Renee, Andy, David and everyone on this program development team.</p> <p>The Trainers will have assigned routes and use them to train apprentices, new hires, and refresh existing drivers.</p> <p>The Coordinator will not have an assigned route but will fill in and use any uncovered routes for training as needed. Things are put aside and left undone when Supervisors go out to fill in uncovered routes.</p>		
--	---	--	--

	<p>The minimum qualifications for the Trainer position require three years of closely related experience and possession of a valid Class B Commercial Driver's License (CDL) with a valid DOT Medical Card at the time of hire. The Coordinator position requires the same three years with one year of leadership, thus, a difference in pay.</p> <p>Pam stated that it is an increased cost and staff believe it is worth it. She then turned the time over to Melissa Kotter.</p> <p>Melissa explained her role was to look at the job descriptions to determine the market and internal equity approach.</p> <p>The job summary and minimum qualifications of the Trainer are very similar to the Lead EO. One is leading a team and the other is training an individual. This allows this person to go back and operate as a lead when there are no apprentices to train. It changes the front-line workers from 9 to 11. The ratio still works within the WFWRD model which makes sense to keep the pay the same as a Lead EO, which is 10% more than an EO.</p> <p>The job summary and minimum qualifications of the Coordinator require more, thus, higher pay. They will collaborate with Supervisors and the Equipment Operator Apprentice Trainer with setting goals, creating action plans, and overcoming obstacles. They will also be part of the respective employees performance evaluations.</p>		
--	---	--	--



	<p>There is no survey market data for this position, it would be more of a human resource function. Due to the uniqueness of this position, Melissa recommends looking at internal equity.</p> <p>The Lead Equipment Operator and Collection Supervisor positions currently have a 20% midpoint differential between the two pay ranges. She recommends increasing the Lead EO range by an additional 10% to create the Coordinator position. Therefore, the tiered progression would be EO, Lead EO with potential to train, become a Coordinator, or a Collections Supervisor.</p> <p>She directed the Board to the proposed pay plan which shows where the Coordinator falls in with the other Coordinators, and the Trainer is in line with the Lead EO.</p> <p>The recommendation is to start these positions at the 25<sup>th</sup> percentile like we do with other operational positions with a CDL.</p> <p>Hazel added that she is very impressed with Melissa's methodologies and is excited about the apprentice program. She saw it work successfully at Draper City.</p> <p>Board Chair Gibbons is pleased this is factoring in a career ladder option for our team that did not previously exist, and it seems that it can really help with employee retention.</p>		
--	---	--	--

	<p>Regarding the budget process, Board Member Bracken asked if these positions would help reduce overtime, and if that overtime would help pay for those positions. There are incentives for overtime, but burnout is always a possibility.</p> <p>Pam replied that it will take time to measure and capture that information. Reducing overtime is a desire.</p> <p>Board Member Ohrn added that there are also liability savings at some point as well. The better trained operators are, the less likely we are to have accidents. Pam said she would show the value of just having Shane on staff and the improvements and savings that have already been recognized later in the meeting.</p> <p>Pam replied to Board Member Bracken that the minimum training time for a new driver is two weeks if the person comes in with sanitation experience. They are not released to a route until the Trainer is comfortable with the new hire's skills and abilities.</p> <p>Board Member Bracken asked that if we are down 10 drivers, we are adding three today, how do we train those three if there are only two Trainers? Pam responded that the team currently divides the trainings with leads, supervisors and our fleet coordinator. Some of these folks will still be involved as we go along.</p> <p>The Trainer positions are internal recruitments give EO and Leads the opportunity to advance who are already trained and understand the routes, etc. The Coordinator position is internal and external recruitment and with the recent bankruptcy of Yellow</p>		
--	---	--	--

	<p>Trucking, there are CDL drivers that need jobs, and people want to be at home every night.</p> <p>Board Member Barney thanked Pam for presenting this information and expressed concerns and has questions about how we will measure the success of the program. He has spent the latter half of his career leading a learning and development team and is extremely passionate about training. What he sees lacking is a stated desired measurable outcome that demonstrates the financial and employee value. He does not know what the baseline is now or what we are hoping to achieve. Employee satisfaction is challenging to measure, but what is the financial benefit, and the capability or skillset development improvements we expect to see over time?</p> <p>Renee replied that we looked at safety training, refresher training, and “Grow Your Own Driver”. The biggest benefits are safety and long-term employee retention.</p> <p>Pam apologized that there was not more in her report about the financial benefits, and while we do not have a baseline in the report yet, Paul will review the financial data in his upcoming report.</p> <p>Board Member Ohrn added that it would be good to track if accidents rates are declining since implementation of the program. It is a little difficult to determine the measurables, but safety percentage, and attrition rates could be tracked.</p>		
--	---	--	--

	<p>Board Chair Gibbons agreed with Board Member Barney and appreciated that it would be beneficial to have a baseline. Considering our strange current economic environment, it is difficult to pin it down.</p> <p>Board Member Bracken said accident and insurance rates are some of the things to look at annually, and at the three-year mark. If it is a good program and runs right, it would yield those results.</p> <p>Board Member Ohrn added to Board Member Barney's point of identifying the desired results. The main point is retention.</p> <p>Board Member Barney fully supports the creation of this team and wants to ensure they are set up for success from the beginning. As a learning professional, if you come into a role without a stated goal or objective, you do not know what success is supposed to look like, it will be a challenge to prove your efficacy or the teams contributions.</p> <p>Board Member Barney recommends we think through the quantifiable objectives we can achieve with a learning and development program, the baseline before the program is launched, and then a report back to the Board of the program's success or lack thereof. The measurables can be found, and he suggested <i>Kirkpatrick's Four Levels of Training Evaluation</i> as a starting point.</p> <p>Renee proposed creating a scorecard. Pam thanked everyone for their comments and will meet with the team to develop the baseline data and define goals.</p>		
--	---	--	--

	<p>Board Member Stringham clarified that the key areas previously discussed are safety, retention, and another for consideration could be driver confidence levels.</p> <p>The time was turned over to Paul to review the budget and projected incremental increased costs:</p> <p>The projected costs for the Equipment Operator Apprentice Trainer for 4 months in 2023 at the Projected Hourly Pay Rate 50 Percentile of \$28.71 with benefits total \$25,190.54. The Annualized projected costs total \$75,571.61.</p> <ul style="list-style-type: none"> <li>- Total Projected Incremental Costs for 4 months 2 positions \$6,475.31</li> <li>- Total Projected Incremental Costs - Annualized 2 positions \$19,425.93</li> </ul> <p>The projected costs for the Equipment Operator Training Coordinator for 4 months in 2023 at the Projected Hourly Pay Rate 50 Percentile of \$31.58 with benefits total \$27,708.71. The Annualized projected costs total \$83,126.14.</p> <ul style="list-style-type: none"> <li>- Total Projected Incremental Costs for 4 months \$5,755.83</li> <li>- Total Projected Incremental Costs - Annualized \$17,267.49</li> </ul> <p>Total Projected Increased Costs based upon 2023 wages and salary \$12,231.13 September-December, and Annualized - \$36,693.42. The 50 percentile is based on experience and may vary.</p> <p>Vice Chair Barbieri commented that it is an excellent investment, especially as tight as the job market is, that money easily comes back positively to WFWRD. Job well done. You could spend a lot of money to recruit and train people to find out that they may not be a good fit. This is a bargain.</p>		
--	---	--	--

	With no other questions or comments, Board Chair Gibbons suggested that the Board approve the program with the direction for staff to establish a baseline.		
4.2 2023 2 <sup>nd</sup> Quarter Financial Report & Cash Projection Updates, Paul Korth, Finance Director, Pam Roberts ( <b>Acceptance Requested</b> )	<p>Paul reviewed the Financial Report for Six Months Ending June 30, 2023, vs. Prior YTD:</p> <p><b>Revenues Highlights:</b> Total revenues increased \$1,849,000 from 2022 to 2023. The increase was primarily due to a \$1,411,000 increase in residential waste collection fees (fee increase), a \$133,000 positive change in gain/(loss) on investments, and a \$179,000 increase in interest income. We are receiving 5.1% interest in the Public Treasurer's Investment Fund (PTIF) vs. &lt;1% last year at this time. We are glad we got the fee increase that has helped with the increased costs.</p> <p><b>Personnel Expenses Highlights:</b> Total personnel expenses for 2023 increased \$356,000 from 2022 primarily due to increased wages/salaries expense of \$300,000 (increased hourly pay rates, merit and COLA increases, and increased employee headcount adding a couple of positions) and increased retirement pension expense of \$49,000.</p> <ul style="list-style-type: none"> <li>- Overtime is \$171,510 vs. \$164,988 indicating driver shortages.</li> <li>- Total Personnel Expenses of \$4,465,341 for 2023 are 42% of the budget vs. \$4,109,399 for 2022, which is helpful in terms of the other increased costs.</li> <li>- Vacant employee positions help the numbers financially (reduce expenses), however we would rather fill the positions and have the drivers.</li> </ul>	<p><b>Motion to Accept:</b> Board Member Shelton</p> <p><b>Second:</b> Board Member Piñon</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<b>Accepted August 28, 2023</b>

**Operating Expenses Highlights:** Total operating expenses increased \$746,000 in 2023 compared to 2022. There were increases in fuel expenses of \$63,000, maintenance expenses of \$101,000, landfill disposal fees of \$108,000, and vendor recycling fees of \$560,000. Truck lease expenses decreased \$60,000 due to fewer leased trucks (from 16 to 10), and other expenses decreased \$42,000.

- Total Expenses are \$12,320,355 through six months of 2023 vs. \$11,218,890 in 2022.
- Total Operating Expenses are a bit over, 51% of budget, \$7,855,014 in 2023 vs. \$7,109,491 in 2022. We paid some things at the first part of the year such as the building rent.
- Total Expenses of \$12,320,355 for 2023 are 47.5% of budget.
- Bottom line Revenues Less Expenses \$556,222 vs. \$(190,822) last year. The Board had no questions.

**Fuel Expense Highlights:** 13% increase in 2021, 12% increase in 2022, and 10.5% increase in 2023 YTD due to the price per gallon.

**Average Cost Per Gallon**

2020 diesel=\$2.06 CNG=\$1.63

2022 diesel=\$4.76 CNG=\$1.91

YTD 2023\* diesel=\$3.64 CNG=\$2.32

*\*Since the end of June, diesel is back on the rise.*

**Gallons Purchased**

	2020	2021	2022	06.30.23	06.30.23 %	Last Year Very Similar
Diesel	60,676	62,951	48,110	20,059	7%	8%
CNG	532,780	529,697	519,868	254,769	93%	92%
Total	593,456	592,648	567,978	274,828	100%	

	<p>Pam replied to Board Member Bracken that yes, some trucks refuel mid-day, especially green waste because they have a longer distance between cans. They are not stop-and-go like garbage and recycle. The majority of those drivers are out after hours.</p> <p><b>Maintenance Expense Highlights:</b> We have seen increases in the last couple of years. Stable in 2021, up 7% in 2022, and up 6% in 2023.</p> <p>2020 \$1,616,463 2021 \$1,610,167 2022 \$1,727,420 2023 \$1,828,168</p> <p>Paul reported that the team met with Salt Lake County Fleet last week. They think things are getting a little better, but there is still a ways to go. The cost of parts seems to be coming down and availability has improved some. Fleet is projecting a 7-8% increase in labor rates for 2024 and they have had a difficult time recruiting and retaining mechanics.</p> <p>Board Member Ohrn said even with the Yellow Trucking bankruptcy, we think we will have more drivers, but it puts more pressure on the others, costs are not decreasing. Paul commented on how trucking and diesel affect everything we buy.</p> <p>Board Member Stringham asked if we were still having challenges getting parts. While Paul does not have specifics, he thinks it is improving somewhat. We were fortunate to have kept more older trucks which has helped us through the current scenario.</p>		
--	---	--	--



	<p>Paul went on to report that refuse tons are holding steady with 2020 being the highest tonnage in the last four years. We delivered more loads to the transfer station in the first quarter of 2023 due to safety and driving conditions at the landfills.</p> <ul style="list-style-type: none"> <li>• Trans-Jordan: \$37.00 per ton which increased July 01 to \$39.00 per ton.</li> <li>• Salt Lake Valley Landfill: \$27.00 per ton</li> <li>• Transfer Station: \$35.00 per ton</li> </ul> <p>Recycle tons have been decreasing, down 7% in 2021, 2.5% in 2022, and relatively level for 2023.</p> <p>Our vendor recycling fees per ton are what we pay for processing. The volatility is interesting, the first half of 2022 we felt good, then it shot up. It has stayed relatively high, peaking at about \$80.00 per ton in January 2023 and it was \$60.00 per ton at the end of June. We budgeted \$40.00 per ton for 2023.</p> <p>Paul explained that the cash and investment balances for 2019-2023 seem to show that cash and investment balances have remained relatively stable, however, remember that in 2022 we did not buy any side load or light-duty trucks because of vendors selling to other buyers. We want and need trucks. Not buying them for multiple years is not a great long-term strategy, nor is it WFWRD's intent.</p> <p>In reviewing the capital expenditures budget for 2023 the total budget was \$5,350,976, we purchased and received a used hook lift truck, and recently we paid Peterbilt for two chassis and engines which have been sent to the next vendor for the cargo area*. We purchased and received light-duty trucks, so we are</p>		
--	---	--	--

	<p>seeing some activity. We are hopeful to receive 10 side load trucks in November. 10 side load trucks x approximately \$415,000 (each) is over \$4m, which will affect our cash balances.</p> <p>*Pam added that the two truck bodies will carry over to 2024 which will help us a little this year, and she replied to Board Member Bracken that our last side load truck delivery was in 2021.</p> <p>Paul moved on to the certification balances as of June 30, 2023: As previously reported the outstanding balances for 2016-2018 are all one customer who received an extension from the County. We generally have approximately \$2.2m to send for certification in the fall, typically in September. The certification process does benefit the District.</p> <p>Customer refunds for the 2<sup>nd</sup> quarter have increased some, there has been a lot of activity due to sending bills in April with the new rates which got a lot of resident's attention and questions. Some customers pay the incorrect amount. For example, during the 2<sup>nd</sup> quarter one resident paid \$5,850.00 instead of \$58.50 which we returned immediately. We appreciate the ability to be responsive and promptly issue refunds. Total Customer Refunds for second quarter totaled \$ 27,066.</p> <p>Paul reported that he and Pam agreed to present these preliminary cash projections to show the Board where we are and he noted that it may change significantly in the next month once the preliminary budget is done.</p>		
--	---	--	--

	<p>He stated that in 2022 we spent \$682,000 on two front load trucks. Cash projections adjustments for 2023 decreased the 2023 beginning cash and investment balance \$471,821 due to 2022 increased operational expenses, which were approximately 2% higher than the 94% of the budgeted amounts that were previously projected</p> <p>In this new report, he has increased 2023 operational expenses \$399,216 to account for the higher expenses we are experiencing. Paul explained that there was a need to adjust 2023 year-end cash and investment balance due to the timing of cash receipting with \$637,500 less than previously reported. He had looked at it from an accounting standpoint, we book the revenues from the fee increase. However, from a cash perspective, we do not receive the fourth quarter revenues until the following year (in January &amp; February). Therefore, he needed to make that adjustment to reflect more accurate cash projections going forward.</p> <p>Paul also explained that he decreased the 2023 capital expenditures due to the timing on truck deliveries, for a positive \$474,475. However, it is not really a positive if we do not receive equipment.</p> <p>Board Member Ohrn commented that we may have to go for a rate increase much sooner than we had hoped. She still thinks we made the right decision. Just the burden on people right now, it could be a little smaller simply because we are all feeling the pressure of the economy.</p>		
--	---	--	--

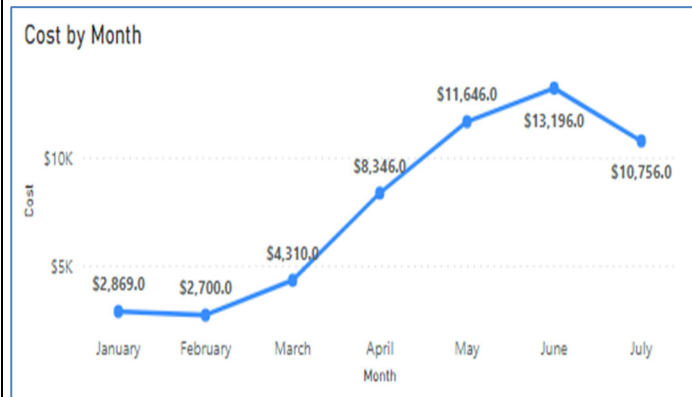
	<p>Board Member Bracken added that we may need to do a rate increase in 2025. Pam said it is dependent on how this year ends and what the future holds. She hopes it will somehow improve.</p> <p>Paul commented that we will not have any side load truck sale proceeds this year if we get side load trucks in November, timing is important to remember in accounting, and we are feeling the increasing costs as well.</p> <p>Vice Chair Barbieri stated that truck buying has been a moving target since COVID. Buying, selling, parts, and pricing are all uncertain. Before 2020 it was much more predictable.</p> <p>Paul agreed and said it will be interesting when we start selling side load trucks that are a little older. On the secondary market you get smaller operating companies who are not set up for CNG. He reminded the Board that the vendor did a price increase last year that they approved, and then we did not get the trucks anyway.</p> <p>There were no further comments or questions.</p>		
<p>4.3 General Manager's Report and 2024 Budget Priorities, Pam Roberts <b>(Information/Direction Requested)</b></p>	<p>Pam began her report stating that we have some employees who have earned promotions and advanced through the ranks. Some of these folks have been part of an informal apprentice program.</p> <p>She reviewed a few examples with James Kelsey starting as a container specialist with a desire to obtain a CDL. He was an EO trainee, EO, Lead EO, now a Quality Assurance Inspector. He wants to advance even more and understood the path was to get a CDL and other employees have followed the same career path</p>		

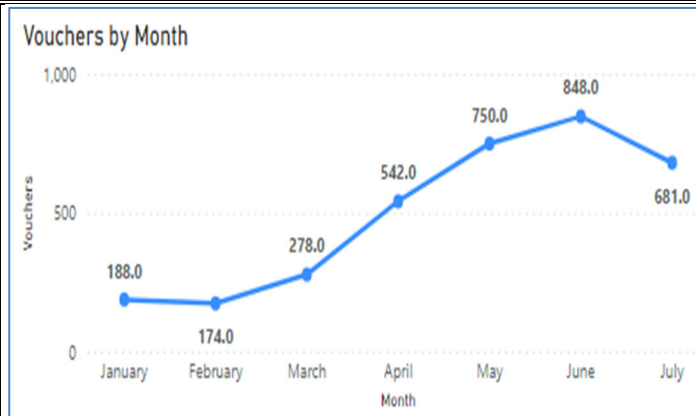
	<p>such as Dellis Larabee and Colby Sylvester. This practice is separate from the formal Apprentice Program.</p> <p>It is nice to have people with a desire to move up, develop skillsets, and are hungry to do that. We currently have five people taking advantage of our tuition reimbursement program. We strongly encourage continued education. Hazel has taken on WFWRD University, a platform for online training, and we also pay for work-related courses outside of the organization.</p> <p>Pam also mentioned that Oliver Balanzar recently earned a promotion to the open Lead EO position vacated by James. Alex Hoppus was hired from part-time SCRP Ground Crew to full-time Container Specialist to fill Colby's spot. He has desires to be a side load EO.</p> <p>Pam moved on to the customer satisfaction section and reported that the complimentary landfill voucher program is very popular, especially in the northwest areas of Magna and Kearns who are closer to the landfill. As expected, seasonal increase of voucher usage continues to happen starting in April.</p> <p>She then stated that the electronic/QR code process is in the final stages of being implemented with both landfills. 3,461 vouchers have been redeemed through the end of month (EOM) July, with a cost to the District of \$53,823. This cost comes out of our landfill fees budget with the District paying for SL Valley: \$16 per truck or trailer load and Trans-Jordan: \$10.00 per truck or trailer load.</p>		
--	---	--	--

The current ratio of vouchers per number of homes in the District is 5% and in 2023 we are seeing more usage than prior years and projections show a continued increase. It is a very beneficial public service for the communities.

Pam explained that the District policy allows her to waive up to 2% of the homes in each city/area, which historically has been adequate. However, we may need to consider changing that policy, or limiting the use somehow.

We now know that we will be able to control how many an individual uses with the QR Code option. Staff will evaluate if there is a need for a policy change to increase the percentage overall to allow more use in cities/areas.





Pam replied to Board Member Bracken that Trans-Jordan is listed separately because they do not provide a breakout by location, and the Transfer Station does not accept residential truckloads. It is too dangerous to have residents around the heavy equipment, and the Landfills are open six days a week including Saturday. The SL Valley transfer cut back being open for South Salt Lake residents on Saturdays due to costs. They are allowed twice a month on Saturday's. The city and their residents do not pay a tipping fee.

Pam reviewed the goals and achievements related to risk management and loss prevention with our goal being 85% safe days. Shane Norris, Safety & Emergency Preparedness Coordinator (SEPC), joined the District in December 2022. Trends are going in the right direction. Claims have decreased, safe days have increased, and we achieved 79% safe days even with severe weather conditions and staffing challenges.

	<p>Pam stated that it is rare that we do not provide collection services during severe weather. Our team would prefer to have a late-start rather than work on a Saturday. However, if we have to cancel a day due to serious safety concerns, we will.</p> <p>There are three open claims, incurred dollars of \$62,374.00, paid dollars of \$17,726.04, and outstanding dollars of \$44,647.96.</p> <p>COVID affected everything, including safety and claims filed. These claims are managed and paid for through our policies with the Utah Local Governments Trust. Pam pointed out that our deductible is \$10,000.00 per property and auto claim so we paid \$43,871.21 out of pocket through July for small incidents such as mailboxes, fences, etc. with resident approval. This is much more cost effective vs. filing a claim.</p> <p>We measure claims filed, and TARP (Team Appreciation Recognition Program), and we recently received \$10,000.00 from the Trust for doing so well. We are also one of the first to roll-out the TARP and provide safety incentives. We award a \$25.00 Amazon gift card for teams that are accident and incident free (no claims filed) each month. We were 100% in July. This speaks highly of Shane's work and our team's efforts.</p> <p>Pam reviewed that the District met our long-standing Environmental Stewardship goal of 18% Landfill Diversion through recycling, green waste collections and glass collections with curbside and central sites.</p>		
--	--	--	--



	<p>We have 11,123 current curbside green subscribers and since January, we have \$785,243 in accrued revenue from monthly collection fees of \$10.50 per month. We also saved \$20,008 in landfill tipping fees. (\$17.00 per ton vs \$35.00).</p> <p>Pam pointed out that our fees are designed in hopes to get people to recycle more and subscribe to the green program. For example, a green can is \$126.00 per year vs. a second garbage can which is \$230.00 per year. We have seven central glass collection and 2,034 current subscribers for curbside glass collections. She stated that from January through June, we have \$120,938 in accrued revenue from monthly glass subscriber fees and a total of \$18,700 was saved in landfill tipping fees.</p> <p>Pam stated that WFWRD tries to balance environmental stewardship with financial stewardship. It takes efforts to divert recycling from the landfills which can be expensive. The thoughts and considerations are the long-term costs of not diverting waste from landfills.</p> <p>Renee Plant, Administrative Manager, covered another area of customer service and explained that we have been looking at the financial benefits of the new website. Specifically, reviewing the Board recommendations to expand the chatbot, and the inbound phone call impact in response to new technology.</p> <p>We have seen a steady decline with inbound phone calls as the website rolled-out in July 2022 allowing customers to find the information they need easier on the site for self-service.</p>		
--	---	--	--

	<p>We had even fewer inbound calls related to rolling out the new chatbot service in June. We have benefited from a slight decrease of \$.04 per customer interaction. This includes emails, chats, and phone calls. Customers can go on the chat even after hours and have their questions answered. Customer Service Reps answer chat questions personally each morning. The cost per customer interaction in 2022 was \$4.08 and \$4.04 in 2023. We are forecasting a potential \$.05 additional decrease, even with inflationary impacts on salaries.</p> <p>Pam briefly reviewed the following accomplishments:</p> <ul style="list-style-type: none"> <li>• Delivered 12,464 tons directly to the SL Valley Landfill at a lower fee saving \$74,784.</li> <li>• New route accuracy Key Performance Indicator (KPI) introduced: <ul style="list-style-type: none"> <li>- This KPI shows that out of the 1,354,505 homes serviced year-to-date (all commodities), our drivers have only missed 2,204 homes as reported by our residents at a given time.</li> <li>- This equates to a 99% route accuracy rate year-to-date.</li> </ul> </li> <li>• Herriman route restructure initiative currently taking place where these routes will become more efficient. Savings will be reported in the 4<sup>th</sup> quarter report.</li> </ul> <p>Pam continued on to the Seasonal Container Reservation Program (SCRP) information through July 2023 with 77 delivery days. The information does not include Kearns and Magna, which will wrap up at the end of September.</p>		
--	---	--	--

	<p>We will have 119 delivery days this season with an average of 60 containers per day for a target of 7,140 containers. So far, we have collected 2,884 tons from 4,953 containers.</p> <p>In 2022 there were 120 days with an average of 80 containers per day for a total of 9,600 containers. An average of 11% ratio for homes.</p> <p>We anticipate that there will be 2,460 fewer containers than 2022 due to staffing shortages. Pam also has concerns about safety when we try to deliver more than what is realistic with the staffing levels.</p> <p>Millcreek has just over 15,000 homes and Taylorsville has just over 13,000 homes which is why there are more days and containers in those areas. Pam illustrated the numbers per city/area.</p> <ul style="list-style-type: none"> <li>- Millcreek 1,296</li> <li>- Taylorsville 1,211</li> <li>- Cottonwood Heights 1,007</li> <li>- Holladay 929</li> <li>- Murray 233</li> <li>- White City 166</li> </ul> <p>Unincorporated County:</p> <ul style="list-style-type: none"> <li>- Sandy Hills 48</li> <li>- Granite 31</li> <li>- Willow Canyon 15</li> <li>- Willow Creek 15</li> </ul> <p>Deliveries (Reservations) by month:</p> <ul style="list-style-type: none"> <li>- April 933</li> <li>- May 1,396</li> <li>- June 1,412</li> <li>- July 1,222</li> </ul> <p>Total Deliveries: 4,953</p> <p>Delivery Ratio by City: 9%</p>		
--	--	--	--

	<p>There is a definite public benefit to SCRP and having containers available for bulky waste. We want to sustain the service level for 2024, and we hope to be able to continue with 60 containers per day.</p> <p>SCRP Tonnage Information through July 2023:</p> <ul style="list-style-type: none"> <li>- April 652</li> <li>- May 1,196</li> <li>- June 1,036</li> <li>- July 918</li> </ul> <p>Total Tons 3,802</p> <p>Costs (Tipping Fees) by Month:</p> <ul style="list-style-type: none"> <li>- April \$28,354</li> <li>- May \$48,405</li> <li>- June \$43,088</li> <li>- July \$39,314</li> </ul> <p>Total Costs \$159,161</p> <p>Count of Items by Month (refrigerators, tires, and mattresses):</p> <ul style="list-style-type: none"> <li>- April 278</li> <li>- May 264</li> <li>- June 273</li> <li>- July 314</li> </ul> <p>Pam explained that she will gather more information from 2023 and send it to the Board with next month's packet. We are looking at the number of days in each area, number of requested reservations, total containers delivered, and the number of residents who are on the waitlist.</p>		
--	--	--	--

	<p>Pam opened the discussions for the 2024 plan for SCRP stating that she knows it was not popular to request a fee for this program last year. However, she feels it is her due diligence to propose it once again for 2024.</p> <p>She reviewed that we would need to keep the same number of containers at 60 per day. She would like the Board to consider charging a \$50.00 or \$75.00 fee per reservation. She noted that the container size is 14 yards.</p> <p>Pam gave a list of pros and cons. Pros:</p> <ul style="list-style-type: none"> <li>• Helps to off-set the costs and reduces the financial burden on the monthly fees. Keeping in mind that the monthly fees do not cover all the costs for this service.</li> <li>• Reduces some of the demand and makes this service more manageable, so the service goes to those in need and are willing to pay. Other needs for code enforcement are handled with trailer rentals or roll-offs. We know this is good for our communities and we do not want to end the program.</li> <li>• Reduces the sense of entitlement based on “my monthly fees pay for this, so I am entitled to get a container.”</li> <li>• We charge a fee for Trailer Rentals: \$190.00 for bulk and \$55.00 for green. The container size is 18 yards.</li> </ul> <p>She then reviewed the 2024 rotation that would start in Millcreek and end in Taylorsville.</p>		
--	---	--	--

	<p>Board Member Barney commented that while he understands the finances behind proposing a fee, he is unsure that our constituents understand it. His only request is that there be total and utter financial transparency communicated to them. The SCRП has become non-feasible from a current fee standpoint.</p> <p>Pam thanked Board Member Barney for his comment and said that we can certainly gather more information for the Board’s input because they all have great perspectives.</p> <p>Board Member Stringham added that many entities offer a priority service to pay an extra fee to get a container earlier, for a date of the resident’s choosing. Weekends are priority times, and some people would be willing to pay for them.</p> <p>Pam replied to Board Member Bracken that trailer rentals are for three to four days. He said for the \$190.00 trailer rental, a \$50.00 fee would come close to that.</p> <p>Board Member Stringham said she did not get a container when she needed it, it came a day later, and she was not prepared. She would pay to get a container for a weekend she knew she would get it. They have had a lot of discussions in her neighborhood and people like to pay for priority service.</p> <p>Vice Chair Barbieri said she would hate to see the program turn into something that the people who really need it cannot afford it. The trailer rental would come in handy for disaster situations, and \$190.00 for four days is very reasonable. Taylorsville feedback is that they know they are getting a container and are</p>		
--	--	--	--

	<p>prepared to load it. They have also had success with residents sharing containers.</p> <p>Board Member Ohrn added that she was definitely one person that pushed back on charging a fee. Historically, one of the first items when she joined the Board was the value of staying with WFWRD. They compared WFWRD's value to other providers and the SCRP was one of the big highlights. It was a big adjustment to not having containers on the street. Some were happy, some were not. In many people's minds it was a reduction in service while still paying the same fee.</p> <p>Board Member Ohrn continued that this year, for reasons we all understand, it was reduced even more due to needing to deliver fewer containers. This is the general perception. Residents do not understand the finances. If we say we will still have a reduced number of containers plus charge a \$50.00 fee then do a fee increase the following year, everyone will wonder who is on the Board and what they are doing.</p> <p>Board Member Ohrn agreed with Board Member Barney that if we are going to make changes, our campaign must be such that people understand the reasoning behind it. Many people will not pay attention to a campaign until they realize there is a fee then ask what WFWRD is doing with resident's money. It feels that we continue to increase costs and decrease services.</p>		
--	---	--	--

	<p><i>At this point in the meeting, audio and video were lost unexpectedly and members participating electronically dropped off the call. Once discovered after several minutes, Renee Plant turned her laptop to capture as much audio as possible.</i></p> <p>Board Member Shelton was commenting on not taking away the SCRP for those who desperately need it and can not necessarily afford it.</p> <p><i>Audio was lost again, however, Catarina, Board Clerk, captured the following in handwritten minutes and used data from the reports:</i></p> <p>Board Chair Gibbons said it is worth having further discussions.</p> <p>Vice Chair Barbieri commented that there has been so many wonderful changes.</p> <p>Board Chair Gibbons recommended using the 2023 data to analyze at year-end review.</p> <p>Pam continued on with the second part of her report calling it the Deja Vue of the Recycling Dilemma.</p> <p>She stated that the Déjà vu is due to the same scenarios we experienced in 2018 and 2019 with recycling processing fees being higher than landfill fees. The same situation with just raising monthly fees and sustaining service levels.</p> <p>She reported that staff reviewed the State of Recycling and the history of service levels, tonnages and 2019 recycling survey results during the February 27, 2023, Board meeting.</p>		
--	--	--	--



	<p>At that time, we told the Board we would bring back additional information after gathering data and conducting route audits. This information is to gather Board input about recycling services, service levels, and an upcoming recycling survey for our residents. Pam reviewed the current conditions.</p> <ul style="list-style-type: none"> <li>• YTD Average for Landfilling: \$34.00 per ton. (\$27 - \$39 per ton)</li> <li>• YTD Average for Recycling: \$68.71 per ton. \$34.71 difference per ton = \$694,200 annually.</li> <li>• The fee increase would be \$0.68 per home/per month to cover this difference if recycling fees remain.</li> <li>• The annual cost for recycling processing is estimated to reach approximately \$1.3 million in 2023. We budgeted \$840,000.</li> <li>• Markets suggest that the trends will average \$60.00 per ton in 2024.</li> <li>• Recycling tonnages have trended down after reaching an all-time high in 2016 with 24,000 tons when markets were rich. However, year-to-date 2023 seems comparable to 2022 at less than 20,000 tons.</li> <li>• There are close to 2,500 (3%) second recycling cans in the District. Not everyone who may need or want a second can for bi-weekly service will want to store one. Recycling will go into the landfill.</li> </ul> <p>Pam went on to state that the Board has always been supportive of recycling collections and diverting commodities away from the landfills for reuse and recycling. She shared that the Board approved weekly recycling to roll out September 2011. The Board also approved fee increases in 2018 and 2023 to sustain</p>		
--	--	--	--

	<p>service levels even with volatile recycling commodity markets, rising costs with labor and etc.</p> <p>She stated that prior to weekly collections, tonnages were around 19,800. With weekly collections, tonnages increased over time with an all-time high of 24,000 tons of recycling in 2016 when the commodity markets were rich, China accepted all of the U.S. recycling, and we received a revenue to help off-set the operational costs.</p> <p>The Board was also supportive when recycling processing fees increased, and we started paying more for recycling to be recycled than being landfilled.</p> <p>Pam reviewed that in 2019 we surveyed residents to gain insight on their support for recycling services and a possible fee increase to cover the increased costs for processing. 79.1% supported a fee increase up to \$1.50 per home/per month to maintain weekly recycling services.</p> <p>Currently, recycling tonnages have decreased to levels similar to when bi-weekly collections were in place. The data shows that we could collect the same tonnages with bi-weekly collections, however, any chance of increasing recycling tonnages and increasing diversion is removed. Pam stated that even without a waste audit, she and our team have seen recycling in the garbage cans now. Confusion about what is and is not accepted in the recycling can plays a big part.</p> <p>She then reviewed that “We can cut costs, but at what price?” Price being Customer service, eliminating the avenue to increase recycling, and recycling going into the landfill.</p>		
--	---	--	--

	<ul style="list-style-type: none"> <li>- More recycling will go into the landfill if we reduce services. We just don't know how much.</li> <li>- A reduction in services is a regression in efforts to divert waste away from landfilling.</li> </ul> <p>She gave the Board the following for consideration:</p> <ul style="list-style-type: none"> <li>• The Utah Recycling Alliance (URA) 2022 survey showed that 22% of the respondents would recycle more, but they are confused about what is recyclable.</li> <li>• Consumer confidence is bouncing back related to recycling being recycled and not landfilled. Recycling Coalition of Utah (RCU) <ul style="list-style-type: none"> <li>- Would tonnages increase over time with keeping weekly service available?</li> <li>- Education efforts have increased with COVID restrictions lifting.</li> <li>- It is proven that personal contact is the best avenue for education.</li> </ul> </li> <li>• We increased fees in 2023 to sustain service levels of weekly waste and recycling collections, trailer rentals, curbside Christmas tree collections, SCRP and central glass and leaf collections.</li> <li>• WFWRD's fee structures are designed to incentivize recycling and green waste diversion with \$19.50 for a second garbage can. This fee is the same for the base fee for one garbage and one recycling can. This philosophy started when recycling went District-wide in 2007 and it has remained in place.</li> <li>• Not every city will want to reduce service levels, and they may be willing to support a fee increase if needed.</li> </ul>		
--	--	--	--

	<ul style="list-style-type: none"><li>• Different ways to measure operational costs for recycling collections:<ul style="list-style-type: none"><li>- Costs <u>per can type</u> are very close to the same for garbage, green and recycling.</li><li>- Costs <u>per ton</u>: Recycling is 4 to 5 times higher than garbage.</li><li>- <u>Overall costs</u>: Weekly recycling collections are less than half the overall costs for weekly garbage collections.</li></ul></li></ul> <p>Pam also shared that education efforts were suspended during COVID and reinstated mid-year 2021 using virtual contact. There have been more personal contacts in mid-2022 and all of 2023.</p> <p>The Sustainability Team preliminary route audit results of 8,464 cans (10%): This is a good sample for the number of homes we service. However, city's sample sizes vary. For example, Emigration Canyon is 49%, Copperton, White City, and Sandy are in the 30+%, Taylorsville and Murray are 18%, Millcreek and Herriman are roughly 4%. Kearns and Magna 12%, Holladay 10%, Cottonwood Heights 8%. Recycling can volumes average</p> <p>Recycling can set-out rates for weekly collections are 71.33%, which indicates a high utilization of weekly services.</p> <p>Pam stated the staff's next steps and staff recommendations are to continue educational efforts to work to increase recycling efforts. We believe that tonnages will increase with time to allow "bounce back" on consumer confidence and the learning curve.</p>		
--	--	--	--

	<p>Also, we would like to gather more information with continued waste audits, recycling audits and volume audits. Staff will conduct a recycling survey this year to gather information from our residents.</p> <p>We certainly could ask if residents are willing to pay an additional fee to keep recycling services. This is a similar question asked in both the 2018 and 2019 recycling surveys, but she and the team are not sure what the magic question is, or how much to ask. If it's based on the difference between landfilling and recycling, we'd have \$.68 per month.</p> <p>Board Chair Gibbons asked the Board to answer questions about the service level and resident survey.</p> <p>Mayor Brett Hales said that Channel 2 did a special on recycling pizza boxes. There is confusion, and he asked about the protocol.</p> <p>Pam replied that WFWRD has a sticker campaign and recycle guide on the website that includes pizza boxes are acceptable if there is no grease or oils. The same confusion trickles back to our District.</p> <p>She recently had a conversation at the Southeast Township Days with a gentleman about green waste. Trans-Jordan recently announced they are no longer accepting green waste and he asked if WFWRD was discontinuing our green waste service. She assured him we were keeping the service and taking green waste to Salt Lake Valley. She also shared that another person asked if they could place an empty soup can in recycling. "Yes, please." She continued that WFWRD needs to keep the education going and there is a lot to be captured for increasing diversion.</p>		
--	--	--	--

	<p>Board Member Bracken commented that weekly recycling is a great benefit.</p> <p>Board Chair Gibbons would rather pay more for weekly recycling due to his book-buying habits and the boxes they come in.</p> <p>Board Member Ohrn said that she would often lose track of the on and off weeks. She believes people will adjust to bi-weekly services if that is what the Board chooses to do. The Herriman Youth Council had a retreat last weekend, and they are very passionate about cleaning up their city. They are young and possibly do not understand all of the District's programs, their parents may not either. She feels it would be beneficial to get younger people educated and understand the recycling processes.</p> <p>Board Member Sharkey said Sandy went to bi-weekly recycling two years ago and they are still hearing complaints. It remains one of the top five complaints. People are mad about it. 81% of their survey respondents said they wanted to keep weekly recycling services. By majority the Council made the decision to go bi-weekly.</p> <p>Board Member Ohrn added that an important survey question is if residents are willing to pay more and include educational material about what can and cannot be recycled. If she just read the survey, she would wonder why WFWRD wanted to increase fees again.</p> <p>Vice Chair Barbieri echoed Board Member Ohrn's recommendation to include educational information on what can and cannot be recycled.</p>	<p><b>Staff will fine tune the 2023 Recycling Survey and send out during September.</b></p> <p><b>Staff will prepare the 2024 Proposed Budget to be presented during the September meeting with the same service levels including weekly recycling, SCRP without a fee.</b></p>	
--	--	---	--

	<p>Board Member Piñon also recommended including a question about frequency of visiting the WFWRD website and Board Member Stringham said we could educate towards the end of the survey.</p> <p>There were no further comments or questions.</p> <p>Pam thanked the Board and stated that she has the Board's direction for the 2024 budget.</p>		
4.4 Continued Discussions on Audit Review Committee, Board Chair Gibbons <b>(Discussion/Direction)</b>	<i>This topic was moved to the next meeting in the interest of time.</i>		
4.5 The Utah Association of Special Districts (UASD) Convention, November 8 <sup>th</sup> – 10 <sup>th</sup> 2023, Catarina Garcia, Board Clerk <b>(Information/Direction)</b>	<p>Catarina announced that the UASD will hold its annual conference on November 08 through November 10. Specific training and certification for Board Members is available on November 08 with some topics still to be announced.</p> <p>She confirmed that WFWRD would again cover registration costs for any Board Member wanting to attend the convention and requested that interested Board Members contact her or Pam by Friday, September 08 to utilize the reduced “early-bird” registration fee and process the registration forms.</p> <p>Board Member Stringham commented that the training the UASD provides is amazing and encouraged everyone to attend. She asked Catarina to add her to the list as did board member Shelton.</p>		
<b>5. Closed Session</b> <i>(if needed)</i>			
	No closed session needed.		
<b>6. Other Board Business</b>			
	There was no other Board business.		

<b>7. Requested Items for the Next Board Meeting on Monday, September 25, 2023, at 9:00 a.m.</b>			
	Board Chair Gibbons reviewed the items for the September Board Meeting: <ul style="list-style-type: none"> <li>• Proposed 2024 Budget and Capital Expenditures</li> <li>• General Manager's Report <ul style="list-style-type: none"> <li>- Follow-up on 2023 Recycling Survey</li> <li>- YTD SCRP Report</li> </ul> </li> <li>• Continued Discussions on Audit Review Committee</li> </ul>		
<b>Adjourn</b>			
	Board Chair Gibbons then entertained a motion to adjourn.	<b>Motion to Adjourn:</b> Board Member Shelton <b>Second:</b> Board Member Markham  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved</b> <b>August 28, 2023</b>