

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, September 25, 2023 9:00 a.m.</p> <p><b>Next Board Meeting</b> Monday, October 23, 2023 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Anna Barbieri (Vice Chair) - Taylorsville City, Brett Hales - Murray City, Cyndi Sharkey - Sandy, Keith Zuspan - Town of Brighton, 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 (<i>arrived at 9:42 a.m.</i>), Laurie Stringham - Salt Lake County, Greg Shelton - White City</p> <p><u>Excused:</u> Daniel Gibbons (Chair) - City of Holladay, Tessa Stitzer - Copperton</p> <p><u>District &amp; Support Staff:</u> Pam Roberts, General Manager/CEO Paul Korth, Finance Director/CFO David Ika, Operations Manager Hazel Dunsmore, Human Resource Manager Rachel Anderson, Legal Counsel Renee Plant, Administrative Manager Catarina Garcia, Executive Assistant/Board Clerk Matt Ferguson, Controller/Treasurer Shane Norris, Safety &amp; Emergency Preparedness Coordinator Yael Johnson, Customer Service Manager Ken Simin, Customer Accounts Coordinator Brooke Pirtle, Account Tech/Billing</p> <p><u>Public:</u> Justun Edwards - Herriman City (<i>arrived at 9:20 a.m.</i>), Patrick Craig – Salt Lake County (<i>arrived at 10:28 a.m.</i>)</p>

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

To be held Monday, September 25, 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:** Anna Barbieri, Board Vice Chair

**Roll Call:** Catarina Garcia, Board Clerk

### 1. Consent Items (Approval Requested)

1.1 August 28, 2023, Board Meeting Minutes

### 2. 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, September 25<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.*

### 3. Business Items

3.1 Proposed 2024 Budget, Capital Expenditures, and Fee Schedule, Pam Roberts, General Manager/CEO and Paul Korth, Finance Director/CFO  
**(Information/Direction Requested)**

3.2 General Manager's Report, Pam Roberts **(Information/Direction Requested)** Staffing Updates, Accomplishments and Preliminary Report on the 2023 Recycling Survey, Surplus Property and April-August SCRP Report

3.3 Continued Discussions on Audit Review Committee, Board Vice Chair Barbieri **(Discussion/Direction)**

**4. 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.*

**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 Monday, October 23, 2023, 9:00 a.m.**

- 2023 3<sup>rd</sup> Quarter Financial Report
- Tentative Adoption of the 2024 Tentative Budget and Fee Schedule
- Confirm the Date and Time for the Public Hearing to Allow Public Comment on the 2024 Budget and Fee Schedule
  - Currently scheduled for Monday, November 13<sup>th</sup> at 6:00 p.m.
- General Manager's Report

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
<b>Call to Order / Roll Call</b>			
	Board Vice Chair Barbieri called the meeting to order, and Catarina Garcia conducted the roll call.		
<b>1. Consent Items (Approval Requested)</b>			
1.1 August 28, 2023, Board Meeting Minutes	There were no questions or comments on the minutes.	<b>Motion to Approve:</b> Board Member Ohrn <b>Second:</b> Board Member Sharkey  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved September 25, 2023</b>
<b>2. Meeting Open for Public Comments</b> ( <i>Comments are limited to 3 minutes.</i> )			
	There were no public comments, and no one present had public comments.		
<b>3. Business Items</b>			
3.1 Proposed 2024 Budget, Capital Expenditures, and Fee Schedule, Pam Roberts, General Manager/CEO and Paul Korth, Finance Director/CFO <b>(Information/Direction Requested)</b>	Pam began by reviewing the 2024 budget introduction and priorities: <ul style="list-style-type: none"> <li>• Weekly curbside garbage (mandated) and weekly recycling collections</li> <li>• Seasonal Container Reservation Program (SCRIP)</li> <li>• Seasonal services</li> <li>• Landfill vouchers</li> <li>• Central glass collections</li> <li>• Discounted trailer rentals for bulk waste</li> <li>• Continue subscription green and glass collections</li> <li>• Evaluate the effectiveness of the Equipment Operator (EO) Apprentice Program</li> <li>• Training and safety programs to boost retention</li> <li>• Manage an aging fleet due to delays on truck purchases, and an expanded fleet</li> </ul>		

	<ul style="list-style-type: none"> <li>• Cover the costs of front load truck collections for non-residential/special services and the Town of Brighton. Fee increases are proposed for 2024. The Town of Brighton increase is \$2.00 per home per month.</li> </ul> <p>Pam then reviewed personnel highlights. She explained that Melissa Kotter, Compensation Consultant, recommended a 5% total increase, however, Pam is requesting a 6% total increase as defined below:</p> <ul style="list-style-type: none"> <li>• 4% Cost of Living Adjustment (COLA) to stay within competing salary markets through 2024.</li> <li>• 2% merit increase for employees meeting their job expectations.</li> <li>• Continue the one-time lump sum amounts for employees who are at the top of their respective salary range and would exceed the salary range with the 2% increase. <ul style="list-style-type: none"> <li>- Supervisory to Executive Positions: \$2,500.00.</li> <li>- All Other Positions: \$2,000.00.</li> </ul> </li> <li>• Increased wages for all seasonal/temp staff for SCRP and seasonal services to meet markets and boost recruitment/retention.</li> </ul> <p>Pam went on to state that she is also asking to add one (1) CDL Equipment Operator to account for the Training Coordinator reclassification in 2023. The trainer position will not have an assigned route and we must ensure that we have enough drivers for all services.</p> <p>Hazel Dunsmore, HR Manager, has researched stipulations for increasing from 99 FTEs to a 100 FTE</p>		
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	<p>threshold and we will ensure we follow any needed compliance reporting.</p> <p>Pam continued on to health insurance. There was an increase of 9.65% in health insurance premiums. Part of that is WFWRD performance and part is the performance of the insurance pool. We have been lucky to have only received increases of 3-4% for the past 3 years. We were looking at a 12% premium increase when we first sat down to negotiate with the broker.</p> <p>Pam explained that we wish to continue the 80/20 premium share for traditional and 100% for high deductible. She stated that WFWRD has never increased deductibles for the traditional plan. We are proposing \$750 for single coverage, and \$1,500 for family coverage, increased from \$500/\$1,000. The high deductible plan will stay the same at \$2,000 for single coverage, and \$4,000 for family coverage, completely paid by WFWRD.</p> <p>Pam reported that URS retirement plan rates have not changed for 2024 with 17.97% for Tier 1 and 16.19% for Tier 2.</p> <p>Board Member Bracken asked if the 2% increase for merit employees was based on their respective salary, and Pam confirmed. She also stated that the lump sum amounts are for employees at their max range who would not receive a 2% increase.</p> <p>With no further questions, Pam continued on with 2024 operations budget highlights.</p>		
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	<p>She explained that WFWRD is always focused on customer service and customer satisfaction and touted the team. When she visited the Cottonwood Heights Council and Mayor, one of the Council Members said they are very impressed with how focused we are on customer service and customer satisfaction.</p> <p>Pam gave a shout out to Renee Plant and Yael Johnson for launching the landfill voucher QR code and that we are expanding it to codes for cities and code enforcement. We will be able to monitor and track vouchers and some cities like Taylorsville may reimburse the District for code enforcement voucher use. Pam replied to Board Member Ohrn that residents are allowed two vouchers per year.</p> <p>Vice Chair Barbieri added that Taylorsville has been using vouchers for code enforcement and sometimes may need more than one or two vouchers per property. Some residents are using QR codes multiple times. Taylorsville, being a bigger municipality, felt it was only fair to the rest of the participants and that the potential reimbursements will bring some money back to WFWRD. It has been a very big help to the City of Taylorsville, and they feel really good about it.</p> <p>Pam added that Taylorsville, Millcreek, and White City used a lot of vouchers due to storm clean-ups. Even though the trailer program is postponed until October, we always want to be responsive to emergencies. She reminded the Board that in addition to the five CDL positions, there are 11 other CDL employees we utilize for trailer deliveries.</p> <p>Pam continued on to risk management, another major focus. We have strengthened staff safety training and</p>		
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	<p>interventions to reduce accidents, incidents, and injuries. She stated that presence is everything, and having Shane Norris, Safety &amp; Emergency Preparedness Coordinator, has been instrumental in heightening awareness and reducing incidents.</p> <p>We have also experienced increased costs related to landfill tipping fees. We anticipate a roughly \$255,200 increase in garbage disposal fees for 2024. The total 2024 budget for landfill fees is \$4.5 million.</p> <p>WFWRD continues to work to increase diversion rates, increase the number of central glass collection sites, and increase the number of green waste subscribers. Recycling markets are unstable and processing fees are budgeted at \$1.3 million. Recycling clean rates are in the high 80 percentile. Pam gave a shout out to McKenna Tupa'i and the Quality Assurance Inspectors who provide excellent community education. They are also on site for sample sorts.</p> <p>Pam then turned the time over to Paul to review the 2024 proposed budget.</p> <p>Paul reported the revenues for actual 2022, adopted budget 2023, and estimated current year 2023. When we compare total expenses and the total budgeted expenses for 2023, we are getting close to the total budgeted expenses. Our estimated current year 2023 total expenses are \$25.6 million, and our total budgeted expenses are just under \$26 million.</p> <p>He reminded the Board that we do not get the adjustment from URS for the pension until February which has been a benefit the last few years, but it</p>		
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	<p>could swing the other way. We will watch this and keep everyone updated.</p> <p>Paul reported that several categories have increased such as personnel expenses, fuel, and maintenance. Disposal fees are up, and Paul feels they will increase for 2024 based on Pam's report. Recycling fees are up significantly.</p> <p>The revenues for the preliminary budget for 2024 charges for services are \$24,824,159, and non-operating revenues are \$652,803.</p> <p>For the preliminary 2024 budget personnel expenses have increased with a proposed 4% COLA and 2% merit, and as Pam explained, a 9.65% increase in health insurance premiums.</p> <p>We estimated a 14% increase for fuel and an 8% increase for maintenance. These are fairly significant numbers, but they are what we are seeing. Disposal fees are up 6%, and recycling fees are \$65.00 per ton.</p> <p>Board Member Orhn asked if we are comfortable with the \$65.00 per ton. Paul replied that the numbers are all over the place and we just don't know for sure. We met with Rocky Mountain Recycling and Pam added that \$65.00 per ton is about what we are seeing this year. It is a crystal ball and so far, we have not had to make budget adjustments this year, but our total expenses are really close to the total budgeted expenses for 2023 as Paul reported. In Pam's 15 and a half years as the Division Director and the General Manager, we have never been this close to our budgeted expenditures.</p>		
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	<p>Vice Chair Barbieri asked if it was an increase in tonnage or a price per ton and Pam replied it is the price per ton. Markets can shift once paper mills get all their products and there is a slow-down. Metals can shift and plastics can vary. Both vendors are reporting that plastics are unique right now. In the past, HDPE was pretty steady but has currently slowed down.</p> <p>Board Member Ohrn asked if the Board would be more comfortable at \$70.00 per ton. She does not want to guess too high and have a pool of money, but she worries about the market. \$70.00 per ton is even lower than what we paid earlier this year. Paul confirmed that it has come down from \$80.00 per ton.</p> <p>Vice Chair Barbieri commented that it is better to be safe than sorry. Pam and Paul agreed to make the change to \$70.00 per ton.</p> <p>Paul continued on with the history of can purchases. In 2019, cans were in the \$40.00 per can range, \$55.00 per can in 2021, and \$69.00 per can this year. We have budgeted for \$74.00 per can in 2024.</p> <p>Paul reviewed the truck lease expense from Salt Lake County, other expenses such as telephone and computer software, depreciation, and interest expense.</p> <p>Board Member Bracken asked about building costs and if we have come to a resolution of what we will be doing with our shared costs when County pays off the building.</p> <p>Pam replied that it is her understanding the bond is paid. We signed a new interlocal agreement to lease a portion of the County's building. The agreement will</p>	<p><b>Paul to revise the number to \$70.00 per ton.</b></p>	
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	<p>require early negotiations for 2027 because she believes it expires in 2028.</p> <p>Board Member Bracken continued that historically we have always paid a portion of the bond. Pam added that we have experienced a decrease in the annual amounts over the years.</p> <p>Board Member Sharkey commented that she always pays by electronic check and asked if WFWRD absorbs the fees when residents pay by credit card. Paul replied yes, we do, and have taken those into account.</p> <p>Board Member Sharkey added that she is of the opinion we should not be absorbing those costs. If someone wants the convenience of paying by card, they should pay the fees. Sandy is charging the customer those fees and they think they will pick up around \$300,000. It has not been a simple process but something to think about.</p> <p>Vice Chair Barbieri asked staff to perhaps bring numbers to the next Board meeting of the percent of people using cards for payment.</p> <p>Paul replied that we have looked at those numbers in the aggregate and there is a cost for people to pay by check as well. Sometimes check payments must be manually input. Credit cards can be easier to determine the 2.5% fee but there are also costs with other forms of payment. The number of people that pay by credit cards has increased over time.</p>	<p><b>Staff will provide credit card usage and fee data for the next meeting.</b></p>	
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	<p>Pam agreed it is worth looking into. She will come back with numbers of how many people are using the card system and the costs.</p> <p>Board Member Shaffer then asked about the proposed \$45,000 increase in property insurance claims for 2024.</p> <p>Paul responded that it is for property and auto insurance premiums. He used data from the past year and as reference. He hopes the number is high and that we level off, but we experienced a significant increase in the past year.</p> <p>Pam replied to Board Member Bracken that it is past claims and current rates based on the insurance pool with the Trust. We benefit from it, and she is thankful we are participants. We have seen significant improvements and anticipate it will eventually decrease.</p> <p>Board Member Ohrn stated that she was listening to an interview about car insurance and the spike in rates that will hit everyone this year.</p> <p>Board Member Shaffer replied that he understands that aspect of it, but we are going in the wrong direction when it comes to accidents.</p> <p>Pam responded that accidents have come down, but we are looking at past experience from the last three years. The Trust changed the payment and renewal schedules to July.</p> <p>Board Member Shaffer replied he understood it and just wanted to question it.</p>		
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	<p>Paul added that as part of his estimate, he looked at the insurance premiums for 2022 and 2023. He feels the numbers are reasonable but hopes they are high.</p> <p>Paul confirmed he would adjust recycling fees for the October meeting and moved on to the preliminary cash projections for 2023-2027. He noted that the numbers are subject to change. We forecast our cash and investment balances, which are not necessarily revenues only, less expenses. There are other factors we account for as well.</p> <p>Paul reviewed the 2023 estimate, preliminary budget, and projections for 2025, 2026, and 2027.</p> <p>He explained that the beginning cash and investment balance includes the carry-over cash from the prior year. Truck sales- net proceeds, estimate for total revenues, an estimate for operational expenses less depreciation (which is a non-cash expense), and capital expenditures are included in the projections</p> <p>Paul reported the estimate for capital expenditures in 2023 is \$1.6 million, a significant decrease from previous reports. We completed the preliminary budget for the Pre-Board meeting and just before the meeting the vendor contacted us with the news of delays.</p> <p>We ordered 12 side load trucks, eight of which are from Sourcewell, and we received notice we would not receive them this year. They are projecting delivery next April-May on the eight trucks.</p> <p>This moved a significant number from 2023 to 2024. There is \$6 million budgeted for capital expenditures</p>		
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	<p>in 2024 and \$1.6 million estimated in 2023. The trucks are still on order, and we anticipate receiving them. This has happened to us before.</p> <p>Paul explained that we currently have two side load trucks ordered, have paid for the chassis, and anticipate delivery in November. There are two more chassis and engines we anticipate paying for and receiving next year.</p> <p>In summary, we ordered 12 side load trucks, anticipate receiving two in November, and the other 10 next April-May.</p> <p>As Pam mentioned, we made a conscious decision to keep a few trucks to examine the maintenance for some history because we have been selling them at the five-to-six-year mark. The value when we were selling was not very strong so if chose to keep some and compare the maintenance costs. It has turned out good that we kept some additional trucks, and it has helped us out. We want new trucks and hopefully will get them.</p> <p>Paul continued with the projected ending cash and investment balance for 2023 which is between \$10-10.5 million which looks good and sounds good considering we have not bought assets. There are positives and negatives depending on how it is viewed.</p> <p>Paul confirmed to Board Member Bracken that yes, a good portion of that, approximately \$5 million, is trucks.</p> <p>There is a significant projected decrease in 2024 of the cash and investment balance to just under \$6 million if</p>		
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	<p>we receive the trucks and pay for them, and also if we order additional trucks.</p> <p>It is important we are aware of cash, future planning, and a possible fee increase. We do not want to be surprised or have last minute rush changes.</p> <p>Board Member Bracken asked if WFWRD has ever considered having a capital expenditures, or capital fund investments fund so when trucks arrive, we see the swings there and not in the regular expense category.</p> <p>Paul replied that it does not affect the regular expense and we are being transparent. We have tried to manage cash better as far as what we are keeping in accounts. One is currently yielding over 5% interest. The key is being transparent, thinking ahead, and being on the same page.</p> <p>Vice Chair Barbieri asked if Board Member Bracken wanted to see a truck fund with line items. He replied that cities have capital projects funds that separates it out from the general expenses.</p> <p>Paul added that WFWRD is an enterprise fund and does not know if we could segregate out another capital projects fund.</p> <p>Board Member Ohrn pointed out that there is already a detailed capital expenditures line item, so we understand why there are highs and lows.</p> <p>Board Member Barney had a similar question. In 2021 and 2022 we seem pretty flat, and he would like to see 2018 and 2019. He understands the backorder of</p>		
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	<p>trucks and questions why we are projecting \$3.9 million for 2026 and 2027 as it looks like the new standard, yearly capital expenditures when things stabilize. It seems like a big jump to him from 2020 to 2021, a \$30,000 increase, then we skip three years and suddenly we are up \$1 million more.</p> <p>Paul responded that since he has been on staff, we have tried to order eight trucks per year. We feel it ages well with the fleet. The cost of trucks has increased significantly. Two years ago, we paid \$325,000 per truck and currently they are approximately \$420,000 per truck. We picked up \$100,000 per truck and going forward we are projecting a 3-5% increase, which explains the direct increased cost of a side load truck. We try to target a set number of new trucks each year which is a demand on cash. Paul would not want to intentionally delay truck purchases for three years and then buy 25 trucks.</p> <p>Paul agreed with Board Member Barney that it has increased significantly but that is the cost in the current world.</p> <p>Board Member Barney replied that basic math shows a 22% increase in the price of a truck. A 22% increase in capital expenditures from 2021 to 2025, he comes up with \$3.4 million, not \$3.9 million or \$4 million.</p> <p>Paul responded that there are other trucks in those numbers and asked to advance to the 2024 proposed capital expenses information.</p> <p>He explained we have other light-duty trucks like F350's, hook lift trucks, and trucks for the can</p>		
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	<p>program. Paul noted the three trucks used for the can program are very old.</p> <p>Vice Chair Barbieri asked Board Member Barney if his questions were answered. He said they were and had assumed it was regular maintenance and not adding trucks to the fleet.</p> <p>Paul then outlined how the 2024 proposed capital expenses were calculated with these highlights:</p> <ul style="list-style-type: none"> <li>• Anticipating we will receive the 12 side load trucks on order, we are proposing to purchase an additional four side load trucks for \$438,000 each. Andy King, Asset Manager spoke with the vendor and yes, it is another increase from \$415,000, to \$420,000, possibly up to \$438,000 per truck.</li> <li>• Three light-duty trucks for \$71,000 each.</li> <li>• One hook lift truck for SCRP for \$180,000.</li> <li>• One cabover truck for can deliveries/repairs for \$72,000. We have not purchased any cabover trucks since Paul has been on staff, they all have high mileage, so we really need to look at replacing them.</li> </ul> <p>Paul continued that the other piece that contributes to the number is the carry-over from 2023:</p> <ul style="list-style-type: none"> <li>• Two side load truck bodies</li> <li>• Eight side load trucks for \$425,000 each</li> </ul> <p>Board Member Barney thanked staff for the transparency. Vice Chair Barbieri added that it was a great question to drill down deeper, it is just a moving target. Expenses for trucks and fuel are so dynamic.</p> <p>Board Member Bracken asked how many miles are put on a regular side load per year. Pam replied she</p>		
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	<p>believes around 40,000 miles, but that may be too high of an estimate.</p> <p>Paul added that the older trucks have brought the average mileage down and that the older trucks are not as popular with drivers if they have a choice.</p> <p>Pam asked to jump back to the 2024 proposed expenses by type because it really tells the story. As a service provider, personnel is our biggest expense. We need to take care of our people so we can deliver our services. Disposal fees, maintenance, fuel, and depreciation are the other big-ticket items totaling 95% of our budget. We try to absorb increased costs with maintenance, fuel, and reduced miles.</p> <p>Board Member Ohrn commented that staff does a good job with these analyses.</p> <p>Board Member Hales asked if the numbers include health insurance premiums and if we use a consultant. Paul replied that yes, there is \$110,000 per month included and that we use NFP as our broker. A couple of advantages are that they can look at different programs and options and bring an outside perspective and expertise.</p> <p>Board Member Hales commented that they started using a consultant last year and staying with PEHP they still received \$150,000 savings.</p> <p>Paul reiterated that the 9.65% premium increase was a bit high for him, but the last three years have been between 3-3.5% when he was expecting 7-8%. It has to be taken in context over time at the big picture and he was pleasantly surprised.</p>		
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	<p>Pam moved on to 2024 proposed fees. As she mentioned, we are proposing a \$2.00 per home per month fee increase for the residents in the Town of Brighton and Big Cottonwood Canyon to cover the costs for services.</p> <p>Pam explained that she, Paul, Matt, and Board Member Zuspan met to review and clearly illustrate the costs. We also service businesses in the canyon because of the economy to scale. They are charged a little higher than the residents, but it does help offset the costs.</p> <p>We are proposing a 25% increased front load container service fees. WFRD is also proposing to discontinue District pricing for government facilities. It recently came to Pam's attention that we began charging the city facilities our regular rates and it was a County interlocal agreement with the District pricing. We are trying to bring that up to match the city facilities. It would be a significant increase for our interlocal agreement with the County for libraries and parks and recreation. We are increasing them a percentage in 2024 and in 2025 when we have a new agreement, we will increase them again.</p> <p>Pam explained it is late in the year and they already have their budgets submitted. She has been reaching out to them and some are a little shocked at the percent increase they will be experiencing.</p> <p>Pam moved on to the proposed 2024 fee schedule explaining that it will be tentatively adopted with the budget next month, and then in November after the public hearing.</p>		
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	There were no other questions or comments.		
3.2 General Manager's Report, Pam Roberts <b>(Information/Direction Requested)</b> Staffing Updates, Accomplishments and Preliminary Report on the 2023 Recycling Survey, Surplus Property and April-August SCRP Report	<p>Pam began her report by talking about our recent summer picnic and the burger eating contest, and the three events we participated in on August 26, 2023.</p> <p>Trace Sondrup was at Copperton Township Days with a side load truck doing recycling education.</p> <p>She also shared a picture of Fred Pacheco who, among many others, is constantly polishing his truck. She wanted the Board to see the dedication.</p> <p>Pam then reviewed WFWRD's mission, vision, and goals.</p> <p>Our Mission: Provide sustainable quality integrated waste and recycling collection services for the health and safety of our community...because not everything fits in the can is why we have a variety of services.</p> <p>Our Vision: A sustainable organization that provides for the welfare of our communities.</p> <p>Goals: Customer Satisfaction, Employee Satisfaction, and Balancing Environmental &amp; Financial Stewardships.</p> <p>Pam reported that we are fully-staffed with equipment operators. Of the five apprentice program positions which we are recruiting, there is a potential that three of those positions will be filled internally, with the exception of the Training Coordinator which is internal and external.</p> <p>Pam had previously mentioned to Vice Chair Barbieri that Joe Rael came in and was so thankful. Mela,</p>		

	<p>Jason, and Robert also joined us. Robert was the first person we have seen from Yellow Trucking.</p> <p>We will resume trailer rentals in October on a limited basis due to the start-up of the fall leaf program.</p> <p>Pam reported last month that WFWRD received just over \$10,000 from the Utah Local Governments Trust for our good performance coming into 2023. She gave a shout-out to Shane Norris, Safety and Emergency Preparedness Coordinator. Presence is everything and having face-to-face conversations and education with drivers.</p> <p>One of our drivers made a point to thank Shane. This driver is typically very quiet in our meetings and sometimes a little grumpy, but he went up to Shane after the meeting to say, "...thank you so much, this means the world." Every time Pam sees this driver in meetings now, she almost sees a smile. She thinks that's progress.</p> <p>Pam then gave a shout-out to the SCRP team who have won more monthly team safety awards than in the past. Part of that is the team, and another part is that they are not stressed out so much about having too many containers and going too fast to get them delivered.</p> <p>Pam explained that in response to Board suggestions, WFWRD has increased the years of service award amounts and added years 2, and 4. We started the dollar amount of \$100 for one-year of service, and increased as we went. There were two employees celebrating 20-years in September that were elated to receive \$2,000 for their years of dedicated service. The</p>		
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	<p>response from the others in the meeting was indescribable. She thanked the Board for the suggestion.</p> <p>For transparency, Pam then directed the Board's attention to WFWRD's surplus property. After conversations with Rachel Anderson, Legal Counsel, Pam is requesting the Board to agree that she authorizes the surplus of two light-duty trucks that have not been used due to changes with the SCRP.</p> <p>One has not been started since March and the other one has been sitting as well. She does not like storing idle equipment. If anything ever changed back with the SCRP and we needed the ground crew again, we could always add light-duty trucks to our capital purchases budget for that year. We are not anticipating returning to the previous program.</p> <p>WFWRD also has many roll-off containers not being utilized. Staff will surplus 10 of these and keep a total of 113 for SCRP. These containers have to be stored, some even during the SCRP season.</p> <p>Pam is unsure what the market will bear, but we will put them out to the auction company. Andy King, Asset Manager, is working with them to get the best dollar possible.</p> <p>Board Member Ohrn and Vice Chair Barbieri agreed that now is a good time.</p> <p>With no other comments, Pam continued to the SCRP stats through September 08, 2023. There have been questions on how we did with each municipality, how</p>		
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	<p>many containers we delivered. The big question is what the waiting list looks like.</p> <p>Pam reviewed the number of homes in each municipality, number of delivery days, number of reservations requested, noting that these are the only the ones we can track, total receiving containers, the number requested that were cancelled, the percentage of cancellations, the waiting list of those not accommodated, and the percentage of the waiting list not accommodated compared to total homes.</p> <p>She stated that Board Member Shelton previously asked specifically about the wait list that we were able to accommodate, which was zero.</p> <p>Emigration Canyon and the Town of Brighton are done differently with the trailer reservation program. Based on availability, each resident has access to one trailer per year. First come first serve, the same as the container program.</p> <p>Board Member Barney asked about the percent wait-listed not accommodated. Magna's is significantly higher, possibly because they have a higher demand. SCRP is a sensitive topic in his community generally. It comes up at nearly every council meeting. It appears we are using the number of residents and number of homes to determine how many days and how many reservations. He asked if it always lines up with the demand.</p> <p>Board Member Ohrn commented that Herriman has almost 11,000 homes and they only had 671 requests. Magna has 7,300 and requested 712. She asked how that is being calculated.</p>		
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	<p>Vice Chair Barbieri replied to Board Member Barney that the total number of reservations requested for Magna was 712. 708 received a container.</p> <p>Board Member Barney stated that the waitlist was 6.9% that were not accommodated. Then it became clear to him.</p> <p>Board Member Schaeffer stated that it has been brought to his attention that the online reservations start at midnight. Many residents say that they get up at 6:00-7:00 a.m. to make a reservation and everything has been reserved because it starts at midnight. He asked the reasoning behind the start time.</p> <p>Board Member DeSirant added that he too has heard many complaints about the start time, and it would be preferred if we could start at a later time – not midnight, if possible.</p> <p>Pam responded that we can certainly work with the vendor to shift the time and asked for direction from the Board about their preference of the start time.</p> <p>Vice Chair Barbieri recommended 7:00 a.m. to allow people who are getting up to go to work to make a reservation.</p> <p>Board Member Schaeffer agreed that 7:00 a.m. would be a more manageable time.</p> <p>Board Member DeSirant suggested 12:00 p.m. to give people plenty of time to be aware and ready to go. Other Board Members agreed noon would work much better.</p>		
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	<p>Pam asked Renee to speak about the vendor's guidelines. Renee replied that we can determine the start time. The main concern with opening the calendar at noon is that we will receive an influx of phone calls. We can set it for the agreed upon time, however, we are also looking at reducing the cost per customer interaction.</p> <p>Board Member Ohrn stated that it starts at midnight because that is when the day starts.</p> <p>Renee replied to Board Member Bracken that no, we do not list a time, just the day. He stated that some people will naturally miss it regardless.</p> <p>Renee replied that we have tried 8:00 a.m. in the past which confused people that were trying to make reservations earlier.</p> <p>Yael Johnson, Customer Service Manager, added that there is also a chance of bogging down the website. Midnight is so everyone is not doing it at the same time and there are less questions as they pay more attention because they are not in a hurry. It also allows for changes to be made before the office opens.</p> <p>Board Member Stringham commented that the most important thing is that we state the time, so it is very clear when it starts. Renee replied that we will add the opening time to the postcard.</p> <p>Board Member Bracken suggested we let the provider know there will be an influx at midnight so they can have the servers prepared.</p>	<p><b>Renee will list the opening time on resident postcards.</b></p>	
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	<p>Board Member Barney asked if we open the calendar for all municipalities on the same day. The answer was no.</p> <p>Board Member Ohrn stated that you can only reserve during your area’s scheduled dates and asked if we can track the scheduling activity.</p> <p>Yael responded yes, it is really busy at midnight, slows down around 1:30 a.m., and gets busy again around 5:00 a.m.</p> <p>Board Member Ohrn commented that midnight is good regarding server capabilities versus 7:00 a.m. or 8:00 a.m.</p> <p>Yael stated that one Friday booked up in four minutes and other times there is still availability when we arrive at the office.</p> <p>Pam then continued on with SCRP costs year-over-year. She stated that 2020 was the first year we rolled out this particular version of the program. There was also data from 2021, 2022, and projected 2023.</p> <p>Pam explained that the reduction is because we have been delivering 60 containers a day versus last year when we were working to do 70 to 75 wherever we could. In 2020 there was enough staff to do close to 90 per day. Staffing issues have become more challenging over the years, and she is proposing to keep it at 60 containers per day for 2024 to sustain safety and help manage costs.</p> <p>Pam reviewed the 2024 rotation schedule and reminded the Board that we rotate through each</p>		
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	<p>municipality on a clockwise basis. This year we started in Taylorsville, next year we will start in Millcreek and rotate around. The rotation lists each municipality by month.</p> <p>Pam also reminded the Board that the Town of Brighton, Big Cottonwood Canyon, and Emigration Canyon have access to trailers from spring through fall.</p> <p>Board Member Bracken commented that it is important to note that from the \$19.50 per home per month fees, \$1.20 is specific to this program. He is not sure everyone understands that it is included. If we were to eliminate it, he does not think a lot of people would ask to pay \$1.00 less per month, and there might be people who would pay \$1.00 more per month.</p> <p>Pam responded that it would be more than \$1.00 per month and Vice Chair Barbieri stated that it is a good value.</p> <p>Board Member Bracken stated that the concerns that get voiced are “oh they’re gone” or something to alleviate so it does not feel like you are trying to get concert tickets, but just trying to get rid of your garbage. That may require more FTEs or equipment on a longer-term basis. People have enjoyed this service forever, they like it, and it is one of the things that sets WFWRD apart. He does not know that we are willing to have containers on the streets again, but maybe it works. Sandy is getting kudos for that. He thinks that being aware that a cost is included in the monthly fee is good information to have.</p>		
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	<p>With no further questions or comments, Pam moved on to the preliminary 2023 recycling survey results. She stated it is still open through the end of this week. She gave a shout out to Renee for providing the information and explained the data is as of yesterday.</p> <p>Pam reminded the Board the survey was launched on September 17<sup>th</sup> and was sent through email and Xpress Bill Pay, which resulted in a significant increase of responses.</p> <p>Pam stated that there are currently 4,460 responses and the results are listed in the report. Highlights included:</p> <ul style="list-style-type: none"> <li>• There is a 93% overall satisfaction rating with recycling services.</li> <li>• 93% stated that recycling is important to them.</li> <li>• 83% are confident in knowing what items are accepted in their can. We have some room to grow here.</li> <li>• There are avenues listed where our customers feel we can communicate more.</li> <li>• We have room to grow trying to get people to visit our website more to use as a resource.</li> <li>• There are also opportunities with social media. There are generational changes with Facebook, some generations love it, others do not. McKenna and the team can explore other avenues other than Tik Tok which is off-limits.</li> <li>• 94% of the respondents support weekly recycling services.</li> <li>• So far there are 1,828 comments, which is 41% of the respondents.</li> <li>• The most common comment regarding recycling services included wanting to know more about the recycling process and feel more confident that recycling services really do happen.</li> </ul>		
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	<ul style="list-style-type: none"> <li>There is still a lot of confusion about plastics. Pam stated that there were many comments about the SCRP stating that customers want it available throughout the year, and to return to the previous system. Pam added that she did not see the particular numbers on those comments, but she can come back with more data and specifics.</li> </ul> <p>Vice Chair Barbieri stated that she thinks we would all like it to go back to the way it was run so those comments do not surprise her.</p> <p>Board Member Ohrn added that we were at 80 containers. We are not at 60 containers because there are not enough people that want it. We live in a reality that we can not hire enough drivers. We could run it to 120 containers but that would not matter if we can only get enough drivers to do 60 containers. We have to make decisions based on the world we live in and the labor market we are faced with. It does not do any good to say we can do more, then have increased accidents with too few drivers and too many containers.</p> <p>Pam then thanked the Board for their support knowing it was difficult to fathom the change in 2020 and the harsh reality of knowing we cannot go back to the previous program.</p> <p>Board Member Barney commented that having run this modified program for a couple years and continue to receive frustrated feedback. He thinks it is time to be transparent in a more deliberate way with our constituents. He asked about the possibility of providing only SCRP information in the next billing or email or print notification. Simply break it down by</p>	<p><b>Staff will report the final data and specifics at the next Board meeting.</b></p>	
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	<p>costs, where we are today, why it is not feasible financially, and that we do not have the drivers. He believes it may go a long way with the PR issue we see year after year.</p> <p>Pam replied that she would be happy to work with the team to prepare an overview, and thanked Board Member Barney for the suggestion.</p> <p>Pam then replied to Board Member Bracken's question that yes, in the survey we ask where the resident is located. Board Member Bracken stated that information would provide more data on the importance of recycling by location and if there are higher satisfaction rates in cleaner areas. It could help us know where to focus.</p> <p>Vice Chair Barbieri stated that when she clicked on the link to the survey, the WFWRD name at the bottom was very small and light. To prevent the message from looking like spam she recommended WFWRD's name be in larger letters at the top, the first thing customer's see.</p> <p>Renee responded that yes, it can be added.</p> <p>There were no other questions or comments.</p>	<p><b>Pam will work with staff to prepare a program overview for educational purposes.</b></p> <p><b>Renee will make the WFWRD logo more visible.</b></p>	
3.3 Continued Discussions on Audit Review Committee, Board Vice Chair Barbieri <b>(Discussion/Direction)</b>	<p>Vice Chair Barbieri introduced the topic and asked the Board their thoughts, who would be interested in participating on the committee, and what that would look like.</p> <p>Board Member Ohrn stated that she thinks it is a good idea. Every Board she is on has designated people to serve on their audit committee.</p>		

	<p>Vice Chair Barbieri added that it sounds like a great idea, asked who would be interested and what they would like to see come out of the committee.</p> <p>Board Member Zuspan serves on other Boards and three to four members sit on the audit committees mainly as oversight, a second set of eyes. The internal staff does a great job, but they may need a secondary overview of the work. He prefers to have the lay-person version. Two to three members review a certain time period of financial data, not every transaction.</p> <p>Vice Chair Barbieri stated that she and Board Chair Gibbons had a conversation with Pam on this subject and that this is the responsibility of the Board and that WFWRD's door is always open. Any Board member can ask questions and WFWRD has always been very open with her. She added that WFWRD has an independent audit that is reported to the Board, however, if people are interested in creating a committee that's understandable. She does not want to just have another meeting for anyone. She and Board Chair Gibbons want to open it up for anyone interested.</p> <p>Board Member Ohrn commented that these discussions were because of the annual fraud risk assessment score. Paul replied that we were not able to check that box but overall, we are fine and in an acceptable category.</p> <p>Board Member Ohrn commented that on other Boards, the checkbook register of every transaction is provided to them monthly. It provides complete transparency for any Board Member to review the details which satisfies the audit committee requirement.</p>		
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	<p>Rachel Anderson stated that unfortunately the fraud risk assessment is not a “one size fits all” for organizations. She has some qualms because it is not reasonable to not receive points for things that are not applicable. WFWRD is small enough that we do not need to be overly concerned about this.</p> <p>Board Member Sharkey also stated we should not be overly concerned. Her city also discussed an audit committee. She posed the question to their finance director if they were to create one, what are the benefits? He said they were fine without one. Board Member Sharkey added that the effort is a cost and there are no offsetting benefits. They have a finance department and small organizations with limited oversight may need to be concerned. The advice from experts continues to be that it is not something to worry about.</p> <p>Paul commented that another area where we did not receive points on the annual fraud risk assessment was having an internal audit function. He believes that requirement is for large organizations like Salt Lake County or the State of Utah. Most districts do not have an internal audit function. He is highly in favor of controls and processes but is concerned about adding value and wonders what risks we would address.</p> <p>Rachel Anderson stated that she has one district that does not have employees, so they check the box that they do satisfy all standards for their “zero” employees.</p>		
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	<p>Board Member Ohrn stated that if all we are doing is creating more work and costing money and we do not see any benefits.</p> <p>Paul commented that it is not his intent to minimize the annual fraud risk assessment. We had previously answered no to one question, we implemented controls and processes, and it has added value.</p> <p>Board Member Ohrn stated there is always the opportunity for every Board Member to ask for more explanation when needed.</p> <p>Rachel Anderson commented that if WFWRD was to create a committee, it should be worthwhile, and Board Members should be engaged in it. That has not been her experience on other Boards, it was just duplication of work.</p> <p>Board Member Sharkey commented that it has no impact on our bond rating or insurance rates.</p> <p>Vice Chair Barbieri encouraged Board Members with any additional questions with these discussions or any other aspects of WFWRD operations, to make an appointment to meet with staff. She has done that in the past, has gone on tours, and had her questions answered.</p> <p>Vice Chair Barbieri recommended that the Board re-address this within the next six months if needed. Otherwise, questions can be asked on a one-on-one basis.</p> <p>Board Member Bracken stated that it is important for the Board to understand that it is their role and staff</p>		
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	<p>should be accommodating if it starts to get too difficult and the Board should consider spending staff resources to have questions answered. He has requested more details from Pam in the past and wants to prevent getting too far in the weeds. The Board has legislative, not executive responsibilities.</p> <p>Vice Chair Barbieri thanked Board Member Bracken for the good advice.</p> <p>Pam stated that staff could add more details to the regular quarterly financial reports if that is requested by the Board.</p> <p>There were no further discussions.</p>		
<b>4. Closed Session (if needed)</b>			
	No closed session needed.		
<b>5. Other Board Business</b>			
	<p>Pam asked Board Member Shelton if he wanted to bring up his other item of business. He replied that he would save it for next month after he has talked to his Council. Pam stated that she would gladly attend their work session.</p> <p>Board Member Hales asked about the Board meeting schedule and if the meetings could be lengthened to allow flexibility with travel time and other meetings. Catarina confirmed to Pam that she had already extended the meeting to 11:15 a.m.</p> <p>There was no other Board business.</p>		
<b>6. Requested Items for the Next Board Meeting on Monday, October 23, 2023, at 9:00 a.m.</b>			
	<ul style="list-style-type: none"> <li>• 2023 3<sup>rd</sup> Quarter Financial Report</li> <li>• Tentative Adoption of the 2024 Tentative Budget and Fee Schedule</li> </ul>		

	<ul style="list-style-type: none"> <li>Confirm the Date and Time for the Public Hearing to Allow Public Comment on the 2024 Budget and Fee Schedule <ul style="list-style-type: none"> <li>Currently scheduled for Monday, November 13<sup>th</sup> at 6:00 p.m.</li> </ul> </li> <li>General Manager's Report</li> </ul>		
<b>Adjourn</b>			
	Board Vice Chair Barbieri then entertained a motion to adjourn.	<b>Motion to Adjourn:</b> Board Member Piñon <b>Second:</b> Board Member Hales  <b>Vote: All in favor (no opposing or abstaining votes).</b>  <i>Meeting end time: 10:45 a.m.</i>	<b>Approved</b> <b>September 25, 2023</b>