

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, January 22, 2024 9:00 a.m.</p> <p><b>Next Board Meeting</b> Monday, February 26, 2024 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Anna Barbieri (Chair)-Taylorsville City, Greg Shelton (Vice Chair)-White City, Emily Gray-City of Holladay, Keith Zuspan-Town of Brighton, Laurie Stringham-Salt Lake County, Sherrie Ohrn-Herriman City</p> <p><u>Participating Electronically:</u> Cyndi Sharkey-Sandy, Brett Hales-Murray City, Patrick Schaeffer-Kearns (<i>arrived at 9:35 a.m.</i>), Thom DeSirant-Millcreek City</p> <p><u>Excused:</u> Robert Piñon-Emigration Canyon, Matt Holton-Cottonwood Heights, Tessa Stitzer-Copperton, Mick Sudbury-Magna</p> <p><u>District &amp; Support Staff:</u> Rachel Anderson, Legal Counsel (<i>Webex</i>) Pam Roberts, General Manager/CEO Paul Korth, Finance Director/CFO David Ika, Operations Manager Matt Ferguson, Controller/Treasurer Hazel Dunsmore, Human Resource Manager Renee Plant, Administrative Manager Sione Tuione, Residential Recycling Collection &amp; Sustainability Manager Justin Tuft, Residential Refuse &amp; Special Services Collection Manager Andy King, Asset Manager Yael Johnson, Customer Service Manager (<i>Webex</i>) Shane Norris, Safety &amp; Emergency Preparedness Coordinator Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Justun Edwards-Herriman, Abby Evans-Salt Lake County, Patrick Craig-Salt Lake County</p>

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

To be held Monday, January 22, 2024 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=m2e5dfbb0fd8f7eac55a48c754457944b>

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

### **1. Introduction of All Board Members and Staff**

1.1 Oath of Office for New Board Members: Catarina Garcia, Board Clerk

### **2. Consent Items (Approval Requested)**

2.1 December 27, 2023 Board Meeting and Public Hearing 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, January 22, 2024, 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. Formal Succession of Board Vice Chair Anna Barberi to Board Chair: Anna Barbieri (*Motion and Approve*)

- 4.2. Formal Appointment of Board Member Shelton to Board Vice Chair: Anna Barbieri, Board Chair (*Motion and Approve*)
- 4.3. Adoption of Resolution 4426 Recognizing Retiring Board Member Eric Barney for His Service on the Board of Trustees: Board Chair Barbieri (*Adoption Requested*)
- 4.4. Request to Change Vendors for the WFWRD Alternative to Social Security Retirement Accounts - Transition to Utah Retirement Systems (URS) from MissionSquare: Pam Roberts, General Manager & Hazel Dunsmore, HR Manager (*Approval and Direction Requested*)
- 4.5. Request Adoption of Revisions to the Procurement Policy to Allow Purchasing Through Cooperative Purchasing: Pam Roberts, General Manager & Rachel Anderson, Legal Counsel (*Adoption Requested*)
- 4.6. 2023 Year-end Financial Report: Paul Korth, Finance Director/CFO (*Information/Direction*)
- 4.7. General Manager's Report, Pam Roberts (*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, February 26, 2024, 9:00 a.m.**
- Human Resource Policies Review
  - Open and Public Meetings Act Training
  - General Manager's Report
- 8. Adjourn**

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
<b>Call to Order / Roll Call</b>			
	Board Chair Barbieri called the meeting to order, and Catarina Garcia conducted the roll call.		
<b>1. Introduction of All Board Members and Staff</b>			
1.1.Oath of Office for New Board Members: Catarina Garcia, Board Clerk	<p>Pam reported that three new board members would be joining the Board in 2024 and introduced and welcomed new Board Member Emily Gray from Holladay City. Mick Sudbury from Magna will be Eric Barney’s successor, and Matt Holton has been appointed from Cottonwood Heights.</p> <p>Pam introduced Catarina Garcia, Executive Assistant and Board Clerk, who then performed Emily Gray’s Oath of Office.</p>		
<b>2. Consent Items (Approval Requested)</b>			
2.1.December 27, 2024 Board Meeting and Public Hearing Minutes	There were no questions or comments on the minutes.	<p><b>Motion to Approve:</b> Board Member Ohrn</p> <p><b>Second:</b> Board Member Stringham</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<b>Approved January 22, 2024</b>
<b>3. Meeting Open for Public Comments (<i>Comments are limited to 3 minutes.</i>)</b>			
	There were no public comments.		
<b>4. Business Items</b>			
4.1 Formal Succession of Board Vice Chair Anna Barberi to Board Chair: Anna Barbieri ( <i>Motion and Approve</i> )	Anna Barbieri’s formal succession to Board Chair was approved.	<p><b>Motion to Approve:</b> Board Member Zuspan</p> <p><b>Second:</b> Board Member Stringham</p>	<b>Approved January 22, 2024</b>

		<b>Vote: All in favor (no opposing or abstaining votes).</b>	
4.2 Formal Appointment of Board Member Shelton to Board Vice Chair: Anna Barbieri, Board Chair ( <i>Motion and Approve</i> )	Board Member Shelton's formal appointment to Board Vice Chair was approved.	<b>Motion to Approve:</b> Board Member Stringham <b>Second:</b> Board Member Hales	<b>Approved January 22, 2024</b>
4.3 Adoption of Resolution 4426 Recognizing Retiring Board Member Eric Barney for His Service on the Board of Trustees: Board Chair Barbieri ( <i>Adoption Requested</i> )	<p>Resolution 4426 Recognizing Retiring Board Member Eric Barney for His Service on the Board of Trustees was adopted.</p> <p>Board Chair Barbieri thanked Eric Barney for his service, a job well done, and stated she was honored to serve with him.</p>	<p><b>Motion to Adopt:</b> Board Member Ohrn <b>Second:</b> Vice Chair Shelton</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<b>Approved January 22, 2024</b>
4.4 Request to Change Vendors for the WFWRD Alternative to Social Security Retirement Accounts - Transition to Utah Retirement Systems (URS) from MissionSquare: Pam Roberts, General Manager & Hazel Dunsmore, HR Manager ( <i>Approval and Direction Requested</i> )	<p>Pam began with the background of the policy that was adopted in 2013 when the District separated from Salt Lake County and established WFWRD. At that time the Staff and the Board wanted an alternative to Social Security. Employees were unsure what would happen in the future and the alternative program was initially set up with the International City/County Management Association (ICMA).</p> <p>It was an addition to the Defined Benefit Plans/Pension plan with URS, to which the District also contributes 1% of an employee's salary to the 401k.</p> <p>Since July of 2021, ICMA was rebranded and hired a different CEO. Since that time, customer service and transparency has really taken a hit. It is Pam's understanding that they turned over the CEO and we are still not getting the information we need or the customer service we have come to expect from that organization.</p>	<p><b>Motion to Approve:</b> Vice Chair Shelton <b>Second:</b> Board Member Gray</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<b>Approved January 22, 2024</b>

	<p>Pam explained that when WFWRD was looking for companies that manage those accounts, URS was considered. At that time, the Board was concerned about employees taking out loans, which is not allowed by MissionSquare. If an employee takes out a loan on their 401k with URS, they are paying themselves back with interest. The fees for services were close to the same for each vendor at that time.</p> <p>Pam's hope is that the Board will approve the request to move to URS. A change to the adopted policy is not requested. All full-time employees have an account with MissionSquare and WFWRD contributes 6.2%, which is what was going to Social Security, and the employee contributes 6.2%. The only employees still in FICA are part-time/seasonal and no change is requested because administratively it works better. If they were on this particular program, we would have to open and close accounts.</p> <p>Pam went on to say that she has reached out to notice MissionSquare that this is on the docket for the Board's review. She is just not getting the response she expects. There is \$7 million in the accounts. Pam gave a shout out to Matt Ferguson, Controller, who is the one who dove into this to see what the fees are, what we are being charged, and if it is comparable to URS. The information he gained is that URS shows a different percentage of fees that are lower, understanding that the fees we are charged annually, \$57,000, are spread to all employees depending on the accounts and where they are. We have to pay a fee regardless, but URS would provide better customer service, we know they are very responsive, and offer lower fees for our employees.</p>		
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	<p>Hazel added that it will be easier for employees to have everything in the same place. URS also provides free financial counseling either on-line or in person, they have a lot of available educational materials, and will come on-site. The fee savings and customer service are a real plus for employees.</p> <p>Pam replied to Board Chair Barbieri’s question about timing [of the change], that it will be a three-month process. We have to notice MissionSquare formally, and want to work with Rachel Anderson, Legal Counsel to do so. Pam reiterated that she is not getting the response she expects, and URS assured WFWRD that this is not their first time shifting accounts from MissionSquare, we are not the only employer that has had issues. Pam is confident in their ability. URS met with Pam, Paul, Hazel, and Matt and instilled a lot of confidence in them.</p> <p>Board Member Ohrn stated that she has no problems if employees take out a loan, it’s their money.</p> <p>There were no other questions or comments.</p>		
<p>4.5 Request Adoption of Revisions to the Procurement Policy to Allow Purchasing Through Cooperative Purchasing: Pam Roberts, General Manager &amp; Rachel Anderson, Legal Counsel (<i>Adoption Requested</i>)</p>	<p>Pam began with the reminder that WFWRD has had challenges purchasing trucks when contracts were in place that vendors did not honor.</p> <p>Pam gave a shout out to Andy King, Asset Manager, for going out and being creative to find other avenues to purchase trucks. We have the State contract vendor list which has already been vetted, and Andy was able to find another nationwide source called Sourcewell, who have also been thoroughly vetted. Meaning it’s a competitive process.</p>	<p><b>Motion to Adopt:</b> Board Member Ohrn <b>Second:</b> Board Member Gray</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<p><b>Approved January 22, 2024</b></p>

	<p>Pam went on to say that this request is just formalizing the ability for WFWRD to use that as a source to purchase equipment. WFWRD has already purchased trucks and also want to purchase cans through this avenue.</p> <p>There were no questions or comments from the Board.</p> <p>Board Chair Barbieri appreciated that WFWRD is thinking outside the box because maybe we are just not big enough to get the attention of other vendors. She commented “Thank you, thank you, this is huge.”</p>		
<p>4.6 2023 Preliminary Financial Report for the Year Ended December 31, 2023: Paul Korth, Finance Director/CFO <i>(Information/Direction)</i></p>	<p>Paul began by thanking the accounting team who helped put this report together. Sometimes they aren’t here to get recognition, but they spend a lot of time on this as well.</p> <p>He emphasized that these are preliminary numbers, and some changes will be made. When the final report with the auditors takes place in May, all numbers will be finalized.</p> <p>Paul then explained for new Board Members that WFWRD breaks down revenues versus expenses in different categories.</p> <p>He reviewed the Revenue Highlights: Total revenues increased just over \$4 million from last year. The increase was primarily due to a \$2.8 million increase in residential waste collection fees, a \$286,000 positive change on the sale of capital assets, a \$265,000 positive change in gain/(loss) on investments, and a \$283,000 increase in interest income.</p>		



	<p>When looking at revenues, Paul found it interesting that all categories increased with the exception of the trailer rentals. Sometimes the increases are due to market forces like the gain/(loss) on investments, which are out of our control. WFWRD utilizes the approved Zions Investments account and PTIF.</p> <p>He explained that in December 2023 WFWRD received 5.4% in interest income from PTIF (Public Treasurers' Investment Fund), 3.3% in December of 2022, and 1/3<sup>rd</sup> of 1% in December 2021. The increased interest income helped WFWRD out and is one of the pluses when inflation is significant.</p> <p>Paul went on to review the main categories in Miscellaneous Revenues which are glass collection fees, late fees, and WFWRD is still receiving the CNG rebate. The CNG rebate runs through 2024 and is approximately \$130,000 per year.</p> <p>With no questions, Paul continued with the Personnel Expenses Highlights: Total personnel expenses for 2023 increased \$2.5 million from 2022 primarily due to increased wages/salaries expense of \$761,000 and increased retirement pension expense of \$112,000. There was also a \$1,000,000 change in pension benefit expense and a \$432,000 change in Other Post Employment Benefits (OPEB) expense. These are both categories that will change and have not yet been recorded for 2023.</p> <p>As Paul has previously mentioned, those are two numbers that will come in February. One (the pension adjustment) comes from URS based on their actuarial work and the other comes from actuaries WFWRD contracts with for OPEB. They are not cash expenses</p>		
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	<p>or benefits, but accounting adjustments. The Prior Year-to-Date 2022 numbers are nearly (\$1 million), and (\$432,000). These still need to be recorded for 2023 and could be fairly significant. URS uses actuaries and there is a timing lag, so it doesn't necessarily follow the market. Not being on URS' usual schedule of 06/30 year-end puts WFWRD six months to a year behind.</p> <p>Paul then explained that we anticipated the increase in Wages/Salaries expense and that it is viewed as a positive. Adversely, WFWRD has to keep up with inflation, but another positive is that we believe we are more competitive in the market, which helps with employee retention. At the end of 2023 there were 93 FTEs.</p> <p>With no questions Paul moved on to the Operating Expenses Highlights: Total operating expenses increased \$1.3 million in 2023 compared to 2022. There were increases in fuel expense of \$162,000, maintenance expense of \$460,000, landfill disposal fees of \$234,000, and vendor recycling fees of \$591,000. Truck lease expense decreased \$99,000, which is for the hook-lift trucks used with the SCRP (Seasonal Container Reservation Program) because the number of trucks leased decreased, depreciation expense decreased \$131,000 primarily due to not receiving new trucks, and other expenses decreased \$78,000.</p> <p>When viewed as a big picture, total operating expenses were \$15,800,000 which is 100% of the budgeted amounts including the approved budget adjustment in December 2023. The bottom line total expenses are 97% of the amended budgeted amount. Revenues less</p>		
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	<p>expenses are currently \$134,000 which will change some, versus a loss last year of (\$157,000).</p> <p>Expenses increased in numerous categories, and everyone feels it. The good news is the fee increase last year.</p> <p>Paul then moved on to review:</p> <ul style="list-style-type: none"> <li>• Number of Customers – Basic Service, which is stable around 85,000-86,000 customers with the basic garbage and recycle can.</li> <li>• Fuel expenses increased approximately 13% in 2023, due to the increase in CNG costs. Overall, fuel expenses have increased in the last three years. In 2021 they increased 13%, and 8% in 2022.</li> <li>• In 2020, the average cost of diesel was \$2.06/gallon, \$4.76/gallon in 2022, and in 2023 it dropped down to \$3.79/gallon.</li> <li>• In 2020, the average cost of CNG was \$1.63/gallon, \$1.91/gallon in 2022, and in 2023 it increased to \$2.32/gallon.</li> <li>• CNG is approximately 92% of gallons purchased which will not be equally weighted as how it affects the total costs when CNG increases.</li> </ul> <p>Paul and Andy King replied to Board Chair Barbieri's question for the new Board Members that there are 58 CNG trucks, and 15 diesel trucks in the fleet, which includes the F350s.</p> <p>In response to requests from the last Board Meeting, Paul reviewed scenarios of maintenance expenses for side load trucks.</p> <ul style="list-style-type: none"> <li>• In 2021, a side load truck cost \$328,000 and sold for \$55,000. The estimated market value decrease</li> </ul>		
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	<p>for five years was approximately \$273,000. Today, the cost of a new truck is over \$400,000.</p> <ul style="list-style-type: none"> <li>• A \$55,000 market value decrease is projected for years one through five. The average maintenance cost through year eight is the actual cost per year.</li> <li>• We are looking to see if the maintenance costs of the older trucks are higher than maintenance costs plus the decrease in market value of the newer trucks, which they really aren't. Financially, it still makes sense to keep the trucks.</li> <li>• Another measurement is the average maintenance cost per mile which significantly increased in year eight. Is year seven-eight where we want to be? Paul is confident in the sample size.</li> <li>• WFWRD looks at the cost benefit relative to what we are getting out of the vehicle in lieu of ROI.</li> <li>• Older trucks don't get driven as much so the mileages are lower.</li> </ul> <p>Vice Chair Shelton asked if the level of maintenance that is performed is everything possible to keep the trucks in "like-new" condition. It would be discouraging to have drivers disappointed with the trucks. We want them to be comfortable.</p> <p>Paul replied that we stay current on maintenance, and Vice Chair Shelton asked more about the creature comforts; seat covers, steering wheels. For example, he tries to keep his vehicles new.</p> <p>Andy King added that WFWRD is the industry leader in truck maintenance and repairs. Trucks are sold with working A/Cs, working radios, everything possible. When selling trucks, he regularly receives comments that they are the best trucks for their age.</p>		
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	<p>Vice Chair Shelton stated that because that level of maintenance is included in the numbers, it gives a good idea of the cost per mile and what point it makes sense to sell them.</p> <p>Board Member Zuspan asked if the years 6-7-8 trucks are primary vehicles and how many average miles they have. Andy King responded that yes, they are primary vehicles, and fleet-wide the average is 16,000-17,000 miles per truck per year. Years 6-7-8 trucks are low 13,000 to high 14,000 miles per year.</p> <p>Board Member Zuspan replied that he was looking at the maintenance cost per mile but are they being driven less than year 1-2 trucks. What is the offset? Using an older truck, driving fewer miles, the cost is relatively the same as driving more miles on a new truck. As noted, there are maintenance issues and fringe benefit issues. Yes, the comfort of the driver and managing and doing their job is important.</p> <p>Board Member Ohrn added that even appliances don't last nearly as long as they did 20 years ago, but there have been so many advancements in engine design and capability. We used to get rid of vehicles once they hit 100,000 miles, now, it is when they reach 200,000 miles. The extended life of newer engines seems substantial. It makes sense that maybe 20 years ago we were not be able to keep them as long but now with advancements in technology, she puts 20,000-25,000 miles per year on her vehicle. Vice Chair Shelton stated he was also surprised the miles were so low.</p> <p>Board Member Ohrn expressed her appreciation for the information, it makes sense, and she appreciates that WFWRD is looking at it because every year we</p>		
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	<p>can extend the life of a truck is another year we don't have to spend \$400,000 to buy a new one.</p> <p>Paul stated that when he has looked at this in the past, at times WFWRD was buying trucks for \$260,000-280,000 and selling them for \$110,000. The average maintenance cost per mile is a different way to measure it. We need to continue to stay flexible and look at the current market, where we are at, how much trucks cost, what they sell for, are they actually available, and be flexible enough to make changes or adjustments as needed.</p> <p>Andy King replied to Board Member Gray that a fourth of the fleet is in years 6-8, approximately 25-30%.</p> <p>With no further questions, Paul continued on to review Maintenance Expense. There was a 5% increase in 2022, and a 13% increase in 2023 primarily due to parts, labor, and the age of the fleet.</p> <p>Regarding refuse tons, Paul explained that refuse is taken to the Trans-Jordan Landfill, Transfer Station, and the Salt Lake Valley Landfill. There was an increase in refuse tons of approximately 2% in 2023. More tonnage was taken to the Transfer Station and less to Trans-Jordan in 2023.</p> <p>At the end of December, Trans-Jordan was charging \$39.00 per ton, the Transfer Station was charging \$35.00 per ton, and the Salt Lake Valley Landfill was charging \$27.00 per ton. We cannot take everything to the Salt Lake Valley Landfill because it is cheaper, as it is a farther drive, and there are [safety] issues in the winter when the weather is bad.</p>		
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	<p>Paul then reviewed recycle tons, which have historically been on a slight decline, however, in 2023 the 19,682 tons remained nearly stable from 19,756 tons in 2022.</p> <p>Paul explained that Vendor Recycling Fees Per Ton are what we pay to Waste Management and Rocky Mountain Recycling for processing. The graph depicts a lot of volatility. In 2021 it started at \$35.00 per ton, and where it goes negative in August-November, means we received revenue. 2023 began at \$80.00 per ton and ended at just under \$60.00 per ton. Although there was a slight decrease, it was not significant. The second half of 2022 shows a steep incline, and commodity markets can fluctuate significantly.</p> <p>Paul reviewed the Cash and Investment Balances 2020-2023 which include our investments as they are liquid and WFWRD can access the money fairly quickly if needed. Funds are invested with PTIF, the Public Treasurers' Investment Fund, and also with Zions, who are both approved by the Money Management Act.</p> <p>The year end cash and investment balance was just over \$10,000,000. Paul reminded the Board that WFWRD bills quarterly for side load services which is why there are quarterly increases in the cash collected. The other items that influence our cash and investment balances are increased expenses and capital expenditures.</p> <p>Paul also reviewed the Capital Expenditures Budget for 2023 which explains why the cash and investments are higher than previously projected. WFWRD ordered</p>		
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	<p>12 side load trucks for 2023, none of which were received, nor were any received in 2022.</p> <p>WFWRD ordered three light-duty trucks and took advantage of the opportunity and budget capacity to purchase an additional truck for a total of four. One hook-lift truck was also purchased. We paid \$677,000 for three engines/chassis in 2023.</p> <p>Paul shared a historical picture of Certification Balances that shows the original amount certified and the certification amount outstanding as of the end of December. As he has previously mentioned, the amounts outstanding for the years 2016-2018 are all due from the same person to which the County granted an extension. WFWRD certified \$2.5 million in September, that was included on the property tax statements and has received all but \$278,000 as of the end of December. This is a real plus and helps with collections.</p> <p>Paul explained that certification is when WFWRD submits past-due accounts to the County who then include the amounts on the property tax statements, and the County remits the money to WFWRD. Based on the dollars and what it costs to do collections, it would be difficult when the cost/benefit is considered. This is very beneficial and a great benefit.</p> <p>Paul reviewed the Customer Refunds for the 4th Quarter of 2023 reemphasizing that refunds are defined as money that leaves WFWRD and are not credits on accounts. They are checks issued or Xpress Bill Pay refunds. The amount was low for the fourth quarter. There was one customer that paid almost</p>		
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	<p>\$4,000 that was meant for their credit card. Otherwise, the other amount are fairly small.</p> <p>Paul confirmed to Board Member Stringham that this report is preliminary until the audit is complete. Actuarial amounts need to be obtained and other accounts may need adjustments. The auditors will be on-site at the end of February.</p>		
4.7 General Manager's Report, Pam Roberts <i>(Information/Direction)</i>	<p>Pam began her report with an illustration of the different ways WFWRD provides for residents to dispose of their waste; recycling, green, garbage, glass, etc., bulky waste with trailers, landfill vouchers for residents who can haul their own bulky waste, and the SCRP (Seasonal Container Reservation Program) that runs from Spring to Fall. There is also the Christmas tree program that is currently underway.</p> <p>Pam reviewed WFWRD's Mission to provide sustainable quality integrated waste and recycling collection services for the health and safety of our community.</p> <p>There is a mandated service to provide residents with a black can, and there is a curbside recycling program, and front load containers where we collect for the Town of Brighton, and three container sites in Emigration Canyon to help residents with recycling and garbage.</p> <p>Pam then gave a shout out to Renee for having the vision of a Management Information System where all the data can be collected and illustrated. Previously, we were all using spreadsheets. Through Renee's leadership and Jorge's talents, the Management Information System was developed.</p>		

	<p>Pam went on to review the diversion rate which is an environmental stewardship goal to divert waste away from the landfill, recognizing it is a little more costly to do. Our residents have stated that they want to continue it. WFWRD conducted a survey last September and 95% overall of the 5,000 respondents supported weekly recycling even with increased costs.</p> <p>McKenna Tupa'i, WFWRD's Sustainability Coordinator, and other staff attend community events and provide education. WFWRD achieved their 18% diversion rate goal in 2023 by diverting 18% of collections of glass, trees, curbside green, curbside recycling, and front load.</p> <p>With no questions, Pam continued with the Customer Service illustration from the MIS portal which shows the workload with container repair/replacement and can delivery for new builds. There were nearly 40,000 inbound calls, and the illustrations depict the other avenues residents can contact Customer Service Representatives. Renee and Yael implemented the Chat Bot from suggestions from the Board, and they are currently exploring another avenue.</p> <p>Renee reported that WFWRD is in the discovery process with contracted vendors for text messaging through an app on the computer for Customer Service, much like the Chat Bot.</p> <p>Pam went on to say that Customer Service also does a good job staying on top of the returned mail where addresses or ownership have changed. Bills are mailed quarterly and electronically on Xpress Bill Pay.</p>		
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	<p>Pam continued on with Employee Engagement and Satisfaction giving a shout out to Hazel for administering the Employee Satisfaction Survey which hasn't been done since 2021. It was a brief survey with 10 questions of the main core areas of communication, resources, and support.</p> <p>WFWRD also nominates one of our outstanding equipment operators every year for the National Waste and Recycling Association (NWRA) Driver of the Year award. It is nationwide, and WFWRD is in the government sector. Last year, Michele Henn was nominated and even though she has a lot of experience in the industry, it wasn't all with WFWRD, so she didn't quite make it through.</p> <p>Jr. Vigil, our nominee for 2024, has made it through to the second round, and now WFWRD is gathering letters of support. Pam will write one on behalf of the Board and the District, Renee obtained one from the Association of Community Councils Together, and we will list all the wonderful awards including Safety Hero, that Jr. has received. He is very vigilant with safety.</p> <p>Pam then explained that Hazel's presence has made a big difference with employees. She came in at 6:30 a.m. during open enrollment to catch drivers before they started their routes. It was open-door for any employee that needed assistance to get enrolled on-line. This was very beneficial to ensure benefits were correct, and for employees to understand them. It was wonderful.</p> <p>Hazel distributed letters to all employees about the 4% COLA outlining how it will reflect on their paychecks</p>		
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	<p>and wages. Pam thanked the Board for approving the 4%. Employees were very thankful. It hit last Friday's paychecks and employees were coming around expressing their appreciation.</p> <p>Pam went on to review risk management and loss prevention. The District owns just over seven acres of property across the tracks, the majority of which is the parking area for WFWRD's trucks. The space is shared with Public Works Operations and Flood Control, and they share their space to the north for our containers. There is also a truck barn where diesel trucks were formerly parked. WFWRD still parks the rear loaders as they are diesel, as well as our hook lifts. Operations also uses it for their snow plows.</p> <p>Shane Norris, Safety and Emergency Preparedness Coordinator (SEPC), conducted a site inspection of WFWRD's property and there is a definite need for asphalt repair to fill cracks and potholes. Pam believes WFWRD can fund that and absorb the cost. It can be contracted out with the Salt Lake County Public Works road crew.</p> <p>The other two items will be much more expensive and include upgrading the lighting system. It will improve visibility for drivers who arrive at 6:30 a.m. They are required to do pre- and post-trip inspections by DOT (Department of Transportation) law. Shane has done a great job providing headset lights, but we really need to improve the lighting system. It was investigated years ago, and it fell off the radar. It needs to be brought up again and explored.</p>		
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	<p>Pam noted that the outer perimeter has lighting and if WFWRD looks to upgrade that system she believes it would be a shared cost with Salt Lake County Public Works. The tricky part would be if we put interior lighting closer to the CNG lighting which would be all District costs. Pam explored possible funding sources with the National Association of Special Districts and the Utah Association of Special Districts. The purpose of the project is safety and less wear and tear on trucks and does not meet the threshold for any kind of funding, yet.</p> <p>Board Member Stringham suggested going solar for covered parking. A lot of solar brands are used as covered parking and the solar runs the lighting and electrical. There are grants available. Pam replied that Renee explored that, and we can get funding for the solar. Renee added that the intent of the funding did not match but will look again to see if something has changed.</p> <p>Board Member Stringham stated that it would be good to look at. There are all the plug ins there and there is no reason we can't take those off the grid.</p> <p>Pam replied that we know it has to be special lighting near the CNG. The cover and lighting would be very instrumental. When you pull into a gas station and see the big awnings, the lights are encased because it is a fueling site. They don't want any sparks. She thinks it is possible but has a feeling it will be very expensive and wants to start incrementally with what can be fixed first. She also believes WFWRD can get grants for the solar itself and that will help.</p>		
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	<p>Board Chair Barbieri asked how long it takes to inspect a truck in the morning and how it is done in the snow. Andy responded that on average, a proper pre-trip inspection takes 15-20 minutes, and it is the same inspection for post-trip.</p> <p>Pam stated she will continue to explore this with the team and asked the Board for direction to do so. She noted that Board Member Piñon recommended researching Rocky Mountain Power for the lighting. There is funding for interior LED lights, and she wonders if there is something out there for exterior lights.</p> <p>Pam then reviewed Employee Performance Incentives as part of the budget and what Paul reviews with personnel expenditures.</p> <p>WFWRD has had incentive plans in place since Pam began employment. She rolled out the Employee Recognition Program in 2008, which has grown, and she is thankful. There is now the Team Appreciation and Recognition Program that was initially sponsored through the Trust. It is now funded by the District, and it is a \$25.00 Amazon Gift Card for driver teams who have no claims filed. If one employee has a claim, injury, or incident/accident that has to be filed with the Trust, the entire team does not receive the \$25.00. As a team incentive, Pam believes it is very beneficial.</p> <p>Pam reviewed the other incentives that include Oh! What a Team!, High-Five, and Outstanding Employee and their dollar amounts were shown. She stated that the \$18.00 per person for Oh! What a Team! is for employees working together to go out and have a meal together, another opportunity for team-building.</p>		
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	<p>Pam then explained her philosophy that “the house don’t fall if the bones are good”. The structural frame of an organization are the bones. She expressed her appreciation to Renee and Catarina by taking the lead on Standard Operating Procedures. We have bolstered them to ensure they are easy to follow and are educating employees. Renee has been dubbed the SOP Police Chief and Catarina and Jazzlynn are the two Deputies. The stack in the photo is a bundle for each employee that has a [SOP] manual.</p> <p>Pam went on to share that Catarina, through her creativity, came up with “Are You Smarter Than a GM?”. It is a fun contest which began in December and Pam gives \$25.00 cash out of her pocket to the drawing winner to say thank you for looking at the SOPs and participating in the quizzes. It is a fun way to get engage employees with SOPs and Pam appreciates it.</p> <p>Pam then gave the Board a heads-up of service day changes within the District. She gave a shout out to David Ika, the Operations Team, to Renee for getting the maps together and on the website, and to for McKenna posting them on social media.</p> <p>Pam’s slide was an overview of why WFWRD is making the change. The purpose behind the entire project is to balance workloads, improve efficiencies and ensure excellent customer service. Some residents may wonder how it is customer service when there is a service day change. It helps because if the workloads are even, the cans are less likely to be missed and drivers will be able to focus on their routes and get things done efficiently.</p>		
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	<p>All of Emigration Canyon and Copperton will be moving from Friday to Wednesday. Pam enlisted the assistance of the Mayors and Councils of each city to get the word out. There is a portion of Millcreek, approximately 700 homes, that will be moving from Friday to Tuesday. The municipalities have been a great help getting the word out. There is a larger section in Kearns of approximately 1,700 homes that will be moving from Monday to Thursday to balance that workload.</p> <p>Pam went on to say that the analysis that was done looked at tonnages and miles traveled, when before it was the number of homes. We found that there is a bit more garbage being generated on the west side and the customer service demographic information shows that Kearns has more people in their homes. Naturally more waste will be generated.</p> <p>Pam again gave a shout out to the team for really diving in to the data.</p> <p>Board Member Ohrn commented that the data generated and the way WFWRD is making it work to save money and efficiency is a job well done.</p> <p>Pam clarified to Board Member Stringham that yes, flyers will be stapled to residents cans, and Board Member Schaeffer thanked Pam for pushing the change out for two weeks so they could get the word out and expressed his appreciation.</p> <p>Pam thanked him as well and expressed her appreciation to Mrs. Schaeffer who posted it on the Kearns Facebook page. She explained that WFWRD wanted to allow more time for the 1,700 homes in</p>		
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	<p>Kearns and appreciates Board Member Schaeffer and Mayor Bush for requesting that.</p> <p>Pam explained the process, for example, Emigration Canyon Copperton, and Millcreek flyers were all stapled to cans last Friday. Kearns will be done on January 29<sup>th</sup>, and the actual day change will be the 15<sup>th</sup>. She noted that regardless of where they are with the day change, the collection day will be sooner. Kearns will have service Monday and again Thursday. This is something WFWRD does not do often on this scale, but it was needed. The last large-scale change was in 2015.</p> <p>Board Chair Barbieri thanked Pam for her report, and there were no further questions or comments.</p>		
<b>5. Closed Session (If Needed)</b>			
	No closed session was needed.		
<b>6. Other Board Business</b>			
	There was no other Board business.		
<b>7. Requested Items for the Next Board Meeting Monday, February 26, 2024, 9:00 a.m.</b>			
	<ul style="list-style-type: none"> <li>Human Resource Policies Review</li> <li>Open and Public Meetings Act Training</li> <li>General Manager's Report</li> </ul>		
<b>8. Adjourn</b>			
	Board Chair Barbieri entertained a motion to adjourn.	<p><b>Motion to Adjourn:</b> Board Member Zuspan</p> <p><b>Second:</b> Board Member Stringham</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p> <p><i>Meeting end time: 10:14 a.m.</i></p>	<b>Approved January 22, 2024</b>