

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, May 20, 2024 9:00 a.m.</p> <p>Next Board Meeting Monday, June 24, 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)-City of Taylorsville, Greg Shelton (Vice Chair)-White City, Emily Gray-City of Holladay, Keith Zuspan-Town of Brighton, Mick Sudbury-Magna City</p> <p><u>Participating Electronically:</u> Matt Holton-Cottonwood Heights, Tessa Stitzer-Copperton, Patrick Schaeffer-Kearns City, Thom DeSirant-Millcreek City, Laurie Stringham-Salt Lake County</p> <p><u>Excused:</u> Brett Hales-Murray City, Aaron Dekeyzer-Sandy City, Sherrie Ohrn- Herriman City, Robert Piñon-Emigration Canyon</p> <p><u>District & Support Staff:</u> Rachel Anderson, Legal Counsel Pam Roberts, General Manager/CEO Paul Korth, Finance Director/CFO David Ika, Operations Manager Matt Ferguson, Controller/Treasurer Hazel Dunsmore, Human Resources Manager Renee Plant, Administrative Manager Justin Tuft, Residential Refuse & Special Services Collection Manager Shane Norris, Safety & Emergency Preparedness Coordinator Pam Savage, Payroll Technician Jorge Benitez, Data & Program Specialist Andre Perov, GIS Coordinator (<i>Webex</i>) Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Patrick Craig-Salt Lake County, Abby Evans-Salt Lake County, Justun Edwards-Herriman, Kyle Green-Squire & Company (<i>excused at 9:40 a.m.</i>)</p>

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

To be held Monday, May 20, 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. Consent Items (*Approval Requested*)

1.1. April 22, 2024 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 before Monday, May 20, 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.

3. Business Items:

3.1. General Manager's Report: Pam Roberts, General Manager (***Information/Direction***)

3.2. Resolution 4429 Recognizing Pam Savage, Payroll Technician Retiring after 19 Years of Public Service, 17 years with the District. Pam Roberts, General Manager and Board Chair Barbieri (***Adoption Requested***)

3.3. 2023 Annual Comprehensive Financial Report (ACFR) and the Independent Financial Audit, Kyle Green, Squire & Company, and Paul Korth, Finance Director (***Information/Acceptance Requested***) (*attached separately*)

3.4. Status of the Needed Upgrades for the District's Truck Barn and Paving at Fuel Island: Pam Roberts, General Manager (***Information/Direction Requested***)

3.5. Update on the Equipment Operator Apprentice Program: Renee Plant, Administrative Manager (***Information***)

4. Closed Session

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, June 24, 2024, 9:00 a.m.

- Resolution Recognizing John Whittaker, Retiring Equipment Operator after 25 Years of Public Service
- SCRP Updates
- 2025 & Future Financial Forecast
- Properties Released from Tax Sale (if available)
- General Manager's Report

7. Adjourn

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
Call to Order / Roll Call			
	Board Chair Barbieri called the meeting to order, and Catarina Garcia conducted the roll call.		
1. Consent Items (Approval Requested)			
1.1 April 22, 2024, Board Meeting Minutes	There were no comments on the minutes.	Motion to Approve: Board Member Sudbury Second: Board Member Gray Vote: All in favor (no opposing or abstaining votes).	Approved May 20, 2024
2. Meeting Open for Public Comments <i>(Comments are limited to 3 minutes.)</i>			
	There were no public comments.		
3. Business Items			
3.1 General Manager's Report: Pam Roberts, General Manager <i>(Information/Direction)</i>	<p>Pam began her report by applauding three Safety Heroes who were awarded for their years of safety with the organization. She noted the dollar amounts were increased to ensure drivers are receiving a good award for being accident, incident, and injury free. This results in a lot of savings in claims and any recovery made for property or lost time for our employees.</p> <p>16 Years \$1,600.00 Rhonda Kitchen Equipment Operator, 5 Years \$500.00 Andy Kirshman Equipment Operator, and 5 Years \$500.00 Steve Reyes Equipment Operator.</p> <p>Pam continued with the Invitation to Tour Rocky Mountain Recycling Services Materials Recovery Facility on Tuesday, May 28th that Renee sent to the Board. Renee explained there are 10 positions</p>		

	<p>available for tour participants at 10:00 a.m. and requested the Board notify her if they are interested and available to participate.</p> <p>Pam also invited the Board to the annual celebration of National Waste and Recycling Worker’s Week breakfast celebration, what we call Garbage Person Day. There will be a breakfast from 7:00 a.m. – 8:00 a.m. on Thursday, June 20th. The Bruge food truck will be on-site, and everyone is welcome to join the celebration.</p> <p>In response to the Board’s request about the possibility of limiting repeat reservations on the SCRP to allow the service to more residents, Pam stated that the initial answer is yes, we can track the information and identify repeaters. The long answer is that we will need more time to gather the data and report back.</p> <p>For example, those who reserve in 2024 would not be eligible to reserve in 2025, and residents that were left on the waitlist would get the first chance to reserve in 2025, and so on each year.</p> <p>Vice Chair Shelton asked if they would be ineligible for the following year or just secondary to others. Pam replied that it will totally rely on the Board’s direction to set that policy.</p> <p>Board Member Gray stated that practically speaking, residents in her area at the back of the line are ineligible. If they are not online at midnight, they are not going to secure a reservation.</p> <p>Board Member Sudbury commented that residents in Magna do not like this at all. Especially when it is late</p>		
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	<p>in the spring or summer – there have been so many complaints.</p> <p>Board Chair Barbieri asked Board Member Sudbury to clarify if his comment was regarding rotating who has been able to secure a reservation. He replied yes, and the midnight reservation openings, and having containers in the driveway. Residents feel they are responsible and liable.</p> <p>Board Chair Barbieri recommended to gather the data to see if it is even feasible to create a database and rotate reservations. Other SCRP issues will then be addressed after that report.</p> <p>Board Member Sudbury stated that he does not have a problem with the same people making reservations if they have enough ambition to do it, more power to them. There are other people who don't want to do it and that's their fault.</p> <p>Board Member Gray disagreed and feels there is just not enough for everybody. Others agreed. Board Member Gray responded to complaints and explained what was discussed at the last Board Meeting and residents were like "Oh, okay, that makes sense." It seemed to calm them down significantly.</p> <p>Board Chair Barbieri commented that "fair" is a great word. Others agreed.</p> <p>Renee commented that we are also trying to reiterate to our customers they have alternatives with landfill vouchers and the trailer rental program.</p> <p>Board Chair Barbieri asked if there were links on the SCRP reservations [website] page to direct residents to other options. This may be something to consider as well to calm some nerves. <i>Renee opened the SCRP</i></p>		
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	<p><i>reservations website page and there were no links to other alternatives.</i></p> <p>Pam replied to Board Member Sudbury that there are 60 container deliveries every day depending on the proximity to a tipping facility, and up to 64 containers based on staffing availability. Staffing issues is the only reason WFWRD made the change to remove containers from the streets.</p> <p>Pam explained that the Board discussed this for three months last year starting with eight different scenarios, narrowed it down to six, then agreed there was nothing that could be changed at the time due to staffing levels. The option in discussion would be a way to expand it to more residents.</p> <p>With no further questions or comments, Pam went on to review Financial Stewardship and Employee Satisfaction.</p> <p>She explained that Matt Furguson, Controller, dived into the MissonSquare employer and employee fees. This is the alternative to Social Security program that the Board established in 2013. The only reason the Board did not go with URS at the time of separation [from Salt Lake County] is that they were concerned about employees taking out loans. Over time the Board concluded that it is the employee's money so if they want to take a loan and pay themselves back, why not?</p> <p>With the lower fees URS offers to employers and employees, WFWRD made the change. Pam was hoping to be able to delegate some of the tasks to other members of the team, however, MissionSquare would only work with her as the signer and the head of the organization.</p>		
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	<p>Pam was thankful we were able to jump through some hoops and finally get it to an easy process for the 457(b) [accounts]. The 401(a) was a very easy process, with an automatic deconversion liquidating accounts and transferring them to URS via wire. The 457(b) was a little trickier. She received a notice from MissionSquare that all of her funds have transferred and believes most other employees have as well. We still need to shore up any former employees we haven't heard from. Hazel and Lisa Kelly, HR/Payroll Specialist, were both a big part of uploading the forms.</p> <p>Hazel added that she has helped employees create logins with URS, being more proactive and educating them on their retirement savings.</p> <p>Board Chair Barbieri commended Hazel for her efforts.</p> <p>Pam continued her report with Sustaining WFWRD for the Long Haul explaining one of her leadership philosophies she has had over the years is to work on leadership development and team building. Now it's time to regroup.</p> <p>Pam has been working with Pam Gardiol, Leadership Consultant, since 2017. Pam Gardiol went into retirement for a while resulting in a lag, but now it is good timing as there are newer employees in leadership roles that have not gone through the strategic planning, defining what's working, what's not, and developing leadership plans. These employees are Hazel Dunsmore, HR Manager, Justin Tuft, Collections Manager, Catarina Garcia, Executive Assistant, and Shane Norris, Safety and Emergency Preparedness Coordinator.</p>		
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	<p>Pam really wants these employees to be part of the development and believes it gives us an opportunity as a management team to regroup, develop their individual leadership plans and focus on the future.</p> <p>The next step is to work with Dr. Derrick Tollefson who runs the I-System Institute for Transdisciplinary Studies at Utah State University.</p> <p>Pam noted that Pam Gardiol was with University of Utah but is on her own now. It is very low cost for what we will benefit from leadership development.</p> <p>Pam went on to say that she really wants our core executive team to work with Dr. Tollefson and become more cohesive, think strategically about the future and what we are going to do to sustain WFWRD for the long haul. We have had some challenges with finances and Pam wants to ensure we have a strong core with the Executive Team, herself, Hazel, Paul, Matt and Renee, then expand that to our management team.</p> <p>The work with Dr. Tollefson will begin with a three-hour workshop with he and Jontrell who are both very skilled people to work with to strengthen our core team and build a resilient mindset.</p> <p>Pam attended this particular leadership workshop through the Utah Local Governments Trust and when she mentioned to Steve Hansen, the Trust's Executive Director, that we would be working with Dr. Tollefson, he offered to sponsor this training for WFWRD, see how it goes for us, and he may expand the training to all Trust members.</p> <p>Pam continued her report with Employee Highlights, which is something she plans to do on a monthly basis</p>		
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	<p>to highlight our employees. These are the people that help get stuff done.</p> <ul style="list-style-type: none"> • Pam Savage, Payroll Technician, who will be retiring on May 31, 2024, after 19 years of dedicated public service, 17 with the District. We will be talking a lot more about Pam when we ask the Board to adopt a resolution recognizing her years of service. (<i>Agenda Item 3.2</i>) • James Kelsey, our new Sustainability Coordinator, was promoted from the Quality Assurance Inspector (QAI) position. Promoting from within allows more opportunities for promotion. James is working on his business degree, and we are thankful he is here with us. • Renee Plant, Administrative Manager, earned her Master's in Public Administration from SUU on Friday, April 26th. The room applauded Renee for this huge endeavor. • Jorge Benitez, Data & Program Specialist, has completed one year of his Master's Degree in Data Science and is set to graduate by June 2025. His position was created a year and a half ago to track all the available data including SCRIP, program costs, etc. so there is one source of information. <p>Pam congratulated these employees.</p> <p>Board Member Stringham gave a special congratulations to Emigration Canyon's Mayor Smolka who was married over the weekend. Board Member Zuspan and Pam both commented on how beautiful it was.</p>		
3.2 Resolution 4429 Recognizing Pam Savage, Payroll Technician Retiring after 19 Years of Public Service, 17 years with the District. Pam Roberts, General Manager and Board Chair Barbieri (<i>Adoption Requested</i>)	Board Chair Barbieri read Resolution 4429 Recognizing Pam Savage, Payroll Technician Retiring after 19 Years of Public Service, 17 years with the District. Board Chair Barbieri commended Pam Savage on her tenure.	<p>Motion to Adopt: Board Member Stringham</p> <p>Second: Board Member Zuspan</p>	Approved May 20, 2024

	<p>Pam [Roberts] stated that she and her wife planned a vacation well before Pam [Savage] announced her retirement so she will unfortunately miss the retirement open house honoring her. She invited the Board to the event on Thursday, May 30 from 3:00 p.m.-5:00 p.m.</p> <p>Pam [Roberts] expressed her thanks to Pam [Savage] noting that she came through the transition from the Salt Lake County Sanitation Division. She helped tackle many of the challenges setting up an entirely new payroll software system with Craig, Stuart, Lorna, and Gaylynn. Pam [Roberts] thanked Pam [Savage] for helping found the WFWRD organization.</p> <p>Board Chair Barbieri thanked Pam [Savage] and wished her luck in her next endeavor.</p>	<p>Vote: All in favor (no opposing or abstaining votes).</p>	
<p>3.3 2023 Annual Comprehensive Financial Report (ACFR) and the Independent Financial Audit, Kyle Green, Squire & Company, and Paul Korth, Finance Director <i>(Information/Acceptance Requested)</i> <i>(attached separately)</i></p>	<p>Paul introduced Kyle Green, our audit partner with Squire & Company, who has worked with the District for the past three years. Paul turned the time over to Kyle to review the Wasatch Front Waste & Recycling District Executive Summary and Communication to Board of Trustees.</p> <p>Kyle reported that this is the third year Squire & Company has performed the audit. They were hired to perform the audit and issue an opinion, their main goal.</p> <p>Squire & Company has worked with Pam, Paul, and their team and did all the required testing to be able to issue an unmodified opinion. In accounting this is also called a clean opinion, the highest opinion they can give.</p> <p>We can feel good about the numbers. Having already reviewed the preliminary numbers and knowing what</p>	<p>Motion to Accept: Vice Chair Shelton Second: Board Member Sudbury</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved May 20, 2024</p>

	<p>the ending balances were there were no significant changes.</p> <p>Secondarily, Squire & Company is required to perform a state compliance audit with the State Auditor's audit guide. The audit must be up to those standards. Squire & Company is again issuing an unmodified opinion for 2023.</p> <p>Squire & Company tested state compliance areas of budgetary compliance, fund balance, fraud risk assessment, public treasurer's bond, and open and public meetings act and noted the District was compliant and performing the needed tasks. There were no findings.</p> <p>Some of the key things Squire & Company reviewed were cash disbursements, how cash leaves the door, ensuring there are proper approvals, supporting data, timely reconciliation and reporting.</p> <p>This is the same with cash receipts, cash coming in, payroll, calculations and approvals, and capital assets. No reportable matters were noted.</p> <p>Kyle reminded/informed the Board that part of being in the URS system there is an obligation to pick up a proportionate share of the net pension liability of \$717,000 on December 31, 2023. One year ago, the District was in an asset position but as we know the economy has taken some big swings.</p> <p>This year there is a new accounting standard called GASB 96 <i>Subscription-Based Information Technology Arrangements</i>. This is very similar to leases which we had to implement a couple of years ago. They are trying to get some of these long-term commitments on the books.</p>		
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	<p>Any subscription, like an IT (information technology) type of agreement longer than one year, is recorded as a subscription asset and a subscription liability. There was one agreement with Samsara which resulted in booking approximately just under a \$150,000 asset and a \$100,000 liability meaning we had to pay.</p> <p>Paul had correctly shown it as a prepaid asset because it was paid for a year in advance. This will now be recorded as a subscription asset. Kyle stated to keep this in mind for other subscription assets and liabilities that may impact the balance sheet.</p> <p>Lastly, the District had an unrestricted net position of \$16.7 million, an increase of \$4.4 million from prior year. This was a strong increase for the year.</p> <p>Board Chair Barbieri asked Kyle what the advantage is calling it a subscription rather than a lease. Kyle explained that a lease is like the rent on the building or lease of a vehicle, something tangible. Software is a use agreement, that is not tangible.</p> <p>With no other questions or comments, Paul reviewed highlights from the Annual Comprehensive Financial Report:</p> <ul style="list-style-type: none"> • Page 04: A letter outlining what has happened in the past year and some cost factor. • Page 20: In January we reviewed the preliminary net income and changes in net position for 2023 which were \$134,000. It ended at \$872,000. We anticipated that the two major adjustments coming were the pension which benefitted us \$423,000, and the OPEB (Other Post-Employment Benefits) which benefitted us \$285,000. \$708,000 of the 		
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	<p>\$738,000 change was due to the OPEB and pension adjustments. URS did not publish the pension adjustment numbers until mid-February.</p> <ul style="list-style-type: none"> • Comparing 2023 to 2022: <ul style="list-style-type: none"> - Collection services revenues were up nearly \$3 million dollars, a direct result of the fee increase. - Expenses are up in nearly every category year-over-year. - Net income/changes in net position were negative \$157,000 for 2022 and \$872,000 for 2023. • Page 24: The Statement of Net Position is similar to a balance sheet which shows assets and liabilities. <ul style="list-style-type: none"> - Investments are what are held at Zions Investment Group. - Accounts receivable due from customers were nearly \$7 million. - Prepaid expenses were \$834,000 and inventory, such as cans, were \$332,000. - Capital assets and total assets were also shown. • Page 25: Liabilities <ul style="list-style-type: none"> - Accounts payable and accrued expenses are what we owed to vendors. - Accrued salaries and benefits payable were shown. - Other current liabilities related to Workers Comp. - Compensated absences are projected vacation time and a portion of sick leave. The reason to project a portion of sick leave is because it is only paid out at 25% of the balance upon retirement. - Subscription payable-current and leases payable-current were shown. 		
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	<ul style="list-style-type: none"> - Noncurrent liabilities included the total OPEB liability (what the actuaries showed as the projected amount of exposure) of \$670,000 in 2023 compared to \$955,000 in 2022. The total OPEB liability decrease was primarily due to a decrease in the number of participants and the discount rate increase. <p>Paul concluded that overall, it was a good year. There was approximately \$10 million in cash and investments at year-end, and we are currently buying trucks so that amount is decreasing. This is expected and what we have hoped for as it means we are receiving new trucks.</p> <p>Board Chair Barbieri stated that this is a breath of fresh air, and it is nice to be able to sleep at night knowing projections are made. During her four years on the Board, the projections have been pretty consistent. Board Chair Barbieri expressed her appreciation because it makes it easy for the Board to review the numbers. She asked Paul if there is anything he sees in the headwind.</p> <p>Paul believes the things to be aware of are capital expenditures which he supports, and which need to be seriously considered. He stated that Pam is going to talk about a project that's coming up. Trucks cost a lot and will reduce the investment and cash balance. We will need to look at a possible fee increase next year. The other topic we continually discuss is increased costs such as maintenance, wages and salaries, and benefits. Board Chair Barbieri said that staff have been good at saying that over the past few years and we have seen the increases.</p> <p>Board Chair Barbieri thanked Kyle Green for his time and Paul for his report.</p>		
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<p>3.4 Status of the Needed Upgrades for the District’s Truck Barn and Paving at Fuel Island: Pam Roberts, General Manager <i>(Information/Direction Requested)</i></p>	<p>Pam reminded/informed the Board that the District owns 7.2 acres of land here at the Midvale complex. She showed a map of the South Yard which includes the fueling island and the outside parking area.</p> <p>There is also a truck barn she believes was constructed in the 1960s where we used to park side load trucks. We gradually moved to CNG, and the truck barn is not CNG compliant. There is also a fueling island where we refuel trucks overnight. The truck barn is a shared space with Salt Lake County where they have covered parking for snowplows.</p> <p>Pam initially brought the information about the truck barn, fuel island, and asphalt repair before the Board in January. At that time, we thought we could repair the potholes, but Board Members Gray, Sudbury, Holton, and Piñon were here, toured the grounds, and saw the big divots for themselves. Since that report in January, we obtained initial quotes to replace the asphalt and even newer quotes as well.</p> <p>Pam went on to say that we are aware there is an issue with the fire suppression system in the Truck Barn. We believe we can take care of the immediate repair issues but there is no guarantee that once they start the work there won’t be more repairs needed. The initial costs are \$48,000-\$50,000 to bring it into code. Even though we are not occupying the truck barn, it is our building and responsibility to ensure it is safe. It will be a shared cost with Public Works as they park their vehicles there. She has already had conversations with Crystal Hulbert Hruza, Director of Public Works, and Leon Barrett, Associate Director so they understand the issues as well.</p> <p>Then comes replacing the asphalt 12’ from the curb. We would like to replace the asphalt with concrete</p>	<p>Motion to Approve: Vice Chair Shelton Second: Board Member Stringham</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved May 20, 2024</p>
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	<p>which is much more sustainable over time. The asphalt experts recommend the asphalt repaired or replaced every five to 10 years and ours is older than that. The concrete will live on for quite a length of time, approximately 15 years.</p> <p>Pam stated that Board Member Piñon reviewed the quotes. Right now, we have \$169,000 for 12' from the curb for concrete. He sent Pam a text this morning because he could not attend the meeting to verify the quote we received. It includes milling it up, preparing it for concrete, hauling off the debris, and putting down a road base before the concrete which brings the price down. As Paul mentioned, this is a cost we have not budgeted for, but we will absorb as much as possible with our operations budget. We will likely underspend in personnel but will come back to the Board in September-October with more information on how close we are to being able to absorb the costs.</p> <p>Board Member Gray asked if other quotes were received. Pam explained that this is a contracted vendor through Salt Lake County that we have piggy-backed on. The initial quote was just a rough estimate from a different vendor that is not contracted. Pam commended Andy King for digging in and finding the contract and vendor through Public Works. Once secure, we will have a contract of our own in place which Renee will coordinate. Andy King and David Ika will spearhead the logistics as our trucks won't be able to park on the island for quite some time. The thought is to do it one side at a time.</p> <p>Board Chair Barbieri asked about the timeframe. Pam responded that we are hoping to start in the fall, depending on the contractor's availability and how quickly we can make things happen.</p>		
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	<p>Pam replied to Board Member Sudbury that yes, the price could very well increase by then. The preference is to take care of it this year.</p> <p>Board Member Gray asked how long the project would take. Pam responded that we are not quite sure because they have to do a thorough analysis and we'll know more as we go along. Today WFWRD mainly needs the go-ahead to start the project.</p> <p>Board Chair Barbieri asked the opinion of the Board members who were out there [at the fuel island]. Both Board Members Gray and Sudbury said to proceed. Board Chair Barbieri agreed it needs to be done before a truck falls right into a hole.</p> <p>Pam stated there have been a couple of employees who have tripped, which as we know an injury would hit that [repair] cost immediately.</p> <p>Board Member Gray commented that we have an asset we have a responsibility to maintain it.</p> <p>Board Chair Barbieri and Pam clarified the fire suppression system repairs will be a shared cost with Salt Lake County through the interlocal agreement based on the percentage of occupancy.</p> <p>Board Member Gray asked if the costs show are the total costs or shared costs. Pam replied that it is the full cost for the fire suppression system that we will share. The other concrete costs are solely WFWRD's responsibility, our property. It becomes a shared cost once we get beyond the truck length.</p> <p>Board Chair Barbieri asked if these are in the general funds. Paul stated that is what we need to look at. We have the cash, but these are considered capital projects that require Board approval if we are going to exceed</p>		
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	<p>our capital budget, which we may with this. We received some of the new trucks this year we were expecting last year.</p> <p>Pam stated we will iron-out the details of capital versus operational expenditures with our legal counsel. She thanked the Board for their approval.</p> <p>Pam also asked to plant a seed for consideration and asked the Board what they would want to do with the truck barn. The pipedream for staff is to have our own building which would be a tear-down and build a new building. There is also the thought of the possibility of retrofitting the barn for CNG truck parking. These are questions staff does not know, but perhaps the Board would entertain the idea that WFWRD would explore to have someone come out and evaluate that and let us know what possibilities may exist. Obviously, these questions do not need to be answered today, but Pam wanted to at least plant the seed.</p> <p>Board Member Gray believes it is at least worth looking into and how different options fit into our financial plan. Vice Chair Shelton mentioned a hybrid option to have trucks downstairs and offices upstairs. This would be pricier, but the goal is to get our own space. Pam added that we do own the parking area as well. These are long term plans and going back to strengthening our core team to handle challenges and opportunities.</p> <p>Vice Chair Shelton asked about the current agreement with County for the truck barn. Pam replied we pay for the office building and shared maintenance costs. Lights, heat, air conditioning, and outside costs are shared maintenance as well. She has asked Derrick Sorenson who works real estate for Salt Lake County</p>		
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	<p>to schedule a meeting with WFWRD and Operations to look at the shared space.</p> <p>WFWRD occupies 10,000 square feet in the north property, what we call the North Forty, where we have our cans, storage, etc. If we are being charged for that we need to charge them for sharing space in our truck barn. We paid \$275,000 for the office space rent this year.</p> <p>Board Chair Barbieri believes it will be really interesting to have them look at the value of the office space versus the North Forty space. Vice Chair Shelton added that it definitely becomes a factor when you are looking at building your own building. The costs are not being invested in our own property, renting versus owning.</p>		
<p>3.5 Update on the Equipment Operator Apprentice Program: Renee Plant, Administrative Manager <i>(Information)</i></p>	<p>Renee reported that WFWRD implemented an Equipment Operator Apprentice Program last year and our two apprentices are nearing graduation.</p> <p>Lori came into the program with a CDL, providing her with 200 credit hours. Jesus joined the program without a CDL but has since obtained it.</p> <p>Lori is expected to graduate June 16th, and Jesus is expected to graduate September 16th. We track every single hour, down to the half hour, that they are driving and training to ensure we are meeting the programs guidelines.</p> <p>Through the process, Jorge, David, Andy, and operations discussed what could be measured to help track the performance not only of apprentices, but also new hires, and eventually all Equipment Operators.</p>		

	<p>Renee reviewed the Scorecard Based on WFWRD's Strategic Measures of Success with the following highlights:</p> <ul style="list-style-type: none"> • The blue KPIs (Key Performance Indicators) are data driven, while red is Manager driven. We anticipate getting the scorecard to 80% data driven, leaving 20% for soft skills to ensure we are including leadership and training. • We are looking at the last one to three years of Equipment Operators for what could be scaled, then developed a ratio/formula to look at establishing a baseline to ensure fairness. • Efficiencies are used with an adjusted ton per hour. Whether they are working recycle or garbage, the ton per hour is equal with a five to one ratio. It takes five recycle tons to equal one garbage ton. • Route accuracies, max capture, and getting every to every can possible. • Load management to ensure they are legal. • Safety and incident rate to track accidents, incidents, and injuries. <p>Pam commented that when the program was introduced, a couple Board members asked how success was being measured. She is proud of the team for developing the Key Performance Indicators and determining how to measure success of not only the Apprentices but all Equipment Operators as well. Board Member Gray stated she is really impressed with the amount of detail in the report.</p> <p>Renee went on to say that we wanted to conduct a survey to really see where drivers comfort levels were which would be a Key Performance Indicator for the Apprentice Program. How comfortable they were compared to others who had other training programs.</p>		
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	<p>There was a fairly balanced mix of respondents across difference experience levels. There were 17 total, and 35% of the respondents have less than one year with the organization. There were two Apprentices, all new hires over the last year, and nine Lead Equipment Operators. The new hires came in with CDLs and were trained by the Training Department.</p> <p>Renee thanked the Board for approving the program because even this initial survey has shown how the other segment of the population, or Leads, who have been here for two years to 17 years. Just their feedback on how they felt their training was back then. Eight of the 17 respondents have been hired since the new Training Department was developed.</p> <p>Renee reviewed the Executive Summary of the Survey:</p> <ol style="list-style-type: none"> 1. Overall Preparedness: 88% of respondents felt "Somewhat Prepared" or better, with 47% feeling "Very Prepared" or "Extremely Prepared" post-training. 47% that very prepared is an accomplishment. 2. Content Relevance: 88% of participants found the training "Somewhat Relevant" or better, while 53% found it "Very Relevant" or "Extremely Relevant." Kudos to how the Training Manual has been refined. 3. Hands-on Practice (Q3): 65% of respondents felt the training provided sufficient hands-on practice opportunities. 4. Training Gaps (Q4): 43% of respondents felt unprepared for mapping and complicated routes, revealing a training gap on this topic. <p>This feedback allows us to go back and refine the training to determine how to make them feel more</p>		
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	<p>comfortable, and looking at mapping and routing, difficult routes like Walker Lane, Millcreek Dell Lane, etc.</p> <p>Training Department Impact: More recent training provided to new hires and Apprentices facilitated by the Training Department has shown significantly improved results compared to more tenured individuals.</p> <ul style="list-style-type: none"> • New Hires & Apprentices: Most non-apprentice new hires and all apprentices felt "Very Prepared" or "Extremely Prepared," indicating strong alignment with job requirements. • Tenured Employees (10+ Years): Those with over ten years of experience underwent less comprehensive training, which led to less favorable feedback. • Training Department Influence: Establishing a Training Department has contributed to more positive results for recent hires, emphasizing the program's value and the need for continuous improvement. <p>Next Steps:</p> <ul style="list-style-type: none"> • Partner with Leads more to enhance identified gaps in training material to brainstorm on ways to enhance mapping and route planning comfort levels, and really engage them a lot more. • Conduct a follow-up survey next year to assess ongoing improvements. <p>Board Chair Barbieri found this very impressive.</p> <p>Board Member Gray asked if any new Apprentices have been identified for after the current two graduate. Renee replied that there are a lot of people who want</p>		
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	<p>to enter the program, but it depends on how many experienced drivers we have coming in the pipeline. The goal is that if the other two spots get filled with other experienced people, we would do a scorecard on them.</p> <p>Board Chair Barbieri asked for clarification that if we receive employees with CDLs, they will still go through training but would not need the Apprentice Program. Renee agreed, as long as they have the required one year of experience. The Apprentice Program is more to give the candidates the training and experience while being paid.</p> <p>Pam added that the minimum qualifications for an Apprentice is that they are 18 years or older, have a valid driver's license, can pass the Department of Transportation physical, then obtain a CDL. Now we have both. Jesus met the minimum. Lori worked on the SCRIP and obtained her CDL. She needed a year of side load equipment operation.</p> <p>For those new to the Board, Board Chair Barbieri explained that the Apprentice Program was started because during COVID we couldn't get drivers. Finding them with experience was nearly impossible. She absolutely loves the Apprentice Program. It is really effective, and she is impressed with the takeaway that tenured employees can gain from the training developed for the Apprentice Program. This could perhaps lower future insurance claims, improve retention, job satisfaction, and cohesiveness. She restated how impressed she is with that.</p> <p>Pam mentioned Justin Tuft, who is the Collections Manager over the program, working with Jason Walk, the Training Coordinator, who works diligently every day improving and getting feedback from drivers.</p>		
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	<p>Steve Whitney is the Supervisor who also works with Jason and the drivers.</p> <p>Board Chair Barbieri commended Justin on his training skills and the ability to receive this kind of feedback. Not everyone can teach and train, it is quite a skill. Justin assured her it is a team effort.</p> <p>Board Chair Barbieri realizes that Board Member Sudbury wants to talk about the SCRП and asked for it to be added to next month's agenda. She asked Pam to give a history of where the program started and where it has come to.</p>		
4. Closed Session (If Needed)			
	No closed session was needed.		
5. Other Board Business			
	There was no other Board business.		
6. Requested Items for the Next Board Meeting Monday, June 24, 2024, 9:00 a.m.			
	<ul style="list-style-type: none"> • Resolution Recognizing John Whittaker, Retiring Equipment Operator after 25 Years of Public Service • SCRП Updates • 2025 & Future Financial Forecast • Properties Released from Tax Sale <i>(if available)</i> • General Manager's Report 		
7. Adjourn			
	Board Chair, Barbieri asked if there were any other topics to add for next month. No other items were requested from the Board. Board Chair Barbieri entertained a motion to adjourn.	<p>Motion to Adjourn: Board Member Gray</p> <p>Second: Board Member Sudbury</p> <p>Vote: All in favor (no opposing or abstaining votes). <i>Meeting end time: 10:07 a.m.</i></p>	Approved May 20, 2024