

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, July 22, 2024 9:00 a.m.</p> <p>Next Board Meeting Monday, August 26, 2024 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Greg Shelton (Vice Chair)-White City, Sherrie Ohrn-Herriman City, Mick Sudbury-Magna City</p> <p><u>Participating Electronically:</u> Tessa Stitzer-Copperton (<i>arrived at 9:17 a.m.</i>), Thom DeSirant-Millcreek City (<i>arrived at 9:07 a.m.</i>), Laurie Stringham-Salt Lake County, Brett Hales-Murray City, Aaron Dekeyzer-Sandy City, Patrick Schaeffer-Kearns City, Keith Zuspan-Town of Brighton, Matt Holton-Cottonwood Heights</p> <p><u>Excused:</u> Anna Barbieri (Chair)-City of Taylorsville, Robert Piñon-Emigration Canyon, Emily Gray-City of Holladay</p> <p><u>District & Support Staff:</u> Rachel Anderson, Legal Counsel Pam Roberts, General Manager/CEO David Ika, Operations Manager (<i>Webex</i>) Matt Ferguson, Controller/Treasurer Hazel Dunsmore, Human Resources Manager Renee Plant, Administrative Manager Justin Tuft, Residential Refuse & Special Services Collection Manager (<i>Webex</i>) Shane Norris, Safety & Emergency Preparedness Coordinator Andre Perov, GIS Coordinator (<i>Webex-arrived at 9:14 a.m.</i>) Lisa Kelly, HR/Payroll Specialist (<i>Webex-arrived at 9:40 a.m.</i>) Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Patrick Craig-Salt Lake County, Justun Edwards-Herriman, Abby Evans-Salt Lake County</p>

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

To be held Monday, July 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: Greg Shelton, Board Vice-Chair
Roll Call: Catarina Garcia, Board Clerk

1. Introduction

1.1. Oath of Office for Returning Board Member, Kelly Bush, Mayor of Kearns City: Catarina Garcia, Board Clerk

2. Consent Items (*Approval Requested*)

2.1. June 24, 2024, Board Meeting Minutes

2.2. Adoption of Resolution 4430 Recognizing John Whittaker from the June 2024 Meeting

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 before Monday, July 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. Staff's Request to Change the Policy of Limiting Independent Auditing Services to Three Years & Extend the Current Contract with Squire for Auditing Services for One More Year: Pam Roberts, General Manager (*Approval Requested*)
- 4.2. General Manager's Report: Pam Roberts, General Manager (*Information/Direction*)
- 4.3. 2024 2nd Quarter Financial Report: Pam Roberts, General Manager (*Information/Acceptance*)
- 4.4. Follow-up on Fee Increase Scenarios: Pam Roberts, General Manager (*Discussion/Direction*)
- 4.5. SCRP Year-to-Date Stats and Follow-up Information: Renee Plant, Administrative Manager (*Information/Direction*)

5. 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.

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, August 26, 2024, 9:00 a.m.

- General Manager's Report
- Review of 2025 Budget Priorities and Proposed Fee Increases
- List of Municipal Councils to Visit with Possible Dates
- 2023 Year End Fraud Risk Assessment
- Review Zero Tolerance Policy

8. Adjourn

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
Call to Order / Roll Call			
	Board Vice-Chair Shelton called the meeting to order, and Catarina Garcia conducted the roll call after Item 1.1.		
1. Introduction			
1.1 Oath of Office for Returning Board Member, Kelly Bush, Mayor of Kearns City: Catarina Garcia, Board Clerk	Board Member Schaeffer has returned from leave and was present to represent Kearns City. No oath was required.		
2. Consent Items (<i>Approval & Adoption Requested</i>)			
2.1 June 24, 2024, Board Meeting Minutes	There were no comments on the minutes.	Motion to Approve: Board Member Ohrn Second: Board Member Sudbury Vote: All in favor (no opposing or abstaining votes).	Approved July 22, 2024
2.2 Adoption of Resolution 4430 Recognizing John Whittaker from the June 2024 Meeting	There were no comments on the resolution.	Motion to Adopt: Board Member Ohrn Second: Board Member Sudbury Vote: All in favor (no opposing or abstaining votes).	Approved July 22, 2024
3. Meeting Open for Public Comments (<i>Comments are limited to 3 minutes.</i>)			
	There were no public comments.		
4. Business Items			
4.1 Staff's Request to Change the Policy of Limiting Independent Auditing Services to Three Years & Extend the Current Contract with Squire for Auditing Services for One	Pam explained that the Board informally adopted a policy years ago to limit the term of independent auditing services. We are currently under contract with Squire and there are two other firms we have previously worked with.	Motion to Approve: Board Member Ohrn Second: Board Member Sudbury	Approved July 22, 2024

<p>More Year: Pam Roberts, General Manager (<i>Approval Requested</i>)</p>	<p>With the recent departure of the Finance Director, in addition to exploring financial advisory services, Pam is requesting to extend the contract one more year for consistency and continuity. Normally we would go out for RFP or RFB as the price can range between \$10,000-\$20,000.</p> <p>Pam clarified to Board Member Ohrn that we are at the end of the three-year contract and the request is for a one-time, one-year extension.</p> <p>Board Member Ohrn prefers to keep the contract for three years, so they don't get really comfortable with WFWRD, and we don't get too comfortable with them. She also understands the convenience of a five-year contract. Other Board Members agreed to extend the contract with Squire for one year only and to keep the policy to a three-year maximum thereafter.</p> <p>The Board agreed to extend the contract with Squire for one additional year. Board Member Stringham requested it be documented that there were internal extenuating circumstances and explaining the request for extension.</p>	<p>Vote: All in favor (no opposing or abstaining votes).</p>	
<p>4.2 General Manager's Report, Pam Roberts, General Manager (<i>Information/Direction</i>)</p>	<p>Pam began her report with Employee Satisfaction & Engagement and the goal of receiving a high employee satisfaction rating. We strive to engage our employees with education.</p> <p>Receiving 10 new trucks this year has been a very big morale boost and there is less down-time. Pam showed a picture of a truck with the CNG tank on the tailgate which will prevent damage to low-hanging tree branches. These trucks are with a new vendor named New Way. We are trying to be more flexible to secure the contracts to purchase trucks.</p>		

	<p>Pam showed employee photos from the Garbage Person Day Celebration in June. We want to ensure our employees are engaged, honored, and recognized for their hard work and efforts.</p> <p>Pam updated the Board on Leadership Development and Team Strengthening. The Executive Team is working with Dr. Tollefson from the I-Systems Institute at Utah State University. The workshop was on June 27th, and there was good feedback from the team who will now be doing three individual sessions. The idea is to strengthen each individual to focus on priorities and moving forward working together.</p> <p>She went on to say that the Management Team met with our leadership consultant, Pam Gardiol, on Tuesday, June 9th for a regroup as we tackle our current and upcoming challenges as an organization. The idea is to be on the same page working together. Four newer employees will be working individually with Pam G. on their own leadership plans.</p> <p>Pam continued on with Customer Satisfaction & Engagement, touting the fact that we are out there educating who we are and what we do. Presence is everything. Our team provides materials for responsible recycling, overall service information, and our trucks are in parades. We hope to see an increase in responsible recycling and we believe we have with a reduced rate in contamination.</p> <p>She then reviewed Environmental Stewardship. The diversion rate is diverting waste from the landfill to extend its life and capture the commodities for reuse. We are currently at 18.09% of our 18% goal District-wide. Some areas are higher, some are lower.</p>		
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This has also helped with the green waste subscription service with 12,000 subscribers. There are separate monthly fees for green waste and curbside glass collections with the goal that these services are not subsidized with the regular monthly fee. There are seven central glass sites where we have collected 276 tons, and 133 tons collected curbside. Glass collection is contracted out to Momentum and WFWRD provides the administrative and billing services.

Board Member Ohrn asked about the steep decline in July. Pam answered that it has been so hot and dry and there is not a lot of green waste.

Pam invited Shane Norris, Safety & Emergency Preparedness Coordinator, to report on Risk Management and Loss Prevention.

He talked about the Workers Compensation Audit from the April 2023 to March 2024 audit range. The estimated premium for the date range is \$130,000, the actual premium is \$107,000, resulting in a refund/credit of \$23,000. We've done well with Workers Comp and the EMOD (Experience Modification Rate).

Shane reviewed what we are doing differently:

- Training: Reviewing past accidents and discussing PPE and prevention. We are looking to enforce the use of PPE and educating employees on the process if injured on the job. Shane told the story of an employee who came in with a cut above his eye that required only a band-aid.
- He reached out to WorkMed to inform them that we offer light-duty assignments for employees. There are currently three people in the office on light-duty assignments. With the high temperatures

he will send them out to distribute water to the front-line.

- We are paying in-house for smaller claims which prevents premium increases. We are at \$1,600 with the seven cases since January 1st.
- Avoiding more than three days away from work to keep them off Worker's Compensation and on payroll working doing some kind of light-duty. There is some room to grow. We want to be fair and not get them back to work too soon but we also want to help the bottom line.

Board Member Sudbury asked if there is someone injured and can't do what is needed on light-duty. Shane answered that we can find something. They can do recycling can audits with other drivers. There are also trainings they can take like FEMA 100 & 700.

Board Vice Chari Shelton commented about training being beneficial and Shane agreed. Shane also shared that he has had a couple individuals go out and deliver cold water for the crews since the temperatures are so hot right now. Shane stated that we are focused on our drivers.

Pam reviewed Financial Stewardship-Cost Savings Efforts. WFWRD is always looking for ways to improve and absorb increased costs since we have been experiencing increased costs over the past couple of years.

She explained that each of the dumping facility have different fees. The SLV Landfill is \$29.00 per ton vs. \$37.00 per ton if tipped at the Salt Lake Valley Transfer Station.

Using the price and proximity methodology and delivering waste from Kearns and Magna resulted in a

second quarter savings of \$47,288 and a YTD savings of \$86,080 for 10,760 tons.

Drivers prefer to go to the Transfer Station because they are in and out in two or three minutes and it's cement versus the landfill traveling on dirt roads, which can be more challenging.

We delivered 214 refurbished cans in the second quarter. What that means is we clean up used cans that have been returned, but they are still in usable condition for can replacements. Through this we saved \$13,910 in new can purchases at \$65.00 each, while generating \$8,560 in revenues for \$40.00 fees charged. Pam noted that if residents request a new can for replacement just because they want one but may not need one, we do charge \$70.00. YTD: Delivered 393 refurbis saving \$25,545 in new cans and generated \$15,720 in revenues.

WFWRD always tries to reduce miles traveled because the per mile cost is expensive; \$12.00 per mile for a fully-loaded truck, including labor. Justin Tuft, Waste and Special Service Manager, Renee Plant, Yael Johnson, Jason Walk and Customer Service ran a test by evaluating Go-Back processes for a two-week period.

“Go-Back” (GB) requests from residents are when a resident calls to report that we missed their can or street. The confirmation process is labor intensive with one to two employees taking turns watching dash cam video footage to verify the miss(es).

The two-week test results show that 54% of the total GB request population were **confirmed** GB (we did miss). Leaving 46% to be considered a false GB

	<p>request, or unable to be confirmed (we didn't miss them, or we did provide the service).</p> <p>When it is a false go-back request, Renee stated that we notify the customer that the video was reviewed, and the can wasn't out on time, remind them to have it out by 7:00 a.m. or the night before. People understand and some admit they were just hoping we could go back again.</p> <p>We also explained the costs related to onesie-twosie go-backs. The goal is to re-train our customers so that if they forget to set out their can they will have to wait until the following week. This can save the organization potentially upwards of \$170,000 per year.</p> <p>The two-week test was during the holiday so the team will run another test without a holiday and compare the two different timeframes.</p> <p>Pam stated that the tricky part is that it is very labor intensive to watch the video footage to verify the miss(es). Timing of the next two-week test is to be determined as we have Equipment Operator positions to fill and the people with the ability to review the footage are out on trucks.</p> <p>Board Member Ohrn asked if people on light-duty could do this task. Renee answered that they can with some training.</p>		
<p>4.3 2024 2nd Quarter Financial Report: Pam Roberts (<i>Information/Acceptance</i>)</p>	<p>Pam thanked Matt Furguson, Controller, for helping compile the allocations and cash balance updates, and David Ika who confirmed the maintenance costs and why they are so high.</p> <p>She reported that total revenues increased \$185,000 from 2023 to 2024. This was primarily due to increased residential waste collection fees of \$85,000,</p>	<p>Motion to Accept: Board Member Ohrn Second: Board Member Sudbury</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved July 22, 2024</p>

increased non-residential waste collection fees of \$43,000, increased subscribers for green curbside fees of \$40,000, and increased interest income of \$36,000. The gain on investments decreased \$14,000 partially because we had to draw \$3.2 million on the investment account to pay for trucks. It's a double-edge sword because we need the trucks and then we see the cash decrease when we pay for them.

Total personnel expenses for 2024 increased \$814,000 from 2023 primarily due to increased wages/salaries expense of \$576,000 (increased hourly pay rates) and increased health insurance expense of \$120,000 – we knew the premiums would increase. An increase to the 401(k) contributions of 238% due to the change from MissionSquare to URS. The District contributed 1%, now with the 6.2% it totals 7.2% to the URS.

There were no questions at this time, Pam moved to the total operating expenses increased by \$600,000 overall in 2024 compared to 2023. The increase was primarily due to increased maintenance costs of \$481,000 and the timing of can purchases.

Board Member Zuspan asked to go back to the previous slide and asked for clarification on the increase in Supplemental 401(k) contributions.

Pam responded that we still pay FICA for our seasonal, part-time staff. \$460,000 was budgeted, including the MissionSquare. There was a shift in contribution in the second quarter when we transferred funds and started contributing to URS. The main thing to focus on is the percentages. Second quarter 2023 Social Security and ICMA was \$187,000. This year it is \$88,000. 238% includes transferring the funds and contributing. It has changed from one line item to another. Total personnel expenses are at 45% of the

<p>budget. We would normally be at 50% halfway through the year. Pam clarified that these funds are already budgeted just in different line items.</p> <p>Pam reported total operating expenses are at 48% of the budget when we'd be at 50%. Total revenue less expenses are negative (\$668,000). She noted that we just completed a billing cycle and will see the cash this month and next.</p> <p>She went on to review fuel expenses and showed a graph of cost per gallon of diesel and CNG. We have been seeing the lines start to come together over the years. Fuel expense has steadily increased due to the price per gallon increases in both CNG and diesel.</p> <p>Pam moved on to maintenance, noting a big jump of \$481,000 last year. There has been a steady increase in Fleet labor rates of \$8.00 per hour over the past few years, and the high cost of our trucks as they age.</p> <p>Board Member Ohrn commented on the steadiness of the increase and asked what is creating the big jump. Pam answered that part of it is aging trucks and labor rates.</p> <p>Board Member Ohrn said that we have been seeing increased maintenance costs for a few years and this is a big jump. Pam said that new trucks have to be commissioned when they arrive, and old trucks have to be decommissioned. There are warranties on new trucks of at least a year and she will provide more detailed information at the August Board Meeting.</p> <p>Pam showed an illustration of four years and reported that there has been a decrease in recycling tonnage. The increased trips/loads are a telltale sign that loads are lighter, bulkier and more difficult to compact. We</p>		
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have also seen a decrease in contamination, which is a good thing. She stated that she wanted to provide the Board with a little more detail on recycling services.

With no questions, Pam moved on to refuse tons per facility. As previously mentioned, the Landfill is \$29.00 per ton so we do save money going there. Trans-Jordan has steadily increased to \$41.00 per ton and is where we used to take the southwest portion of Kearns. Going to the Landfill saves \$12.00 per ton.

She confirmed to Board Member Ohrn that there is not a discount for being a member. Salt Lake County Sanitation explored membership and it showed not to be cost effective. Eventually Trans-Jordan will close and even with the lower fee at the Transfer Station, it only makes sense to take White City's garbage to that facility as far as price and proximity.

Moving on to vendor recycling fees per ton, Pam wished we had a crystal ball. The good news is that it decreased \$215,000 compared to last year. Normally we see an increase towards the end of the year, but we will have to keep an eye on it because it varies based on commodities and what the vendors are able sell on the markets.

Board Member Ohrn asked if the recent fire at 900 South affected any of our vendors. Pam replied that it was close to Rocky Mountain Recycling's storage facility but was not the same facility where we deliver the recycling. It was a pallet storage company next door that caught fire. There was smoke damage but thankfully nothing serious.

Pam reviewed certification balances due noting that the Board approved properties to be released from tax sale as the Property Tax Committee saw fit.

Homeowners are willing to work with the Property Tax Committee and WFWRD. There is one property still owing \$2,300 with required monthly payments of \$200.00. Eventually we do receive all funds due to us based on the lien authority we have under state statute.

Pam continued her report with second quarter customer refunds. She is thankful the Board allows her to approve customer refunds so they can get their money back quickly. It is lower than last year; \$23,000 versus \$27,000.

She continued with capital expenditures reporting that we may not receive the four diesel trucks we ordered this year. She is looking at the timing of payments ensuring we have the cash and hoping we don't have to draw any more funds from the investment accounts. There is currently a \$3.5 million cash balance earning some interest, but not as much as last year.

Pam explained we are seeing a different trend in cash balances which is again why she is going to request a fee increase for 2025. We sent out bills in July and will see either a leveling off or a slight uptick of cash. By year-end we are projecting a \$6-7 million cash balance but next year, if we don't do something, we won't have much cash.

She responded to Vice Chair Shelton that the last increase of \$2.50 per home per month was in 2023.

Pam verified that the updated cash projections are as of July 10, 2024. The actual 2022 and 2023 numbers are confirmed with the ACFR (Annual Comprehensive Financial Report). The desire for year-end cash is 20%. We were good in 2022 and 2023 partly because we did not purchase any trucks. By year-end we are projecting \$5.1 million but it depends on how many

	<p>trucks we receive and the price for each with diesel trucks being cheaper than CNG trucks. This results to approximately 16-17%, and zero balances for 2025 and going forward there is no point to go beyond since the cash projections would be in the negative.</p> <p>Board Member Sudbury asked Pam what fee increase she wanted for next year. Pam stated that the next topic and information covers different scenarios. There were no further comments or questions. Pam requested an acceptance of the report.</p>		
<p>4.4 Follow-up on Fee Increase Scenarios: Pam Roberts, General Manager <i>(Discussion/Direction)</i></p>	<p>Pam recapped that WFWRD's highest cost drivers are in operations. Dumping fees, maintenance, fuel, recycling, wages, and overtime are over 90% of the budget, not including the increased cost of truck purchase prices.</p> <p>The grand total is \$4.9 million which is roughly a \$5.00 per home per month cost increase. \$4.9 million divided by 85,000 homes, although we are closer to 86,000 homes. This includes 600 homes in the Town of Brighton who are on a different fee schedule as they do not receive curbside service.</p> <p>Each scenario is based upon charging 85,000 homes for the dollar amount in each with three (3) quarters of annual revenues (cash) available for use. The fourth quarter goes into accounts receivable and never truly hits as cash available. We only receive $\frac{3}{4}$ of revenues every calendar year.</p> <p>We can implement a fee increase effective January 01, but we do bill until April, and we start receiving the cash in May.</p> <p>Pam and Matt confirmed to Board Member Ohrn that the wages and overtime numbers do not include other benefits.</p>		

Vice Chair Shelton asked if we are factoring for the unincorporated areas and are anticipating a reduction of fees collected, as well as no longer needing to service them.

Pam responded that our boundaries do not change with any kind of annexation unless the city that annexed them requests to withdraw them from WFWRD services. The only one she currently recommends we let go of is the North Salt Lake County which is out of our service area. We contract with Salt Lake City to provide curbside service and WFWRD provides the SCRP. There are approximately 50 homes there. We bill our residents, they bill theirs.

She confirmed to Rachel that they are right next to the county line and Salt Lake City held a public hearing to annex them. Vice Chair Shelton can see why Sandy would want the islands. Rachel stated that the only kind of district that would be an automatic shift are police and fire.

Pam noted that if Sandy were to withdraw their approximate 2,000 homes at the most, we would make up for it with growth in Magna and the southwest.

She highlighted that the scenarios are based on expending 98% of the budget. She does not want to reduce that percentage and would rather have a cushion than a crisis.

Pam and Renee met with Mayor Bush in preparation for this meeting since Board Member Schaffer was on leave. One thing Mayor Bush recommended was to “rip the band-aid off”. Rather than having a few months of an increase, she would rather have a larger increase to sustain WFWRD longer.

In June Pam presented a \$5.50 per month per home increase and since added a \$6.50 per month per home increase scenario. There is also an incremental fee increase scenario requested by Board Member Ohrn.

Pam stated that Board Chair Barbieri asked for a scenario with curbside recycling broken out as its own fee. It's not just garbage, it is also the SCRP, Christmas trees, leaf bags, central glass sites, etc., and Pam doesn't want to be off. If we start with dividing up the fee, we still need to have a certain amount of revenue.

She reviewed a \$6.50 per home per month increase in 2025, up to \$26.00 per home per month and showed the future cash projections. It could take WFWRD to 2032 without another fee increase. It depends on the percentage of cash the Board wants at year-end.

Board Member Ohrn asked what assumptions were made in the adjustments. We assumed the 2023 rate increase would carry us through a lot longer than it did.

Pam answered that it is a 1% revenue, and 3% operations increase every year which has been built-in for many years. We experienced much higher expenditures in 2022, 2023 and coming into 2024.

Moving from \$19.50 to \$25.00 with a \$5.50 per home per month increase with the same assumptions of a 98% of budget expenditure, a 1% revenue increase, a 3% operations expense increase could carry us until 2029.

She showed the cash projections for a \$5.50 per home per month spread over two years. \$2.75 per home per

month in 2025 and \$2.75 per home per month in 2026. It doesn't carry us very far. The "what if" scenario of spreading it out over three years, up to \$27.75 per home per month carries us further. It depends on the Board's appetite, thoughts, and feedback.

Board Member Ohrn asked if we could do a scheduled rate increase or if it has to be done every year.

Pam responded that WFWRD is not required to go before each municipality with a fee increase. The Board is the vote for their municipality but there is education. We are always transparent of the why.

Rachel stated she will check the law in regard to a scheduled rate increase and report back to Pam. She has always been very hesitant doing that and hasn't been asked that before about fee increases. This is the only District she works with that operates primarily on fees.

Board Member Ohrn commented that she always tries to be close on deductions with her personal taxes so she can use her money all year long rather than receive a large refund at year-end. She feels that this is great and gets it over with but it's hard when she thinks about having her money held for a period of time as a resident. As a Board it's easier. Everything is increasing in the economy, and she doesn't want to take more than necessary at the time.

Board Member Sudbury stated that he is not in favor of a fee increase because Magna is very poor. He sits on the elected Board for the Water District and sees all the delinquent notices. He wonders what other things could be cut. He would also like to see the salary costs for WFWRD executives and asked Pam for a copy of

that data. It's getting crazy and he is tired of being taxed to death.

Board Member Schaeffer informed the Board that he would like to get Mayor Bush's [Kearns] thoughts before he makes any decisions.

Vice Chair Shelton agreed that it is a good idea to take this back to their councils and get a consensus before making a decision. He has his own opinions and understands others do as well. He recommended pushing this a month before any decisions are made.

Pam reiterated that this is mainly for discussion and direction and does need to go out to each municipality. She is happy to attend Council Meetings and talk about the why and anything else the Board feels is helpful. Vice Chair Shelton stated he would definitely prefer Pam to attend his Council Meeting.

Pam respects the fact that this is not a popular topic and may not be a very good time. Her objective is to ensure we are still able to pick up waste and recycling and sustain WFWRD for the long haul and needs the Board's support to do it.

Vice Chair Shelton agreed with Board Member Ohrn's opinion of not taking more than needed but we also need to find the balance to run the business and operate in a healthy, financial way. He reiterated other people in his organization need to weigh in as well.

Pam showed June 2024 fee comparisons of other municipalities listed in order highest to lowest with a one fee increase scenario of \$26.00 per home per month in 2025 and pointed out we need to increase the curbside green waste fee \$1.50 per month from \$10.50

	<p>to \$12.00 to ensure it is not being subsidized by the monthly fee.</p> <p>She noted that special services will be reevaluated for 2025. County contract facility rates will increase as well as an escalation for parks and rec and the Town of Alta. We will revisit the Town of Brighton who has received fee increases for 2023 and 2024.</p> <p>Board Member Ohrn asked if anything came from discussions of moving to every other week recycling. Pam answered that it would be roughly \$1.50 per home per month decrease and she would not want to project higher than that. We need to ensure we have revenues to cover expenses.</p> <p>Pam further explained if the Board wanted to pursue that, she would conduct a resident survey. The majority of residents in some municipalities would be willing to pay an additional fee to keep weekly recycling whether it is for convenience or because they really need it. We could do different fee structures by municipality based on direction from the Board.</p>		
<p>4.5 SCRP Year-to-Date Stats and Follow-up Information: Renee Plant, Administrative Manager (<i>Information/Direction</i>)</p>	<p>Renee reviewed the SCRP Year-to-Date Stats and Follow-up Information with the following highlights:</p> <ul style="list-style-type: none"> • Areas such as Millcreek and Holladay show high unaccommodated waitlist rates, 77%, and 49%, respectively. 77% of Millcreek's waitlist requests did not get accommodated. • On the other end of the spectrum, areas like Murray and Willow Creek are showing a high accommodation rate, with Murray having 98% waitlist accommodation and Willow Creek with 78%. • These waitlist requests as a percentage of the total number of residents are between 4-5% for all four of these areas. 		

Board Member Stitzer stated that she is really curious about seeing how many people get online on opening day. She had plenty of emails and messages she already shared with Pam showing they were completely full at 12:01 a.m.

In response to Vice Chair Shelton's request to review who is looking at the website on opening day, Renee explained that Google Analytics is looking at the IP addresses. She looked at "All Users" because there are many different variables from where people logged in. For example, someone logged in from New York.

On opening day for a specific city, she looked at all users that visited the SCRP page and those who went to the cancellation waitlist page.

The red numbers [on the slide] represent the percentage of those who got on the reservation list compared to all users that visited the SCRP specific page. For those who visited from Millcreek, close to 25% of those that visited the SCRP page on opening day got a confirmed reservation. 26% that visited the waitlist page were accommodated. The data shows 11% up to 25%.

Renee showed the appendix that includes city specific data and all the different cities from where people visited the website from Powell, Buena Vista, Mesa, San Diego, all over the place.

Vice Chair Shelton added that aside from being able to see from where people visited, it is irrelevant from a staff perspective. Ultimately, we care about what data they hit on the website and how it compares to the data we had previously. It seems to be relatively close with some outliers that are giving up when they see all

reservations are full. It is good to see that not 60% are leaving.

Board Member Ohrn stated that it seems if we implement a repeat reservation policy, we will capture most people every other year.

Renee pointed out the increase in repeat reservations is possibly due to familiarity with the online reservation process. Board Member Ohrn believes this will alleviate some of the angst for those who never get a container knowing they could get one every other year.

In response to Board Chair Barbieri's question last month about the waitlist and how its advertised if someone goes in and can't get on the reservation list, Renee showed the popup residents would see. It reads:

"We have already reached our maximum capacity for this day. We apologize for any inconvenience. You may fill out the cancelation waiting list form." [with a link]

There is also a message in the middle of the SCRP reservation page that if for some reason you can't get on, go here. She is very comfortable we are advertising the waitlist well.

Board Member Sudbury stated he wasn't on the Board when it was decided to stop putting containers on the street and asked how it came about.

Pam answered that in June she did a recap for the Board of where we were and showed pictures of what it looked like with garbage piled up in the streets outside of the containers.

Bulky items such as couches, washers, and dryers required manual labor - up to 18 CDL drivers and six ground crew to clean up the mess. There were times we would have to rent a skidster to handle the waste. We don't have the people to manage that.

In 2019 we were down by an average of 10 full-time drivers and down by an average of 10 area clean-up drivers. It was all-hands-on-deck, and it was chaos.

Going into 2020 we were only able to recruit 10 drivers and Pam requested the Board cancel the program due to staffing shortages and we were heading into a pandemic. Because it was so popular and had such high demand, she was asked to come up with a different scenario.

Pam provided the Board with information that staff had discussed in previous years due to staffing shortages and were given permission to roll it out. The reservations system was developed and has become more sophisticated over the years. This is year five of running the SCRP.

She concluded that staffing was the only reason. Had it not been for shortages, we would not have put staff, the Board, or residents through this.

Vice Chair Shelton stated that White City is interested in their own supplemental [container] rental program.

Pam responded that we would love to explore that. Board Member Sudbury had also asked for thoughts and ideas. We have a list of other options for cities and towns to review where we would have containers on site. The challenge is that we wouldn't be able to do it during the weekdays because we are currently down six drivers.

	<p>Vice Chair Shelton asked about weekends. Pam said it could be an option if there were enough volunteers to come in and earn overtime, we could look at costs.</p> <p>Vice Chair Shelton asked for it to be noted that they definitely want to work something out. The numbers show we could meet the community needs with SCRP but there's always those outliers like labor, time, what time of year, etc.</p>		
5. Closed Session (If Needed)			
	No closed session was needed.		
6. Other Board Business			
	There was no other Board business.		
7. Requested Items for the Next Board Meeting Monday, August 26, 2024, 9:00 a.m.			
	<ul style="list-style-type: none"> • General Manager's Report • Follow-up on Maintenance Costs • Review of 2025 Budget Priorities and Proposed Fee Increases • List of Municipal Councils to Visit with Possible Dates • 2023 Year End Fraud Risk Assessment • Review Zero Tolerance Policy 		
8. Adjourn			
	Vice-Chair Shelton entertained a motion to adjourn.	<p>Motion to Adjourn: Board Member Ohrn</p> <p>Second: Board Member Sudbury</p> <p>Vote: All in favor (no opposing or abstaining votes).</p> <p><i>Meeting end time: 10:28 a.m.</i></p>	Approved July 22, 2024