

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, February 24, 2025 9:00 a.m.</p> <p>Next Board Meeting Monday, March 24, 2025 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Emily Gray (Vice Chair)-City of Holladay, Anna Barbieri-City of Taylorsville, Sherrie Ohrn-Herriman City, Keith Zuspan-Town of Brighton, Robert Piñon-Emigration Canyon (<i>excused at 10:40 a.m.</i>), Mick Sudbury-Magna City, Diane Turner-Murray City</p> <p><u>Participating Electronically:</u> Greg Shelton (Chair)-White City (<i>arrived after roll call</i>), Thom DeSirant-Millcreek City (<i>arrived after roll call</i>), Patrick Schaeffer-Kearns City (<i>arrived at 9:19 a.m.</i>), Laurie Stringham-Salt Lake County, Matt Holton-Cottonwood Heights (<i>arrived at 9:16 a.m.</i>), Marci Houseman-Sandy City (<i>arrived after roll call</i>)</p> <p><u>Excused:</u> Tessa Stitzer-Town of Copperton</p> <p><u>District & Support Staff:</u> Rachel Anderson, Legal Counsel Pam Roberts, General Manager/CEO Helen Kurtz, Finance Director/CFO Hazel Dunsmore, Human Resources Manager Renee Plant, Administrative Manager Sione Tuione, Residential Recycling Collection & Sustainability Manager James Kelsey, Sustainability Coordinator Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Abby Evans-Salt Lake County, Patrick Craig-Salt Lake County, Justun Edwards-Herriman City, Jennifer Kennedy-Murray City, Unidentified Caller (801) 9**-**04 (<i>9:16 a.m. - 9:22 a.m.</i>)</p>

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

To be held Monday, February 24, 2025 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=m11ce3ad37b62a22e42bfb360484c63de>

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: Emily Gray, Vice Chair
Roll Call: Catarina Garcia, Board Clerk

1. **Consent Items (*Approval Requested*)**

- 1.1. January 27, 2025, 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 Sunday, February 23, 2025, 9:00 p.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. Human Resources Policies Annual Review: Hazel Dunsmore, Human Resources Manager (*Approval Requested*)
- 3.2. General Manager's Report: Pam Roberts, General Manager (*Informational/Direction*)
 - 2023 and 2024 Program Cost Comparisons, Trailer Rental Comparisons, Recycling Collections Report, Management/Leadership Workshop/Retreat, Board Requested Information Quarterly vs Monthly Billing, SCRP Reservations Follow-up
- 3.3. Dates and Process for the 2024 Financial Audit: Helen Kurtz, Finance Director (*Information*)
- 3.4. Draft of the 2025 Customer Satisfaction Survey: Pam Roberts, General Manager (*Information/Direction Requested*)
- 3.5. Open and Public Meetings Act Annual Training: Rachel Anderson, Legal Counsel (*Information/Compliance Requested*)

4. Closed Session *Reasons as Provided by Utah Code Annotated §52-4-205*

Open: Motion and Approve for Closed Session to Discuss Pending or Reasonably Imminent Litigation.

Close: Motion and Approve

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, March 24, 2025, at 9:00 a.m.

- General Manager's Report
- 2025 Customer Satisfaction Survey Preliminary Report
- 2025 Employee Satisfaction Survey Report
- Human Resources Highlights and Accomplishments

7. Closed Session *Reasons as Provided by Utah Code Annotated §52-4-205*

Open: Motion and Approve for Closed Session to Discuss Personnel Matters.

Close: Motion and Approve

8. Adjourn Board of Trustees Meeting

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
Call to Order / Roll Call			
	Vice Chair Gray called the meeting to order, and Catarina conducted the roll call.		
1. Consent Items (<i>Approval Requested</i>)			
1.1 January 27, 2025, Board Meeting Minutes	There were no questions or comments on the minutes.	Motion to Approve: Board Member Sudbury Second: Board Member Ohrn Vote: All in favor (no opposing or abstaining votes).	Approved February 24, 2025
2. Meeting Open for Public Comments			
	<i>There were no public comments.</i>		
3. Business Items			
3.1.Human Resources Policies Annual Review: Hazel Dunsmore, Human Resources Manager (<i>Approval Requested</i>)	Hazel began by explaining that each February, staff presents a review of updates to the policy manual noting that WFWRD follows the applicable state and federal laws governing employment, merit principles, and we maintain compliance through our policies and procedures. She reviewed the Board-approved updates to the District Policy Manual Chapter 9: <ul style="list-style-type: none"> • Verbiage and definition updates. • Clarifications to FMLA after the 12 weeks of leave have expired. • Employees that qualify for long-term disability will separate employment from the District. • Additional years of service recognition for years 2, 3, 4. This has made a difference to our 	Motion to Adopt: Board Member Barbieri Second: Board Member Sudbury Vote: All in favor (no opposing or abstaining votes).	Approved February 24, 2025

	<p>new hires and is a nice surprise for them to be recognized.</p> <ul style="list-style-type: none"> • URS buy-outs for 25 employees who transferred from Salt Lake County in 2013. • Pay for work-related experience and compression matrix. • Compensation for work-related degrees and years of credit. • Hazel replied to Board Member Sudbury that employees who utilize the tuition reimbursement program must agree to stay on staff for one year after earning their degree. • Salary market adjustments that were very appreciated and made us more competitive in recruitment and retention. • Alcohol and drug-free workplace for non-CDL employees and federal guidelines for CDL holders. • Leave accruals with the move to PTO. • Separation of employment, reduction in force, involuntary termination, and hiring freezes. • Monetary incentives adopted in January for Apple Awards in lieu of sick leave hour roll-overs with the move to PTO. <p>Board Member Barbieri inquired about the average length of employment of a CDL driver. Although Hazel did not have the average, she stated that we have employees that have been here for quite a long time.</p> <p>Board Member Zuspan asked how many people have participated in the tuition reimbursement program and the associated costs. Pam said that three have graduated and one left the organization many years ago and paid back the tuition. Currently there are three employees that are participating. The federal allowable</p>		
--	---	--	--

	<p>reimbursement amount is \$5,250.00 per employee per year.</p> <p>Board Member Piñon asked about the two-week notice in the event of a reduction in force and how it may not be good for the effected employee to remain at work. Hazel replied that an employee would exit the workplace that day and be placed on paid administrative leave for two weeks. Pam verified that district policy allows her to place employees on paid admin leave for this situation and others.</p> <p>With no further questions, the Board moved on to the next business item.</p>		
<p>3.2.General Manager’s Report: Pam Roberts, General Manager <i>(Informational/Direction)</i></p>	<p>Pam began with a review of 2023 and 2024 Program Cost Comparisons. The purpose is to drill down to see what each service costs, understanding that the numbers are very close to actuals.</p> <p>She explained there were adjustments in 2023 to the leaf bag and Christmas tree programs and there was almost \$31,000 we needed to account for. The net loss is \$137,000 in 2023. She noted that garbage program costs jumped up in 2024 due to wage increases and maintenance costs, and recycling fees went down based on markets. There was \$1.4M we had to draw down from reserves (cash), which was actually less than what we had budgeted as Helen’s [Financial Director] report showed last month.</p> <p>Pam reviewed the number of trailer rentals in 2023 compared to 2024. She showed the total costs for trailer rentals without the trailer reservations, which are the SCRP services for the canyons and the north county. She included the number of rentals, estimated average cost per rentals, deduction of revenues, costs</p>		

after revenues, and the estimated average cost per rental after revenues. We charged \$190.00 per rental for bulk and \$50.00 per rental for green. These fees increased to \$240.00 per rental for bulk and \$80.00 per rental for green. 2025 projected revenues are based on the number of green and bulk rentals in 2024: \$213,680.

Pam showed the trailer rentals by city/town/area noting the estimated average of 1 to 2% usage based on the number of homes. The capacity is roughly 14 trailers per day. She believes we would see more rentals if we were able to offer more.

Pam stated that cities can and do sponsor rentals for code enforcement and special clean-ups such as Copperton renting a trailer every year for their clean-up at the Bingham Cemetery. She replied to Board Member Ohrn that we have not tracked the turn-down stats for unavailable rentals but can see if it is possible.

Board Member Barbieri was surprised to learn there were only eight city trailer requests for 2024. Pam talked about different clean-up projects we are involved with in Kearns, and confirmed the amount WFWRD is subsidizing per trailer rental is \$60.00. The one trailer reservation per year for north county and canyons residents act as their SCRP. She clarified to Board Member Barbieri that the subsidy cost per rental would decrease with increased rentals due to the economies of scale.

With no further discussions, Pam continued on with cost savings related to right-sizing light-duty trucks. We were able to make this change due to the change

	<p>we have made with the leaf bag program and not using trailers.</p> <p>Rather than spending \$68,000 to replace a Supervisor truck, the fleet team opted to keep the one-ton pick-up truck formerly for the QAI position. The \$68,000 budgeted for the Supervisor truck this year would likely have been closer to \$72,000 (or more). On-going savings may vary per year due to purchase price increases year-over-year, however, staff estimate conservative savings of \$7,000 per year starting in 2026. This was a great suggestion by our Fleet Coordinator who recently received an Outstanding Employee Award.</p> <p>Pam invited James Kelsey, Sustainability Coordinator, and Sione Tuione, Recycling Manager, to the front to introduce themselves and talk about their experience.</p> <p>James explained the process of sample sorts at the recycling facility and replied to Vice Chair Gray that sample sorts are conducted monthly. There were 92 conducted last year, the majority of which were through Rocky Mountain Recycling. James replied to Board Member Turner that the stats are available by city and can be requested, and he would love to attend council meetings as part as his community education and outreach. Board Member Turner stated that she has done this before, and it was very popular and appreciated by the citizens.</p> <p>Pam noted that recycling is reported periodically by WFRWD for the community newsletters, which is now required by law.</p>		
--	--	--	--

James replied to Board Member Zuspan that “trash” is defined as anything that is not listed in his table (OCC, mixed paper, HDPE natural, HDPE color, PET, aluminum, tin, and mixed plastic) that the market does not accept. Many of the items are recyclable but cannot be automatically processed.

Vice Chair Gray asked if staff have ever looked at how much recycling is in the trash. Pam replied that it has been a while and recalled 2010 and 2011 when we did full scale waste audit for trash. There was a lot of recycling in trash and that is why County and the Board decided to roll out weekly recycling. We conducted a small-scale test to determine how much recyclable items end up in the trash about 5 years ago.

There were comments and discussions about the recyclability of pizza boxes and plastic clam shell containers. Sione said one way to look at it is as a single-use material like coffee cups and plastic utensils. James will follow-up with the MRF about plastic clam shells, Sione said they were previously accepted as part of mixed plastics. Sometimes they will accept it if there is a market for it. We will update our recycle app if necessary.

Pam thanked Sione, James, and Kevin (not present) for the awesome work they do every day. She concluded that commodities have changed over time.

Pam then reported there is a Management/Leadership Workshop/Retreat later this week (providing all are in attendance). A few areas of consideration are strengthening employee engagement, striving for a culture of compassion, respect and development, customer satisfaction with excellent services, and loss

	<p>prevention managing and hopefully reducing accidents, incidents, and injuries.</p> <p>With no further discussions, Pam asked Helen to report on the Board's request for additional information on quarterly versus monthly billing.</p> <p>Helen's chart showed costs for quarterly actual, monthly projected per quarter, quarterly increase, and she added a column for annual increase.</p> <p>Pam stated that while we reviewed the pros and the costs at the last meeting, a con is that there is an increased cost. \$658,000 divided by 86,000 homes is an approximately \$0.64 per home per month increase which we do not see alone as triggering a fee increase.</p> <p>The security of having a steady cash flow rather than waiting for each quarter is very appealing to us. The other big benefit for residents is that it would align with other utility billings and be easier to manage \$26.00 per month than \$78.00 per quarter.</p> <p>Board Member Zuspan asked about the 4% interest calculation used. Helen replied that if interest [in the PTIF] is 4%, on \$6.6M dollars billed, we would have received \$22,100 in interest. The \$51,000 interest includes receiving earlier payments of \$4.4M, a \$29,000 increase in interest income which results to \$117,000 annually. Instead of receiving \$6.6M four times during the year, we will receive \$2.2M per month which does compound in interest income.</p> <p>Pam said that the timing in order to make this change would be 2026 so we could notify residents, and we would want direction in the near future and can be added to next month's Board Meeting as a formal</p>		
--	--	--	--

agenda item. Staff are recommending we move this direction which would require Board approval. We do not want to continue down this path if that is not the Board's direction.

Board Member Barbieri recommended putting a start date and moving forward and Board Member Ohrn agreed with adding it for discussion and formal approval next month. Board Member Barbieri asked about starting mid-year this year. Pam replied there are still steps we have to ensure are in place and asked Helen to comment as there has been a lot of discussions with the financial team.

Helen stated that Kenny, our Customer Accounts Billing Coordinator, requested that we wait until 2026. He wants to ensure the certification process works correctly, and they are creating a roadmap on what the implementation will look like. We also have to notify customers which she wants to do repeatedly so no one is surprised. We have concluded that July 1st will be too soon and want to respect staff requests. Board Member Ohrn asked if the 4% [interest] is an average over the last 10 years and asked Helen to provide an average interest. Helen agreed and said that there have been times that it has been up to 6%, and prior to the recent rise it was down very low, possibly under 2%. This higher rate has lasted a couple of years and has been incrementally trending down over the last four to five months. We chose 4% believing it was a rather conservative number because in September of 2024 it was 5.25%, by October it was down to 4.96%, 4.8% in November and 4.67% in December.

Board Member Ohrn's concern is that four or five years ago it [PTIF interest] was down below 2%. Helen said she will provide a 10-year average.

Vice Chair Gray stated that it might be helpful for the upcoming discussions to have the benefits and the costs. As we look at this, we are just seeing the costs when last month we were looking at the benefits. It would be beneficial to have them both in the presentation to give a more holistic look. Helen said that we have some ideas on how to reduce some of the costs and mitigate the cost increase.

Board Member Barbieri commented that we are a recycling center and people keep voting for recycling even though it costs them. A simple reduced recycling and cost of delivery. She is sure down the road we won't be getting many paper bills from anyone. Everyone will be online and maybe that is something we can move toward, some incentive to receive your bill online, autopay every month. Helen responded that that is one of the ideas.

With no further questions or comments, Pam said staff would return with a full-scale report with more information for discussions next month.

Pam concluded her report with the SCRP Reservations Follow-up to discussions that some cities may want to opt out of priority reservations (limiting repeat reservations). Copperton and Murray have opted out. She noted that there weren't many residents left on the waiting lists for them last year, and the Town of Brighton and Emigration Canyon are not part of the standard SCRP.

<p>3.3.Dates and Process for the 2024 Financial Audit: Helen Kurtz, Finance Director <i>(Information)</i></p>	<p>Helen reported that the audit with Squire is underway, and this is our fourth year with them. We will be going out to bid for a new auditor for the 2025 audit. Squire expects to have their opinion complete by the end of April and we will present the ACFR (Annual Comprehensive Financial Report) in the May Board Meeting.</p> <p>Helen stated that we have also provided information to an actuary that we hired for our Other Post Employment Benefits (OPEB) audit, and we are awaiting their response. There are still a couple entries we are waiting for from them to complete the process.</p> <p>Pam thanked the Board for allowing WFWRD to extend our contract with Squire for one additional year from the turnover with the Finance Director position. It was very beneficial to have continuity and consistency with the audit. Later this year we will put out an RFP or RFI for a new firm for the 2025 audit.</p>		
<p>3.4.Draft of the 2025 Customer Satisfaction Survey: Pam Roberts, General Manager <i>(Information/Direction Requested)</i></p>	<p>Pam began by thanking Renee for putting the survey into word format that will later be administered strictly online for our residents through social media and community newsletters. The main purpose is to get feedback from residents on how we are doing and two questions about service levels.</p> <p>The questions are capturing demographics, so we know where the respondents live and how many people live in the household. This is very beneficial to know workloads. In the most recent recycling survey, we learned that the number of people living in Kearns has grown. The survey showed about four to five people per home, which explained the big increase in workloads and prompted route adjustments.</p>		

There is an overall general satisfaction question and N/A for each feature (service) if they do not utilize the service. Renee will add a comments section to the question.

The third question is at the Board's request related to SCRP, asking if residents shared containers, and their overall satisfaction with that service. Pam stated that we will conduct a separate survey for the Town of Brighton since they receive a different level of service. She replied to Board Member Piñon that we will figure out how best to ask Emigration Canyon about the trailer reservation program in place of the SCRP.

The next questions are related to staff interactions, and cost and service awareness. This will be used for customer education, so residents understand the fee and a ranking on importance for each one of our services.

Pam explained that it is tricky even for moving box collections because it is not a huge cost and happens on a recycling route. Vice Chair Gray stated she was not previously aware of the moving box collections service.

Pam further explained that another service we provide is the curbside assist for residents that cannot take their cans to the curb. The first driver to arrive pulls the cans to the curb, empties their commodity, and the second driver returns them to the home after emptying their commodity. This is an industry standard that most haulers provide.

This is not the first time we will ask the question about knowing that District services are funded entirely by fees. There is a misperception that our services are paid by taxes.

Pam talked about the importance of question number nine which is “As costs continue to increase due to economic pressures, it will be impossible to maintain all of these services at existing levels. To help minimize or delay the next increase in fees, we would like to hear from you on two cost-saving options for 2026.”

There are only two programs that we can cut to reduce the most costs. One is to eliminate the SCRP saving \$1.40 per home per month based on costs from last year. The other is to switch to bi-weekly recycling to save an estimated \$1.50 per home per month. It may be more in savings, but Pam doubts it will be less. She does not want to make a promise she can’t keep if we did switch.

Question number 10 is related to our desire to move to monthly billing to align with other utilities. Board Member Ohrn asked to consider adding the additional costs to move to monthly billing. Residents need to understand the associated costs.

Renee replied to Vice Chair Gray that we can also provide a QR code for Board Members to send out to their cities. Board Member Zuspan talked about how the mobile version will look different than the desktop version, and Renee said that could be the deciding factor [to do a QR code].

	<p>Pam replied to Board Member Ohrn that we are confident the survey covers all areas we want to know about. The 2021 survey had more specific details about each program, but we hired a firm to do that for us. We kept it as simple as possible as we are doing this one in house. Pam believes we hit all the areas and SCRP seems to be the one where residents want to weigh in.</p> <p>With no further discussions, the Board moved on to the next business item.</p>		
<p>3.5.Open and Public Meetings Act Annual Training: Rachel Anderson, Legal Counsel <i>(Information/Compliance Requested)</i></p>	<p>Rachel explained that this training is required annually for Board Members and there are several different ways they can get this training. We have found that the easiest way is to do the training in the Board Meeting.</p> <p>The outline she reviewed was updated last July to comply with changes to the laws. There are significant updates that do not necessarily change what we do day-to-day.</p> <p>The purpose of the Act states that political subdivisions exist to aid in the conduct of the people's business, and it is the intent of the Legislature that political subdivisions take their actions openly and conduct their deliberations openly.</p> <p>Definitions were reviewed, what constitutes a meeting, and how they must be conducted. She reviewed the difference between open and closed meetings, protected records, the requirements for public notices, items that can and cannot be discussed if not on the agenda, emergency meetings, minutes and recordings and their timelines, policy requirements for electronic meetings, predetermining public body action is prohibited, electronic message transmissions and side</p>		

	texts during meetings, and penalties. Violation of this law will result in a Class B misdemeanor.		
4. Closed Session Reasons as Provided by Utah Code Annotated §52-4-205			
	Vice Chair Gray entertained a motion and approval to open the closed session to discuss pending or reasonably imminent litigation. Catarina conducted the roll call, stopped the recording, and online members of the public were excused.	Motion to Open: Board Member Ohrn Second: Board Member Sudbury Vote: All in favor (no opposing or abstaining votes).	Approved February 24, 2025
	Vice Chair Gray entertained a motion and approval to close the closed session.	Motion to Close: Board Member Zuspan Second: Board Member Barbieri Vote: All in favor (no opposing or abstaining votes).	Approved February 24, 2025
5. Other Board Business			
	<i>There was no other Board business.</i>		
6. Requested Items for the Board Meeting Monday, March 24, 2025, 9:00 a.m.			
	Vice Chair Gray reviewed the items for the next Board Meeting: <ul style="list-style-type: none"> • General Manager's Report • 2025 Customer Satisfaction Survey Preliminary Report • 2025 Employee Satisfaction Survey Report • Human Resources Highlights and Accomplishments • Monthly Billing Report 		
7. Closed Session Reasons as Provided by Utah Code Annotated §52-4-205			
	Vice Chair Gray entertained a motion and approval to open the closed session to discuss personnel matters.	Motion to Open: Board Member Barbieri Second:	Approved February 24, 2025

	<p>Catarina conducted the roll call, stopped the recording, and was excused.</p> <p>Vice Chair Gray entertained a motion and approval to close the closed session.</p>	<p>Board Member Sudbury</p> <p>Vote: All in favor (no opposing or abstaining votes).</p> <p>Motion to Close: Board Member Ohrn</p> <p>Second: Board Member Stringham</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved February 24, 2025</p>
8. Adjourn Board of Trustees Meeting			
	<p>With no further business, Vice Chair Gray entertained a motion to adjourn.</p>	<p>Motion to Adjourn: Board Member Barbieri</p> <p>Second: Board Member Zuspan</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved February 24, 2025</p> <p><i>Meeting end time: 11:00 a.m.</i></p>