

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, December 16, 2024 9:00 a.m.</p> <p>Next Board Meeting Monday, January 27, 2025 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, Sherrie Ohrn-Herriman City, Keith Zuspan-Town of Brighton, Laurie Stringham-Salt Lake County, Robert Piñon-Emigration Canyon, Mick Sudbury-Magna City, Emily Gray-City of Holladay (<i>excused at 9:50 a.m.</i>)</p> <p><u>Participating Electronically:</u> Thom DeSirant-Millcreek City, Tessa Stitzer-Town of Copperton (<i>arrived at 9:11 a.m.</i>), Aaron Dekeyzer-Sandy City, Brett Hales-Murray City, Patrick Schaeffer-Kearns City (<i>arrived at 9:20 a.m.</i>), Greg Shelton (Vice Chair)-White City (<i>arrived at 9:27 a.m.</i>)</p> <p><u>Excused:</u> Matt Holton-Cottonwood Heights</p> <p><u>District & Support Staff:</u> Rachel Anderson, Legal Counsel Pam Roberts, General Manager/CEO Helen Kurtz, Finance Director/CFO David Ika, Operations Manager Matt Ferguson, Controller/Treasurer Renee Plant, Administrative Manager Sione Tuione, Residential Recycling Collection & Sustainability Manager Bill Hobbs, Collections Supervisor Shane Norris, Safety & Emergency Preparedness Coordinator James Kelsey, Sustainability Coordinator Trace Sondrup, Quality Assurance Inspector Kevin Ungerer, Quality Assurance Inspector Lisa Kelly, HR/Payroll Specialist Lori McAllister, Payroll Technician (<i>Webex</i>) Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Abby Evans-Salt Lake County, Patrick Craig-Salt Lake County, Justin Edwards-Herriman City</p>

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

To be held Monday, December 16, 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=mf1664bc9a6c3f66c99ad86d1aa0158bb>

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. November 18, 2024, Board Meeting & Public Hearing Meeting Minutes
- 1.2. Adoption of Resolution for Zions Sweep Account: Helen Kurtz, Finance Director

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, December 16, 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. Adoption of Resolution 4433 Recognizing Trace Sondrup, Quality Assurance Inspector Retiring after 21 Years: Board Chair Barbieri, and Pam Roberts, General Manager (*Adoption Requested*)
- 3.2. Adoption of the 2025 Budget and Fee Schedule, Resolution 4432, and Exhibits: Pam Roberts, General Manager, and Helen Kurtz, Finance Director (*Adoption Requested*)
 - Increase the fees associated with residential services, subscription curbside green waste, and trailer rentals. Add the option to rent a 14-yard roll-off container.
 - Increase the fees associated with special and non-residential collection services.

3.3.Board Nominations for the 2025 Board Vice Chair: Board Chair Barbieri (***Information/Nominations***)

3.4.Requested Policy Amendments for Servicing Homes on Private Roads: Pam Roberts, General Manager, and Rachel Anderson, Legal Counsel (***Direction/Adoption Requested***)

3.5.Adoption of Human Resource Policies for Paid Time Off (PTO): Hazel Dunsmore, HR Manager, and Helen Kurtz, Finance Director (***Adoption Requested***)

3.5.1. Considerations for the annual Apple Awards. May be tabled for the January 27, 2025 Board Meeting.

3.6.General Managers Report: Pam Roberts, General Manager, Helen Kurtz, Finance Director, and Hazel Dunsmore, HR Manager (***Informational/Direction***)

4. Closed Session (*If Needed*)

The Board of Trustees may temporarily recess the meeting to convene in a closed session to discuss the character, professional competence, or physical or mental health of an individual, pending or reasonably imminent litigation, and the purchase, exchange, or lease of real property, or other legally applicable reasons as provided by Utah Code Annotated §52-4-205.

5. Other Board Business

This time is set aside to allow Board Members to share and discuss topics.

6. Requested Items for the Next Board Meeting Monday, January 27, 2025, at 9:00 a.m.

- Board Chair Succession and Vice Chair Formal Appointment
- 2024 4th Quarter Financial Report
- General Manager's Report
- Follow-up on the Apple Awards as Part of the PTO Leave Policies

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 conducted the roll call.		
1. Consent Items (<i>Approval Requested</i>)			
1.1 November 18, 2024 Board Meeting & Public Hearing Meeting Minutes 1.2 Adoption of Resolution for Zions Sweep Account: Helen Kurtz, Finance Director	There were no questions or comments on the minutes or resolution.	Motion to Approve: Board Member Ohrn Second: Board Member Stringham Vote: All in favor (no opposing or abstaining votes).	Approved December 16, 2024
2. Meeting Open for Public Comments			
	<i>There were no public comments.</i>		
3. Business Items			
3.1. Adoption of Resolution 4433 Recognizing Trace Sondrup, Quality Assurance Inspector Retiring after 21 Years: Board Chair Barbieri, and Pam Roberts, General Manager (<i>Adoption Requested</i>)	Pam introduced Trace Sondrup and Board Chair Barbieri thanked him for his service. Pam also thanked Trace for his great service over the past 21 years. She talked about his work with the Sanitation Division as a Quality Assurance Inspector, and as WFWRD evolved he really took it on and made the program awesome. He also trained Kevin [Ungerer], our newest Quality Assurance Inspector, and helped out James [Kelsey], Sustainability Coordinator, and Sione [Tuione], the Manager. Pam presented Trace with a personal gift, Board Chair Barbieri read the resolution aloud, and the motion passed.	Motion to Adopt: Board Member Stringham Second: Board Member Gray Vote: All in favor (no opposing or abstaining votes).	Approved December 16, 2024

<p>3.2. Adoption of the 2025 Budget and Fee Schedule, Resolution 4432, and Exhibits: Pam Roberts, General Manager, and Helen Kurtz, Finance Director (<i>Adoption Requested</i>)</p> <ul style="list-style-type: none"> - Increase the fees associated with residential services, subscription curbside green waste, and trailer rentals. Add the option to rent a 14-yard roll-off container. - Increase the fees associated with special and non-residential collection services. 	<p>Pam explained that there was only one minor change from what the last meeting and invited Helen to report.</p> <p>Helen reported that the only change to the budget was for recycling fees under the Current Estimated 2024 column which were adjusted for accuracy, from \$1.4M to \$900,000. The budget for 2025 remains unchanged.</p> <p>Pam added that it includes the 4% Cost of Living Adjustment, the 2% merit increase on the employee's anniversary date when they pass their annual evaluation, and the lump sum for those at the top of their range.</p> <p>She gave a shout out to Hazel and our wonderful health insurance service brokers for their great efforts and asked Hazel to review some of the premium information.</p> <p>Hazel stated that we were really pleased to be able to keep the health insurance rate flat with no increases. We changed vendors for vision and dental which decreased slightly, and the life insurance is also new this year with Lincoln. They kept it the same as last year so there were no increases with our benefits.</p> <p>Board Member Gray congratulated Hazel adding that it is not an easy thing to do. Board Chair Barbieri agreed, called it impressive, and thanked Hazel for looking at different companies and getting competitive bids. That makes a big difference.</p>	<p>Motion to Adopt: Board Member Gray</p> <p>Second: Board Member Piñon</p> <p>Votes: Board Chair Barbieri: Aye Vice Chair Shelton: Aye Board Member Dekeyzer: Aye Board Member DeSirant: Aye Board Member Gray: Aye Board Member Hales: Aye Board Member Holton: Aye Board Member Ohrn: Nay Board Member Piñon: Aye Board Member Schaeffer: Aye Board Member Stitzer: Abstain Board Member Stringham: Aye Board Member Sudbury: Nay Board Member Zuspan: Aye</p>	<p>Approved December 16, 2024</p>
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	<p>With no questions, Board Chair Barbieri entertained a motion to adopt. Board Member Ohrn and Board Member Sudbury opposed, and Board Member Stitzer abstained. The motion passed and Board Chair Barbieri moved on to the next business item.</p>		
<p>3.3.Board Nominations for the 2025 Board Vice Chair: Board Chair Barbieri <i>(Information/Nominations)</i></p>	<p>Board Chair Barbieri opened nominations and asked Pam to talk about the policy.</p> <p>Pam explained that by policy, the Board Vice Chair succeeds into the Board Chair position, opening up the Vice Chair position. It is a two year commitment and whoever comes in as Vice Chair for 2025 serves as Chair in 2026. She recognized Board Chair Barbieri for her stellar leadership serving as both Vice Chair then Chair this year.</p> <p>Board Chair Barbieri responded that it has been an honor to serve, and she has appreciated everyone's patience because she can be a real squirrel. It has been an honor to get to know many of the staff and board even better and it is such a rewarding District to work with. She went on to say that staff runs a remarkable program at WFWRD, and she is amazed all the time. When she first came on Board she couldn't believe – it's a miracle – that our garbage is picked up every week, it gets sorted and done so efficiently, and it has been an honor to associate with everyone. She looks forward to taking a different seat next year and passing this along.</p> <p>Board Chair Barbieri reported that Board Member Emily Gray was nominated as the Vice Chair and Vice Chair Greg Shelton will be our new Chair. She entertained a motion to approve the nomination, and it passed. She expressed her appreciation to Board Member Gary noting how much she thinks she will</p>	<p>Motion to Approve: Board Member Stringham Second: Board Member Zuspan</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved December 16, 2024</p>

	<p>really enjoy it. It has been a big learning experience for her to see how the organization runs and looks forward to a couple more years here.</p> <p>With no further comments, Board Chair Barbieri moved on to the next business item.</p>		
<p>3.4.Requested Policy Amendments for Servicing Homes on Private Roads: Pam Roberts, General Manager, and Rachel Anderson, Legal Counsel <i>(Direction/Adoption Requested)</i></p>	<p>Pam began with an introduction that this policy was adopted April 27, 2020, and it is broad-sweeping. The line in the policy staff is requesting to delete basically said that we could only service homes on private roads if a private hauler is not available. They are available quite often and there will be rare cases that they are not.</p> <p>She explained the reason it was broad-sweeping is because we were looking at safety issues – some of the roadways on private roads or HOAs are very narrow, and our trucks have a hard time navigating. Some private haulers have smaller trucks and the ability to provide a smaller can if needed.</p> <p>Pam stated the best case scenario for multi-units is to have a container site but many of the HOAs just don't want to go that direction because of space, which is their option. Unfortunately, we had overstepped in Herriman City during their rapid growth. We started taking on multi-unit complexes beyond a fourplex and we had to reign things in.</p> <p>There is a recent case where a homeowner reached out and appealed the decision that is currently our policy. It made sense while looking at the particular “private lane” just off 3900 South and Pam showed two pictures of the lane. It was a parcel with a single-family home that was torn down and the private lane has four single-family homes. A garbage truck by any</p>	<p>Motion to Approve: Board Member Stringham</p> <p>Second: Board Member Gray</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved December 16, 2024</p>

hauler cannot access the lane so the residents have to do what the other residents do on 3900 South and bring their cans out to the road for collection.

Pam wonders about other cases where it may make sense for WFWRD to pick up the homes because of the economy and efficiencies of scale. Our trucks are going up that road [3900 so] and there are four homes we can collect and take care of their waste and recycling, as well as collect a fee for the service.

Pam explained that this case is what opened up the discussion and the re-look at the policy. We want to open it up but not open Pandora's Box. There is screening done when people call in with a new build. She turned the time over to Rachel Anderson.

Rachel reported that WFWRD already serviced the single-family home on the property and the situation is unique, which is the only reason we decided to review the policy. The policy previously gave us a hard no but if they had a private hauler available, we would have to say no. In this case we were already serving this property, it has just been subdivided. We are still not going to be going into the lane so there is really no change to the District. We just wanted to massage the policy a little bit to make it more clear.

Rachel went on to review some of the redlines in the policy which included adding a definition of a property unit.

Regarding Section 10.1.3 *"The District will limit new services for homes on private roads or in an HOA when a private hauler is already providing collection services."*, she explained to Board Member Ohrn that

it is intended to mean that we still want to be able to say no when it is an HOA, and they are receiving services from a private hauler. Even though we wish to delete the sentence that reads “...and if a private company is not available to provide the services,...” we are not making that a requirement, but we still want it to be clear that it is not the policy for WFWRD to be considering taking on full HOAs.

Pam added that the thought is that we are not going to take business away from a private hauler that is already providing service. We do get those requests from residents that don’t have recycling for example, and they want recycling, and they are willing to pay our fee. It is a policy question because she wants to know from the Board. She does not want to take business away from a private hauler which could get us into trouble. However, there are those cases where we provide a higher level of service. We do not want the thought that we are competing or stealing business.

Board Member Ohrn said she agrees with the concept, it may just be the way she’s reading it. Board Member Gray asked about the word “already” because in this case nobody is picking up their trash right now. She asked if it limits their ability so they have to retain the services of a private hauler, and if we could just say, “is available”.

Rachel said that in cases that there is already a private hauler, sometimes Pam gets individual residents calling requesting service and tells them they already have a private hauler, and we are not coming into that market.

Board Member Gray asked what if it is a new situation where they don't have anybody yet and they are shopping around but a private hauler is available. Pam replied that is why we took out the clause "...and if a private company is not available..." we would be able to respond in that case. If it meets the property unit criteria and doesn't go beyond a fourplex or a single-family home with four apartments, that allows us to evaluate that property to ensure it falls into our charter and allows us to service.

Board Member Ohrn asked if "*limit*" is if there is already somebody collecting there, we are not going to do it. Pam responded yes. Board Member Ohrn was still concerned with the word "*limit*" and asked if it should read "*The District will not provide service for homes on private roads or in an HOA when a private hauler is already providing collection services.*" Pam responded that if we say "*not*" then there is no way we would be able to do it. If we say "*limit*" there might be cases where the private hauler may not be able to meet some specific needs, and we may want to.

Board Member Ohrn was confused with the word "*limit*" and asked Rachel for the legal definition of the word.

Board Member Zuspan noted that all the legal definitions begin with "*The District*" and it almost seems like the sentence should be inverted to bring up the part with "*if a private hauler is providing that service, then the District may assess and provide services for those homes.*" Rather than "private haulers" at the end so you are beginning with "*if they have a private hauler, we can assess...* ".

	<p>There were discussions about revising the verbiage. Renee suggested something like “The District will not solicit and may assess...” because that is not our intention, and we can assess.</p> <p>Board Chair Barbieri liked the suggestion to clearly define that we are not soliciting, and Board Member Gray agreed.</p> <p>Board Chair Barbieri said to Rachel that she just wants it to be clear what our responsibility is versus the private [hauler] and that there isn’t a seemed competition between the two, however Rachel wants to address that.</p> <p>Board Chair Barbieri replied “yes” to Pam’s question if staff should amend the verbiage and bring it back to the January meeting. She also confirmed she feels comfortable moving forward with the property on 3900 South and with the word “<i>limit</i>” as “<i>assess</i>” leaves it really open and broad.</p> <p>Pam clarified to Board Member Ohrn that there won’t be a problem if they change their mind and want us to drive down the lane. The particular homeowner that reached out is very understanding saying he has to put it out there anyway, why can’t WFWRD be the one to come by and get it. This is really a nice compliment that people want our service.</p> <p>Board Member Ohrn wanted to ensure it won’t come back and bite us. Rachel stated that there are qualifications that have to be considered, and we have already covered ourselves for special circumstances and they need to pull it out to the road.</p>	<p>Staff to revise the verbiage and bring it back for the next meeting.</p> <p>Staff to proceed with services for the properties as requested on 3900 South.</p>	
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	<p>Board Chair Barbieri added that there are some cities that have language to protect that as well and entertained a motion to approve and proceed. The motion passed and Pam commented that cities like Holladay, Millcreek, Taylorsville, etc. are tearing down and rebuilding and she doesn't want the District to shrink, especially in those areas where we have the high economies of scale.</p> <p>Board Member Piñon commented that the homes that are getting torn down probably have their cans out in the exact same spot so if the lot is bought, the previous homeowner was walking their cans to the road anyway.</p> <p>With no further comments or discussions, Board Chair Barbieri moved on to the next business item.</p>		
<p>3.5. Adoption of Human Resource Policies for Paid Time Off (PTO): Hazel Dunsmore, HR Manager, and Helen Kurtz, Finance Director (<i>Adoption Requested</i>)</p>	<p>Hazel began by explaining that this is follow-up to last meeting's discussions about moving from separate banks of sick leave and vacation leave to a single bank of PTO leave and asked if the Board wanted her to address any specific points or answer any questions.</p> <p>Rather than covering it again, Board Chair Barbieri asked if there were any questions or concerns.</p> <p>Board Member Stringham commented that the County Mayor is considering moving Juneteenth to match the federal holiday rather than doing it on the state's version of observing it the third Monday in June. This year was the first year it fell on two different dates. There were issues at the County because people who had federal jobs had one day off and people who had state jobs had a different day off. For those who wish to actually celebrate that day because it is a day that in their culture, they had to take it off if they worked for</p>	<p>Motion to Adopt: Board Member Gray</p> <p>Second: Board Member Piñon</p> <p>Vote: Board Chair Barbieri: Aye Vice Chair Shelton: Aye Board Member Dekeyzer: Aye Board Member DeSirant: Aye Board Member Gray: Aye Board Member Hales: Aye Board Member Holton: Aye Board Member Ohrn: Aye Board Member Piñon: Aye Board Member Schaeffer: Aye Board Member Stitzer: Aye Board Member Stringham: Aye Board Member Sudbury: Aye Board Member Zuspan: Nay</p>	<p>Approved December 16, 2024</p>

any of our organizations. She asked if WFWRD would be willing to consider observing the federal holiday instead of the state's to celebrate when they are actually doing all of the federally recognized activities on the actual scheduled Juneteenth and not the state holiday. Her preference is that we celebrate it on the federal holiday and not the state's.

Pam said it is a working holiday for WFWRD Operations.

Board Member Stringham clarified to Board Chair Barbieri that there are people moving to push that the state follow the federal holiday. When it was passed by the state, everything fell toward the weekend so there was never an issue. This year was the first time that people realized that it wasn't on the same day and people were pretty upset.

Board Member Ohrn suggested that because it is a working holiday, we wait until the state actually makes a change. Pam said that we collect garbage and recycling on all holidays except the "Big 3" which are Thanksgiving, Christmas, and New Year's, but the office does close. We will follow whatever policy the Board would like us to do.

Board Member Stringham just wanted everyone to be aware because there is going to be a big push by cultural communities. Board Member Gray said she wants to do whatever is easiest for people to celebrate.

Rachel suggested we wait and follow the current state rules and if we are approached with an issue, we could meet and grant an exception for a specific person as needed.

Board Member Ohrn talked about the letter they received about employee's concerns about this change [to PTO] and really thinks we should acknowledge that here because it is important. Things that we do here affect people's lives, and she appreciates and respects that. It is difficult to make a decision because she acknowledges what they are talking about is a reduction in sick leave. We have to make a bigger picture decision and sometimes it pinches for a while. She also believes that we have done a really good job and have been very conscientious about salaries. We've had mid-year salary adjustments and all kinds of things to try to keep them and their paychecks are really keeping up with where they need to be. She is not saying we will ever be up to where we need to be, but that is the reality of life.

Board Member Ohrn reiterated that she really wanted to acknowledge that we appreciate our staff, and we are thankful for them and understand the concerns in some ways. She personally hopes that the compensation packages that we offer and the benefits plan that goes with it will compensate over a period of time for these changes.

Board Member Zuspan followed on Board Member Ohrn's comment and through discussions with Pam, there is a select number of people that have a large bank of sick leave and this transition – the dollar amount is not necessarily punitive but it really has an impact, and he suggested that in some manner in the military retirement they could get a lump sum then you lose a portion of your retirement in the end so you get a reduction. Part of his thought process was having some means of that balance in their sick time being able to roll that into their URS accounts in some

	<p>manner either it be an increase over a period of time so there is nominal impact to the actual budget itself but still accomplish what the program is designed to do, which is to reduce liabilities for the District.</p> <p>Employees are perceiving that they are being punished by this. Payroll packages increased keeping up with the cost of living, he is just trying to make sure that they have ample income because anything we do is reactive. It is proactive in making those payroll changes, but the environment is going to be what the environment is going to be. He is unsure if we need to actually make this decision at the beginning of the budget year or can we continue to make this change mid-year.</p> <p>Pam replied that the benefit of doing it at the beginning of the year is that there have been certain circumstances when leave rolls over. She asked Helen to explain why we chose the beginning of the year.</p> <p>Helen said that with the current program the leave cap of 320 hours will change if the proposed PTO program is accepted, each level will increase 320 to 350 to 380. It is done during the first pay period of the new year, and our plan was to implement the PTO plan at that point and that could increase employee's leave for the full year of 2025 if we were to do that because of the suggested cap increases.</p> <p>Pam added that some employees would lose accrued leave and if we do something in June, how do we navigate that change? She believes the concern is more the high bank of sick leave. She thinks that there is a consensus that this particular Paid Time Off structure is palatable and something the Board would like to</p>		
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see. The question is what we do with the sick leave balances.

She asked if there can be some adoption of the Paid Time Off policy with the leave bank caps changing and a discussion of what to do with the balance. That seems where the angst is coming from. She is also hearing from employees that have large banks that they have saved up and want to use it at 100%. She is unsure how they will do that unless they start draining it when they get close to retirement. It has been a little bit of the culture that she would like to change. But then again how do we reward them for being good stewards of their leave and only used it when they truly needed to - or if they even did. There is one employee who has never called in sick and unfortunately there are times he loses so much vacation as well. She stated that she urges him to take some time off, because everyone needs a break.

Pam went on to say this is a culture that she hopes will change and we also have abuse of sick leave, and she hopes this will change that too. Employees are basically burning the same bank of leave instead of this other one [sick leave] they really see as an entitlement, which she understands, but doesn't agree. We said they have these two banks, and they are a benefit. She is unsure that we have come up with the perfect answer but feels we have come up with something workable. There are a handful of employees that are really upset about this. She asked a supervisor how they were doing with this because he has been around a long time. There are two very veteran employees who don't like it, but both absolutely understand the why. One of them has a very high bank and is planning on doing 25% when he retires. The

PTO benefit is also easier for employees to manage, and easier for administration to manage. There are so many municipalities that have already gone this direction and converted to PTO. The three options are a hybrid of the four models we looked at. Option 2 is an employee suggestion and Option 3 is very similar to what West Valley City did with their conversion. She does not believe that there was a city that offered three options (Helen confirmed Sandy City did not). We offer more options than any of these cities that converted to PTO.

Pam reiterated that she understands the concern and suggested that we don't wait. There was a thought of grandfathering in, which we thought about when we first separated [from Salt Lake County], this would be two clunky systems the District and the employees were trying to navigate, which would be difficult to manage.

Board Chair Barbieri thanked Board Member Ohrn and Board Member Zuspan for their comments and stated that she didn't want to close this meeting without addressing these concerns because the dollar amount is large, and she knows that it affects a lot of long-term employees. When she came on board in 2020 there was a real strong effort to bring up the wages that were competitive in the industry. She believes they have done that as a Board, and even those starting out new, and compensated those who have been here for quite some time. She feels really good about that and that they [wages] are competitive.

Board Chair Barbieri also acknowledged, as Hazel mentioned, the life insurance, we were able to keep the prices down on health insurance which is really a benefit to employees too. When health insurance increases we pay a higher premium. She knows that new hires in any industry, younger people are looking for PTO. She is encouraged and grateful that WFWRD has decided to go to a PTO system. She believes it is more transparent for employees, they feel more in charge of their time off and they can take it when they need it rather than coming up with different scenarios of why they are using it, and she feels really positive about that. She is grateful staff developed different options because some municipalities have said “this is just the way it is, take it or leave it.” The options really fall in line but of course that is not going to be the best choice for some of those that have banked up all the sick leave hours that really should be to cover the disability if they need time and WFWRD offers that disability insurance.

Board Chair Barbieri commented that at the end of the day as a Board Member and representing residents and taxpayers, we have to maintain the viability of Wasatch Front Waste & Recycling. With the recent fee increases, she has had a lot of people from Taylorsville pushing back saying the fees are high, they can’t continue to go on like that. If you run the numbers of what WFWRD would have to pay out for every employee that banks their sick leave over time that doesn’t make the most terribly efficient organization financially. In some situations that can almost crush an organization when there are so many people leaving at the same time and there’s a huge debt on the books for banked time.

	<p>Board Chair Barbieri expressed her appreciation for everyone’s input, and she believes they have taken a lot of time and a lot of effort to review each scenario and the concerns of the good employees the Board represents, as well as the people that are receiving the services.</p> <p>Board Chair Barbieri concluded that she feels good about the good things we have done with the pay and benefits and entertained a motion to adopt. The motion passed with one opposing vote and Board Chair Barbieri thanked staff and moved on to the next business item.</p>		
<p>3.5.1. Considerations for the Annual Apple Awards (May be tabled for the January 27, 2025 Board Meeting)</p>	<p>Pam reported that as we were talking about PTO, an employee mentioned the Annual Apple Awards which is something that slipped under her radar.</p> <p>She noted that staff are not looking for adoption because the subject is new since we met on November 18, 2024.</p> <p>The award was introduced as part of the Employee Recognition Program when Pam first started in July of 2007, and it was rolled out in 2008. There are red and gold apple pins awarded to employees at the first part of the following year. If no sick leave is used, they receive a gold pin and a certificate, and we roll over up to 32 hours of sick leave into their vacation bank. We can do that again for this year, even if it puts them over the cap because we have two employees who have used no sick leave and will receive a gold pin and certificate. There are some employees that have used minimal sick leave which we want to define going forward. In the future, we are calling it “call-ins”, which is what hurts us the most, especially on the front line – Equipment Operators calling in the day of or the</p>		

	<p>night before. We can't plan for that. We are hoping to somehow reward employees that don't call in, understanding that people still need to call in when they are truly sick and need to use PTO.</p> <p>Pam further explained that the Executive and Management Teams have had the discussion and debate, wondering if this would encourage people to come in to work sick. If we put dollars and cents to it, it very well could. We could consider doing some sort of granting extra leave at the end of the year that can go into their PTO bank. These are some of the initial concepts.</p> <p>We thought we would do the same practice for 2024 and honor that and then bring back in January more defined concepts as we discussed with the Management Team and employees. Pam knows that dollars and cents mean the most with recognitions and incentives, but is it realistic, and how much will it really cost?</p> <p>Board Member Ohrn commented on how much could it really save us. As Pam mentioned, there is a direct cost when someone calls in sick but what is it really costing us when people call in? She understands there is the finance portion and morale portion.</p> <p>Pam agreed we need to bring back more information which she totally respects – what is the history? Rather than go by memory she prefers to go by stats.</p> <p>Board Member Stringham clarified we would finish out this year with the current Apple Awards program.</p>	<p>Staff to bring Apple Award history and statistics to the January 27, 2025 Board Meeting.</p>	
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	<p>The direction from the Board was to come back with more information and move forward with this next year. Board Chair Barbieri commented that it is a fun award, and call-ins are hard on an organization when there are people depending on you.</p> <p>Pam said there are people collecting those gold pins on their hats and clothing, and Board Member Ohrn commented on the balance. We don't want someone driving with a fever, so they get that thousand dollars.</p> <p>With no further comments or discussions, Board Chair Barbieri moved on to the next business item.</p>		
<p>3.6.General Managers Report: Pam Roberts, General Manager, Helen Kurtz, Finance Director, and Hazel Dunsmore, HR Manager <i>(Informational/Direction)</i></p>	<p>Pam began her report with this quote: "We strive for leadership designed to inspire employee innovation and empowerment for effective problem solving that improves organizational performance." The example she used is the Operations Excellence Committee (OEC).</p> <p>Renee is facilitating a group of 10 front-line employees, and we have already seen some great suggestions such as marking churches on maps so that drivers know if they have a hot load, they can quickly go to that area. This is a simple, quick fix that we can easily make, managing call-ins and taking care to ensure we have coverage, so we are addressing that.</p> <p>Pam went on to talk about the Leaf Bag Program and showed pictures of the very well-used program that we are happy to provide. She said that tongue in cheek because we are still cleaning up some of the parks and she shouted out to the team. Andy King spearheads the container program for this particular service, and Walt Lake is the Supervisor. Walt and Rick Larrabee, one of our veteran drivers, started cleaning up parks last</p>		

Wednesday, even after the program ended November 30th.

The pictures are examples of what happens in parks, which is not a bad thing. It is doing what it is designed to do. Pam noted we don't put a lot of containers out because we have learned that the containers get blocked in with the leaf bags and since we are using a skidster to scoop up the bags around the containers it can cause some issues, damage, or accidents running into the containers because they can't see them. We only put containers out to mark the spot. It is okay for residents to put their bags on the ground, and we will ensure to advertise that better next year. That's what we want them to do.

In response to questions on the Leaf Bag Program costs, in 2023 were almost \$94,000.00. Part of that is the purchase of the bags (\$10,428.00) and when we have leftover bags from the prior year we don't order quite as many, and we will determine those costs for this year.

Pam continued on with a District overview so the Board can understand what our resources are and how our operations work.

We have 61 Equipment Operator allocations that includes the Apprentices and Trainers. As she previously mentioned, each Equipment Operator works a 4-ten workweek with a rotating day off each week. The 4-ten schedule allows each driver or group a four-day weekend every five weeks so that is a nice perk for that schedule.

The challenge is that we have 20% of our Equipment Operators scheduled off every day so we make sure we have that coverage. There are six groups that cover 38 to 45 routes per day and Pam showed a breakdown of what that looks like.

Pam explained that we work Herriman a little differently because it is an outlying area that grew so darn quick as Board Member Ohrn knows and feels.

Each of the groups has a Lead Equipment Operator who is out there on the street helping to direct traffic so to speak for the group, and lead the way, making sure all the garbage and recycling routes are picked up. What we do with Herriman is that the same group will pick up garbage first, take it to the Trans-Jordan Landfill and they all go back to pick up recycling so there is only one trip to the Rocky Mountain Recycling Center in South Salt Lake to reduce the miles and the time.

Two Equipment Operators are assigned to the front load routes that go up the canyons and non-residential accounts such as City Halls and Libraries. Two Equipment Operator allocations are assigned to the Trailer Program that runs February through mid-October then we start the Leaf Bag Program. We do about 14 rentals per day, and we are adding an option for residents to rent a roll-off container which we will report as we go.

Next, Pam showed the 2024 Organizational Chart. The crux of our workforce is not intentionally put at the bottom, just to show the structure of authority and the responsibility of how our organization works. There are 101 FTEs, 65 of which are Equipment Operators.

She explained that with all the programs we have, we really need Justin Tuft and Sione Tuione to be over residential collections. Justin is also over the Apprentice Program, and each of them share the crux of our workforce of Equipment Operators, Lead Equipment Operators, SCRPs and the Apprentice Program.

Pam then turned the time over to Hazel who explained we finished the health insurance open enrollment on Friday of last week. She came in at 6:30 a.m. each morning to be available to employees, and Lisa [Kelly], HR/Payroll Specialist, ensured to be available until 5:30 p.m.

Hazel talked about how she always enjoys being able to sit down with the Equipment Operators. Even though we are doing benefits, it helps build good relationships.

Board Member Ohrn commented on the great job Hazel is doing. Sometimes you hire new people with great expectations. Sometimes they fulfill those, sometimes they exceed them, which is what Hazel has done. She thanked Hazel for all her hard work and putting in extra hours. *The room applauded Hazel.* That is a lot of employees to go through – good work!

Pam then highlighted the Employee Recognition Program which she described as a “pay for performance” - rewarding employees for going above and beyond their job expectations. The year-to-date total is almost \$60,000.00 for Safety, Outstanding Employee Awards, High-Fives, etc.

She shared an outstanding story of Michele Henn, one of our Lead Equipment Operators, which was posted on a neighborhood group app, and Pam received a lot of emails asking if she had seen the post. She read the message from an elderly resident:

“Today, after several attempts, I spilled groceries loaded on my walker all over the porch steps and sidewalk. The garbage truck was in front picking up my trash cans. Suddenly, the woman driver stopped, hopped out of the truck and walked over to help! ...What? I was near tears. In a flash, everything was picked up and in my house.

She was so respectful and kind. At almost ninety decades old, how can I ever pay that forward?! So here I go: Wasatch Front Waste and Recycling District you have a sterling employee whom I sincerely thank and wish to honor with this public note of gratitude. You made my day!”

As stated, we have wonderful employees, and Pam is proud and honored to serve with each and every one.

Pam went on to thank the Board for approving the sweep account, which was a previous suggestion from the Board. She then asked Helen to explain what it is. Helen stated that it takes our balance in our Zions Bank general account and sweeps it into an account overnight which is invested in short-term investments, then sweeps it back so we can make our payments for the day and do our daily bank business.

	<p>The investment income will cover the fee from our checking account and save us about \$10,000.00 per year. Helen is hopeful we will get a little more than that but at least it will cover our fees.</p> <p>Board Member Ohrn commented that this again is a great example of hiring another great employee. Helen replied that the suggestion was in place before she started but now it is finalized.</p> <p>There were no additional questions, and Board Chair Barbieri commented about hearing a report next month about the Christmas Tree Program.</p>		
4. Closed Session (if needed)			
	<i>No closed session was needed.</i>		
5. Other Board Business			
	<i>There was no other Board business.</i>		
5. Requested Items for the Board Meeting Monday, January 27, 2025, 9:00 a.m.			
	<p>Board Chair Barbieri reviewed items for the next Board Meeting:</p> <ul style="list-style-type: none"> • Board Chair Succession and Vice Chair Formal Appointment • 2024 4th Quarter Financial Report • General Manager's Report • Follow-up on the Apple Awards as Part of the PTO Leave Policies 		
6. Adjourn			
	With no further business, Board Chair Barbieri entertained a motion to adjourn.	<p>Motion to Adjourn: Vice Chair Shelton</p> <p>Second: Board Member Stringham</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved December 16, 2024</p> <p><i>Meeting end time: 10:07 a.m.</i></p>