

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, January 23, 2023 9:00 a.m.</p> <p><b>Next Board Meeting</b> Monday, February 27, 2023 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u>            Sherrie Ohrn (Chair) - Herriman, Daniel Gibbons (Vice Chair) - Holladay,            Anna Barbieri - Taylorsville, Keith Zuspan - Brighton, Laurie Stringham - Salt Lake County,            Phil Markham - Murray, Robert Piñon - Emigration, Scott Bracken - Cottonwood Heights</p> <p><u>Participating Electronically:</u>            Cyndi Sharkey - Sandy, Eric Barney - Magna, Patrick Schaeffer - Kearns,            Thom DeSirant - Millcreek</p> <p><u>Excused:</u>            Tessa Stitzer - Copperton, Greg Shelton - White City</p> <p><u>District &amp; Support Staff:</u>            Pam Roberts, General Manager/CEO            Paul Korth, Finance Director/CFO            Rachel Anderson, Legal Counsel            David Ika, Operations Manager            Renee Plant, Administrative Manager            Catarina Garcia, Executive Assistant/Board Clerk            Matt Ferguson, Controller/Treasurer            Rachel Burt, HR Consultant            Sione Tuione, Residential Recycling Collection &amp; Sustainability Manager            Dustin Bradshaw, Residential Refuse &amp; Special Services Collections Manager            Shane Norris, Safety &amp; Emergency Preparedness Coordinator</p> <p><u>Public:</u>            Patrick Craig, Salt Lake County (<i>excused at 9:58 a.m.</i>), Becki Little, Jessica Davies, Katie Little, Paul Little</p>

## AGENDA

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

To be held Monday, January 23, 2023 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=me8c09f4d4ab5ae6cf29f6ea11cfe5f0d>

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: Sherrie Ohrn, Board Chair

Roll Call: Catarina Garcia, Board Clerk

#### 1. **Introductions**

- 1.1. New Board Members, Current Board Members, and Staff

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

- 2.1. November 14, 2022 Meeting Minutes

#### 3. **Meeting Open for Public Comments**

*(Comments are limited to 3 minutes) Public wishing to submit a comment to the Board of Trustees may do so by submitting their comment to the Board Clerk at [cgarcia@wasatchfrontwaste.org](mailto:cgarcia@wasatchfrontwaste.org) before Monday, January 23rd, 8:00 a.m. All comments must include the name and address of the individual making the comment. These comments will be read at the meeting as if the individual were present. Public comments can also be made in person or via Webex during this time.*

#### 4. **Business Items:**

- 4.1 Formal Transition of Board Vice Chair Gibbons to Board Chair: Board Chair Ohrn (**Motion & Approve**)
- 4.2 Formal Transition of Board Member Anna Barbieri to the 2023 Board Vice Chair: Board Chair Ohrn (**Motion & Approve**)
- 4.3 Adoption of Resolutions 4418 and 4419 Expressing Appreciation for Former Board Members, Diane Turner and Scott Little: Pam Roberts, General Manager and Dan Gibbons, Board Chair (**Adoption Requested**)
- 4.4 2022 Independent Financial Audit Schedule: Paul Korth, Financial Director (**Informational**)

- 4.5 2022 Year-End Financial Report: Paul Korth, Financial Director (**Informational**)
- 4.6 General Manager's Report: Pam Roberts, General Manager (**Informational/Direction**)
  - 4.6.1 Seasonal Container Reservation Program (SCRP) Review

**5. Closed Session (If Needed)**

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

**6. Other Board Business**

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

**7. Requested Items for the Next Board Meeting Monday, February 27, 2023 9:00 a.m.**

- General Manager's Report
- Open and Public Meetings Act Annual Training
- Human Resources Policies Annual Review

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
<b>Call to Order / Roll Call</b>			
	Board Chair Ohrn called the meeting to order at 9:00 a.m. and Catarina Garcia conducted the roll call.		
<b>1. Introductions</b>			
1.1. New Board Members, Current Board Members, and Staff: Pam Roberts, General Manager	<p>Board Members introduced themselves.</p> <p>Pam introduced WFWRD staff in attendance noting Ashely Ashton, HR Manager, resigned the week of January 09, 2023.</p> <p>Pam introduced Rachel Burt, HR Consultant who is filling in as a HR Manager is recruited.</p> <p>Pam also introduced Rachel Anderson, Legal Counsel.</p>		
<b>2. Consent Items</b>			
2.1. November 14, 2022 Meeting Minutes (Motion & Approve)	There were no questions or comments on the minutes.	<p><b>Motion to Approve:</b> Board Member Stringham</p> <p><b>Second:</b> Board Member Barbieri</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<b>Approved January 23, 2023</b>

<b>3. Meeting Open for Public Comments</b> <i>(Comments are limited to 3 minutes.)</i>			
	No public comments.		
<b>4. Business Items</b>			
4.1 Formal Transition of Board Vice Chair Gibbons to Board Chair: Board Chair Ohrn <b>(Motion &amp; Approve)</b>	There was no discussion.	<b>Motion to Approve:</b> Board Member Bracken <b>Second:</b> Board Member Piñon  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved</b> <b>January 23,</b> <b>2023</b>
4.2 Formal Transition of Board Member Anna Barbieri to the 2023 Board Vice Chair: Board Chair Ohrn <b>(Motion &amp; Approve)</b>	There was no discussion.  Board Chair Gibbons expressed his appreciation to Sherrie Ohrn for her amazing service during her tenure. He and Board Vice Chair Barbieri are committed to making this a good experience for everyone.	<b>Motion to Approve:</b> Board Chair Gibbons <b>Second:</b> Board Member Bracken  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved</b> <b>January 23,</b> <b>2023</b>

<p>4.3 Adoption of Resolutions 4418 and 4419 Expressing Appreciation for Former Board Members, Diane Turner and Scott Little: Pam Roberts, General Manager and Dan Gibbons, Board Chair (<b>Adoption Requested</b>)</p>	<p>Board Chair Gibbons introduced Resolution 4418 Expressing Appreciation for Diane Turner who has concluded her service on the WFWRD Board.</p> <p>He then introduced Resolution 4419 Expressing Appreciation for Scott Little. He was loved and we thought the world of him.</p> <p>Board Chair Gibbons added that several of Scott Little’s family members were present and asked them to introduce themselves.</p> <p>He thanked them all for attending. He and Scott were almost the exact same age within a few days of each other and they were both crazy enough to become attorneys and non-conformists in some ways. He commented how much we enjoyed working with Scott.</p> <p>Board Chair Gibbons then read Resolution 4419 aloud and asked for any other comments from the Board.</p> <p>Board Member Ohrn addressed the family and added that although we didn’t get to serve with Scott Little very long, he was an amazing spitfire. She said this Board is not a “Bobblehead Board”. Sometimes people just agree, but Scott was not like that. He was always prepared, asked questions, and wanted to understand the reasons behind the decisions that were made. She completely respected and appreciated his thoroughness and the thought he put into what he did. He has left such a great legacy, although it is a big hole in your lives. Unfortunately, lives don’t get to just sit still. Board Member Ohrn urged the family to relish the memories and</p>	<p><b>Motion to Approve Resolution 4418:</b> Board Vice Chair Barbieri <b>Second:</b> Board Member Markham</p> <p><b>Motion to Approve Resolution 4419:</b> Board Member Stringham <b>Second:</b> Board Member Markham</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<p><b>Approved January 23, 2023</b></p>
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reiterated what an amazing person he was. She thanked them for sharing him with us.

Board Member Sharkey asked to recognize Scott Little as well. White City lies within the boundaries of Sandy City and there is a lot of partnership that takes place. She knows the value that Scott brought to White City and respects his contributions to both White City and the partnership with Sandy City. Board Member Sharkey sent all her condolences to the family for their loss. He will be missed in White City and on the WFWRD Board as well.

Pam Roberts added that she appreciated working with Scott and always appreciated his questions. He challenged her and sometimes it would even take her aback for a moment. She stated that his heart was in the right place to ensure the services we provide, as any public service, were right and just. Pam thanked the family for attending and presented them with flowers and WFWRD blankets as tokens of our appreciation. She added that behind every appointed official is a family that sacrifices as well.

Pam asked the family to accept the Resolution in appreciation from the WFWRD Board and staff.

Board Chair Gibbons felt it appropriate to give Scott Little a round of applause, and there was a standing ovation.

The Little family departed the meeting, and Pam distributed WFWRD blankets to the Board Members in attendance.

**Catarina Garcia, Board Clerk, will coordinate the distribution to the remaining Board Members who attended electronically.**

<p>4.4 2022 Independent Financial Audit Schedule: Paul Korth, Financial Director <b>(Informational)</b></p>	<p>Board Chair Gibbons then invited Paul Korth to report on the upcoming 2022 Independent Financial Audit Schedule.</p> <p>Paul reported the audit will be conducted by Squire &amp; Company February 22-24, 2023 at the District Offices. There were discussions of them not being onsite, however, WFWRD prefers they are in person. Paul prefers not to be scanning and copying a lot of documents and it also helps with communication.</p> <p>With no questions, Board Chair Gibbons moved on to Item 4.5.</p>		
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4.5 2022 Year-End Financial Report: Paul Korth, Financial Director (**Informational**)

Board Chair Gibbons invited Paul to report on WFWRD's Preliminary Financial Report for the Year Ended December 31, 2022.

Paul began by pointing out that these numbers are preliminary as we are still waiting on information from other entities. Most of the operational numbers will not change. Final numbers will be reviewed once the audit is complete.

He then continued with Revenues Highlights. Total revenues increased \$84,000 from 2021 to 2022. The increase was primarily due to increases in residential waste collection (side-load services) fees of \$132,000. He also added how much we appreciate the much-needed fee increase due to the rising costs. Increased green curbside fees of \$123,000 are nice to see because they are typically recurring, and a \$141,000 decrease in the loss on the sale of trucks, partly offset by a larger loss on investments of \$153,000, and a decrease in miscellaneous revenues of \$219,000. He explained the decrease is primarily due to not receiving a CNG rebate, which was \$132,000 in 2021.

Paul moved on to Personnel Expenses Highlights. Total personnel expenses for 2022 increased \$894,000 from 2021 primarily due to an increase in wages and overtime of \$343,000 (increased hourly pay rates and increased employee headcount) and a \$454,000 change in pension expense. The pension expense adjustment and the OPEB (Other Post-Employment Benefits) adjustment for 2022 are not yet available. Temporary labor was down significantly due primarily to using Full-Time Employees (FTEs) in the SCRCP (Seasonal Container

Reservation Program) instead of temporary employees. We more than compensated for the \$150,000 decrease in temporary labor expense from last year through increased wages and salaries.

Board Member Stringham inquired about current FTE openings. Pam responded that two new equipment operators are starting today and because we added three new allocations for 2023, there are five vacancies. We have a lot of interest through the on-line application process, and there are seven applicants for the HR Manager position. Higher salaries approved by the Board have helped with recruitment.

Paul continued on to review Operating Expenses Highlights. Total operating expenses increased \$1,066,000 from 2021 to 2022. The increase was primarily due to increased fuel expense of \$88,000, increased maintenance expense of \$178,000, increased recycling fees of \$362,000, increased county interlocal expenses (primarily the hook-lift truck lease used in the SCRIP) of \$194,000, increased other expenses of \$247,000, and increased depreciation expense of \$113,000. Can purchase expense decreased \$139,000 that was not due to the cost of cans going down but was due to the number of cans we used. The cost of cans actually increased.

Board Member Ohrn asked if it is reflective of residents using more refurbished cans. Pam responded that refurbished cans are available at a lower price. David Ika, Operations Manager, will gather the data and a report will be provided at the February Board Meeting.

Paul continued that Other Expenses includes \$110,000 for the new WFWRD website.

Total operating expenses are 98.72% of the 2022 budget. Fortunately, we were under in personnel expense which was anticipated, and gives us a little breathing room. Total Expenses are 95.89% of the 2022 budget. Revenues Less Expenses are (\$1,666,164). We also anticipated a negative number and Paul reiterated his appreciation for the approved fee increase.

Board Member Stringham commented that Salt Lake County Facilities part of the budget was more than actual and asked if WFWRD is just waiting on something. Paul replied no, it was a reclass due to a change in accounting standards. The building lease payment now shows as interest expense and depreciation expense.

Board Member Stringham asked why the reclass, and Paul explained the new accounting standard with certain criteria. We have to report the leased assets as if we owned them. Paul agrees with Board Member Stringham that we are depreciating an asset that we don't own. Paul believes it's part of the big picture, and not just for government. In the past a lot of companies and entities have done leases to prevent showing the debt on their balance sheets.

Paul confirmed to Board Member Stringham that it is the lease amount, not the cost of buildings and structures.

With no other questions, Paul moved on to Number of Customers – Basic Service. This number has

stayed around 85,000 for the last four years, one refuse can, and one recycle can.

Fuel Expenses were consistent between 2019 and 2020. It increased 13% in 2021 and almost 8% in 2022.

Paul also reported on the cost per gallon for diesel vs. CNG. Diesel was \$2.73 per gallon in 2019, went down to \$2.06 per gallon in 2020. At the end of 2022 we were at \$4.76 per gallon on average. CNG was \$1.60 per gallon in 2019 and has increased slightly each year to \$1.91 per gallon in 2022.

He then reviewed Diesel vs. CNG Gallons Purchased per year.

	Gallons Purchased			
	2019	2020	2021	2022
Diesel	68,387	60,676	62,951	48,110
CNG	505,037	532,780	529,697	519,868
Total	573,424	593,456	592,648	567,978

In 2022, 91.5% of fuel used was CNG, 8.5% was diesel.

Board Member Zuspan inquired on the number of diesel trucks vs. CNG trucks. Pam and Paul replied that we have light-duty trucks, rear-loaders, and hook-lifts that are diesel. The remainder of the fleet is CNG.

Board Vice Chair Barbieri asked Paul if over time, the increased cost of CNG trucks pays off. He replied yes, in fuel, however, they have a lower resale value than diesel trucks.

Board Member Markham asked about maintenance costs for diesel vs. CNG trucks. Paul is unsure but said WFWRD could look at it along with industry standards.

Board Vice Chair Barbieri added although it's an interesting discussion, we need to be using CNG just for the sake of our valley.

Board Member Bracken added that the resale value is less because the lack of CNG refueling stations. Consider what we do every day sending 54 trucks into everyone's neighborhoods. Consider air inversions in January/February. He believes the air quality savings is worthwhile and reminded the Board that returning to diesel had been previously discussed. Like recycling, it's easier to keep the system in place. He can't imagine trying to discontinue and recontinue recycling.

Board Member Ohrn recalled the importance of those discussions. Savings can be skewed if those are the only numbers we are looking at. There are other advantages.

Board Member Bracken noted that gallons purchased for both diesel and CNG reduced in the last year. Paul added that with diesel it was primarily due to SCRP, less containers, less miles. Uncovered routes also contribute to less miles as the operators are already in the field, however, long-term uncovered routes are not ideal either.

Paul confirmed to Board Member Barney that his statements are factual: CNG sideload trucks cost more to purchase, diesel costs more to fuel, and our

diesel sideload trucks have had a higher resale value. Board Member Barney asked what the breakeven is if CNG trucks cost more, is there enough savings on fuel to make up the difference in cost and resale value.

Paul replied that WFWRD has looked at this in detail in the past but has not revisited it recently.

Board Member Barney understands the price of fuel is different, and there's three points in the truck's lifecycle where we're paying more or getting more and would like to see a side-by-side comparison. Pam confirmed he would like WFWRD to use today as a starting point for the data.

Paul commented there are always other softs factors that are hard to value such as cleanliness. He's also researched how much cleaner CNG really is because diesel has changed overtime. Another factor is natural disasters. Diesel would likely be more accessible than CNG.

Board Chair Gibbons added that this discussion is really valuable when we are buying new vehicles. It will be good to have these numbers. We can't predict the market price of trucks or cost of fuel, but still good discussions.

Board Member Stringham expressed her interest in also knowing WFWRD's emergency management plans. The minimum needed diesel vs. CNG to mitigate CNG availability issues.

Pam responded that there has been a gap in evaluations and planning, and she is so thankful the

**Staff will bring back a CNG versus diesel fleet comparisons.**

Board approved an FTE for the Safety & Emergency Preparedness Coordinator. It fell between the cracks with Pam, David Ika, and a Supervisor trying to manage. We really needed this new position to help get us back on track, and are thankful Shane Norris is on staff.

Board Member Stringham reported that the Municipal Services District is currently partnering with them, and she suggests doing the same thing with County to determine how the phone tree works, who gets first service. Those would be great discussions for this Board to have because equipment is always needed. During the earthquake there was an immediate need in Magna and people here that are serviced by different entities. Who would be next, and next after that? If three areas are hit hard, who gets priority?

Pam added that WFWRD has a continuity plan and would be happy to bring that report back before the Board in March. WFWRD does preparedness exercises for the Great Utah ShakeOut that is held every April.

Board Chair Gibbons and others thanked Board Member Stringham for the great input and things to consider.

Board Member Bracken added that it depends on where an earthquake happens, if North Salt Lake for example, WFWRD would be the only one with trucks running.

Board Member Stringham added that we can try to think of every scenario, like an earthquake, but she

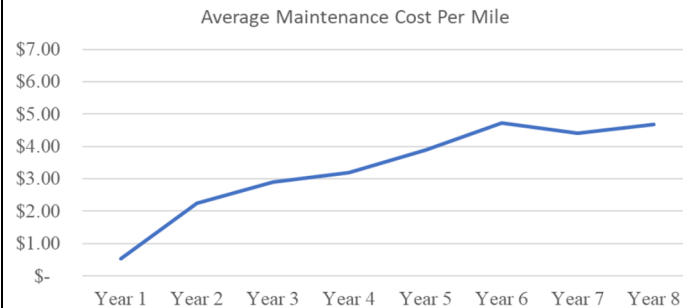
**Staff will bring back a report on emergency preparedness for the March Board meeting.**

can list 40 other things as well, and what happens in a major disaster. Who has precedence and can WFWRD vehicles be superseded for use by a federal agency.

Board Member Bracken commented that people don't usually think about it, they think about getting their cans out, but that is about it, because it works. We don't think about how much infrastructure the sewer system needs until it doesn't work.

Board Member Stringham added that is one of the topics they discussed in Kearns, how to get garbage trucks through facilities under lockdown and security.

Paul continued his report with Maintenance Expense that increased 5% in 2022. He reviewed the new data collected for side-load trucks average maintenance cost per mile over the life of a truck.



At first staff did an average cost per year but some older trucks aren't used as much and it gave a different perspective. Paul commended Andy King, Asset Manager, for preparing the data.

The graph depicts an increase up to \$4.73 per mile in year six, then stays relatively stable. Year two is \$2.25 per mile.



Board Member Markham asked what the ideal turnover time is for a truck. Paul replied that historically it had been five years, and Pam agreed to keep some longer than that, which has been a good thing in hindsight. He read that Waste Management keeps trucks for 10 years. We made a conscious decision to increase truck life to determine maintenance costs for older trucks. Keeping a few more trucks has helped because of the challenges with buying new trucks.

Board Member Stringham asked if Waste Management reports this same information to which Paul offered to review their annual report.

Paul moved on to Refuse Tons which are down 5% in 2022 in part due to decreased tons in the SCRIP (due to less containers). There is also a decrease in tonnage going to the Transfer Station. The Landfill cost is \$27.00 per ton but a farther drive from several locations. Weather and traffic also play a role.

Pam noted that WFWRD is no longer using the ACE Transfer Station for Taylorsville routes based on increased rates so the routes that were going to that facility will now go to the Salt Lake Valley Transfer Station.

Board Member Markham mentioned that as he asks questions going forward, he will use his 11 years of experience working in sales for ACE.

Paul continued on with Recycle Tons which have decreased the last four years, and 3% in 2022.

Board Member Zuspan asked for reasons we are seeing this decline. Board Member Bracken and Paul mentioned the contamination rate.

Board Chair Gibbons believes plastic bags and pizza boxes may be a contributing factor for contamination rates and asked if we can figure out the causes. Pam replied yes, through sample sorts.

Board Member Zuspan added that even changing can lids to a slot, residents still manage to jam in a plastic bag of recycling materials. It is difficult to change habits and culture and some people just aren't willing to change.

Board Vice Chair Barbieri was surprised and asked the cost per ton at the Landfill. Paul replied it varies from \$27.00 per ton at the Landfill, \$34.00 per ton at the Transfer Station, \$37.00 per ton at Trans-Jordan.

Next, the historical cost per ton that we pay our recycling vendors was reviewed.

Board Vice Chair Barbieri added that it is getting more and more difficult to justify recycling. Board Chair Gibbons wondered how WFWRD budgets for these costs.

Paul replied that the original \$35.00 per ton in the 2023 budget was increased to \$40.00 per ton. It will be challenging if it stays in the \$70.00 per ton range.

Board Member Bracken asked if there has been a decline in price for cardboard, assuming that is our biggest commodity.

Pam replied yes, cardboard is over 40% of the blue bin contents, the price started to decrease in October 2022 and has remained low. It's slowly beginning to rise but not up to previous levels.

Pam explained the other high valued commodity WFWRD collects is aluminum. Plastics are very low as far as what is in the blue bin. It's mainly cardboard then mixed paper. These commodities are expected to rebound in the spring so it's another perfect storm at this time. We talked previously about riding it out and she hopes we will stay the course.

Board Chair Gibbons posed the question to Rachel Anderson, Legal Counsel, if there are legal requirements WFWRD must follow to recycle. She replied no, just WFWRD's vendor contracts. Pam stated that it is related public policy.

Board Member Bracken asked if we have minimum delivery requirements, to which Pam replied yes. The contract commitment is based on price and proximity and what we feel can be met. Rocky Mountain Recycling Services gets the lion's share based on proximity and the price. Waste Management in Salt Lake City has a source in the Northwest to sell the cardboard, and she understands that Rocky Mountain Recycling has gained that as well.

Pam thanked the Board for their questions and noted in 2018 and 2019 WFWRD conducted a resident survey when there was an increase in costs. WFWRD asked if they would be willing to pay \$1.50 per home per month more to keep it running.

Well over two-thirds said yes. WFWRD never imposed a fee to the residents based on staffing shortages and being under budget overall.

Board Vice Chair Barbieri said the next survey should also ask what the residents feel is too much. \$1.00. \$2.00, \$5.00 per home month?

Board Member Piñon asked what community education can be done with contamination and keeping costs down.

Pam replied that WFWRD is charged on a tiered-structure for contamination by Waste Management. We deliver recycling from Magna, Kearns and some Taylorsville. Rocky Mountain doesn't charge an extra fee, but we would pay less with reduced contamination.

Board Member Piñon asked if the contamination rates and fees could be reported to the Board to push to their communities through newsletters, explaining costs will increase because we aren't being careful in how we process our recyclables.

Pam added that McKenna Tupa'i, WFWRD's Sustainability and Community Outreach Coordinator, works diligently on community newsletters and education and she will be happy to discuss this with her and report back at the February Board Meeting.

Board Member Bracken commented that people don't understand how little it takes to contaminate a truck. One person doing it wrong can make a big impact.

**Staff will bring back a report on recycling that covers contamination rates, processing costs and education efforts.**

With no other comments, Paul moved on to Cash Balances 2019-2022. These include our PTIF and Zions investments as they are very liquid.

The cash balance of \$9,807,995 at the end of 2022 was higher than the previously projected amount of \$7,300,000. The primary reason is that all truck orders were canceled, not delayed. Paul is sensitive to this because when asking for a fee increase this number could be misinterpreted.

The quarterly trend increases are based on our billing in arrears schedule.

Board Member Bracken suggested that an asterisk is added to clarify this. Paul replied that it is explained on the next page of the report.

Paul then reviewed Capital Expenditures for 2022. \$3,390,723 was budgeted, actual was \$342,994, leaving a variance of \$3,047,729. WFWRD paid \$340,000 in 2021 for two front-load trucks and \$342,994 in 2022.

Board Member Bracken asked if we know why the trucks are taking so long. Chips, circuit boards, etc. Paul replied that he is unsure.

Pam noted again that WFWRD is a small fish in a big pond. Preference is going to companies who buy the most and pay the most. Government contracts were low priority last year.

Board Member Ohrn commented that even buying at the state level is difficult. Paul shared that he attended a conference and spoke with the state fleet

person who clarified they aren't doing any better, the rental car companies are above them. The state is behind significantly in regard to purchasing vehicles.

Board Member Bracken commented that it is a different paradigm when the supply is restricted. He asked if WFWRD is required to purchase trucks through the State contract. Rachel Anderson replied no and clarified we must follow State procurement policies. She also clarified to Board Member Bracken that WFWRD is allowed to negotiate their own contracts.

Board Member Bracken then asked if WFWRD is able to pay more. Rachel confirmed WFWRD is not required to go with the lowest bidder.

Paul added that WFWRD came back to the Board and asked for a budget increase in 2022 for the sideload trucks. His concern is that sideload trucks cost over \$400,000 per truck this year, up \$70,000+ per truck from last year. He shared that for the vendors selling trucks, private buyers are often much easier to deal with, respond quicker, and aren't bound by state procurement policies. This is sometimes hard to overcome.

Paul continued on to review Certification Balances as of December 31, 2022.

During 2022 \$2,226,008 was transferred to the Treasurer's office for certification. As of the end of 2022, \$249,896 of the \$2,226,008 was outstanding, which is 11.23%.

He pointed out the amounts WFWRD adjusted off in 2022 for:

- 2013-2015: \$2,433
- 2016: \$6,937
- 2017: \$34,734
- Total: \$44,104

Matt Ferguson, our Controller spent a lot of time going through the detail, which is quite tedious.

There were issues in our database (Caselle) in 2017 with amounts not being certified. They showed in our accounting records as certified but had not been imported correctly to the County Treasurer's office. The County confirmed we missed the re-certification deadline. \$3,000-\$5,000 per year from Paul's perspective when we are billing approximately \$18,000,000 is not a bad write-off amount. Write-offs are not ideal in the first place but the \$34,734 in 2017 did catch his attention. We have since put processes in place for preventing this from happening in the future.

Paul spoke with Pam, Rachel Anderson, and our auditors letting them know the amount was a prior period adjustment. He asked if there were ramifications and stressed our transparency.

Pam gave Paul a shout out for implementing the protections in place. He and Matt did a lot of work to verify these accounts.

Board Member Bracken added that when dealing with two to three hundred thousand dollars in a billing cycle every year at those amounts and to keep it that clean, it's always nice to see that this goes

	<p>down even after a full year has expired, the amount is fairly limited which is a real benefit.</p> <p>Paul commented that WFWRD is taking the right steps with Matt’s help. He clarified that a lot of the amounts are from vacant and/or demolished homes. The challenge is we get them, we bill them and provide services. Ideally, we ask to be notified by customers, sometimes they don’t let us know, and we also have customers on auto-pay. Staff is reviewing the procedure to see where we can improve dealing with 85,000 accounts.</p> <p>With no further questions, Paul moved on to review Customer Refunds for the 4th Quarter of 2022. The Board asked for this to be presented on a quarterly basis.</p> <p><u>Checks</u></p> <ul style="list-style-type: none"> <li>• Customer payment errors (pay wrong amounts, double pay, etc.): \$6,354</li> <li>• Amounts paid same time as title company: \$467</li> <li>• Subtotal: \$6,821</li> </ul> <p><u>Xpress Bill Pay</u></p> <ul style="list-style-type: none"> <li>• Customer payment errors: \$1,828</li> <li>• Trailer-related: \$265</li> <li>• Other: \$103</li> <li>• Subtotal: \$2,196</li> </ul> <p>Total Customer Refunds for 4th Quarter: \$9,017.</p> <p>With no other questions, Board Chair Gibbons moved the meeting on to Item 4.6.</p>		
<p>4.6 General Manager’s Report: Pam Roberts, General Manager <b>(Informational/Direction)</b></p>	<p>Pam explained her report is focused on the SCRP. Staff has gathered this data to help tell the story.</p>		



4.6.1 Seasonal Container Reservation Program (SCRP) Review

First and foremost, staff recognizes the need for WFWRD to provide a means for residents to dispose of their bulky waste. Current options include SCRPs, landfill vouchers and the trailer rental program.

The voucher program provides WFWRD-funded landfill vouchers to residents to take either a truck or trailer load to the landfill. It is \$16.00 at the Salt Lake Valley Landfill, and \$10.00 at the Trans-Jordan Landfill.

Pam reviewed the vouchers redeemed per city totaling 5,165. She asked the Board to keep in mind that WFWRD may distribute thousands to communities, but the numbers show what actually went across the scales.

She noted that the Trans-Jordan Landfill doesn't report vouchers by city for White City, Sandy Hills or Willow Canyon. Copperton has a pass from Kennecott who contracts with Trans-Jordan to allow residents to haul their waste there anytime they want.

Pam continued with Trailers Rented by city totaling 1,570. Now \$55.00 for green waste and \$195.00 for bulk in 2023. The total is separate from the "free" trailers for Emigration and Big Cottonwood Canyon.

Pam reviewed the SCRPs number of days and home count in each city. There were 120 days and 85,527 homes in the District. Pam confirmed to Board Member Bracken these were specifically SCRPs containers delivered to resident's homes. The ratio per home was 8.1, the total tons of 6,425.

Board Member Barney asked what drove up the average cans per day in Murray to 129 and how did WFWRD sustain that with driver shortages.

Pam realized that was an error and apologized for not catching that.

Pam clarified to Board Member Bracken that the 2,018 number of outstanding are the requests WFWRD was unable to accommodate.

Board Vice Chair Barbieri asked the tonnage an average trailer holds. Pam replied that she believes it is up to four tons. Sione Tuione confirmed the average usage per container is one ton. Pam replied yes to Board Vice Chair Barbieri's observation that we could be filling them up a lot more.

Pam moved on to 2022 Service Delivery Stats for SCRP & Trailer Reservation for Canyons. Canyon residents can call and reserve a one-time trailer to be parked on their property.

In 2020 when WFWRD moved away from containers in the street due to staffing shortages and the pandemic, there was a model in place with the trailer reservation in the Canyons and thought something could be pulled for that to be used District-wide. It wasn't perfect, didn't meet the demand, but the question we tried to answer is if it met the need. She noted that the former program never met the demand either.

Board Member Bracken added that it did meet the demand in some areas but was drastically insufficient in others.

Pam reviewed the Municipality/Area, # Homes in WFWRD, Number of Days, Number of Reservations Desired, Total Receiving Containers (how many we were actually able to deliver), Number Desired Not Serviced, % Desired Not Serviced, % Of Total Homes Serviced, % Wait List Not Accommodated/Total Homes, and Tons Collected. She added that “Desired” was updated to “Requested”.

She continued on to review Staffing, Containers Delivered and Tonnages Comparisons. In 2020 WFWRD had to reduce the number of service weeks due to a delayed start. Below are the stats:

	2020 with 22 weeks	2021 with 25 weeks	2022 with 25 weeks
Staffing-CDL Drivers	12 part time/seasonal & 2 FTEs (14 Total Drivers)	12 part time/seasonal & 2 FTEs (14 Total Drivers)	5 part time/seasonal & 6 FTEs (11 Total Drivers)
Containers Delivered/Pick up	9,552	11,727	9,669
Tons Hauled	8,836	8,678	6,425

Pam noted that WFWRD added GPS tracking systems in 2021 enabling additional containers.

Based on the number of staff depends on the number of containers we can deliver. The number of containers dictates the tonnages but also depends on usage.

Pam thanked Paul for gathering Direct Costs 2019 Traditional Program and 2020 Modified Program to 2022 SCRPs Comparisons not including trailer reservations for Emigration Canyon or Town of Brighton/Big Cottonwood. The projected costs for 2023 are slightly lower than the actuals in 2022 with \$1,343,100 projected in 2023.

Paul reviewed the costs and part-time labor allocations. Rental vehicles reduced significantly in 2021 then increased due to usage of older hook-lifts

trucks, then new trucks were purchased. These numbers do not include administrative staff time.

Board Member Barney asked what is driving the reduction for fleet maintenance in 2023. Paul replied that it was an error on his part in the calculation. It decreased significantly in 2022 due to newer trucks.

Pam confirmed to Board Member Bracken the decrease in trucks are the ones WFWRD shares with the County. We reduced the lease from 16 to 10 due to staffing shortages and have three of our own to utilize. We are hoping to fill those seats.

Board Chair Gibbons asked about the 2022 FTE's. We may have hired more seasonal but took all we could get. Pam replied yes, the desired number of CDLs running this program is 18. Prior to 2019 there was an average of 10 vacancies for full-time and 10 seasonal vacancies understanding that the traditional program required many more CDL drivers. It was challenging, thus, the plea in 2020 for the change. WFWRD appreciates the Board approving the change and we are still ironing out the details. Paul talked about the cost of the new website previously and Pam clarified that with SCRP calendar scheduling being the biggest piece. Our vendor had never seen it before, and it doesn't seem to exist other places.

Pam agreed with Board Chair Gibbons comment that the inability to hire people will be a major factor in how we operate the program.

Pam moved on to the 2023 Season Plan and Schedule delivering 60 containers per day. She is

thankful for the Pre-Board Meeting and agreeing to continuing the current plan for 2023 to spend the year with the Board answering questions, brainstorming ideas, what the residents wants, etc. We plan to continue the services as we have done for the past three years.

For the 2023 season, we hope to recruit up to 6 seasonal employees for this service. Adding the three 3 new FTE allocations = 9 dedicated drivers. We still need ground crew helping with tarping, issues with debris on the street, etc.

We have found that best practice for safe operations is to allocate a maximum of 6 containers per day, per driver. Some can do more, some can do less. We took some hits, and the demand grew, and we didn't have the staffing. Pam added that 60 containers is a reduced number of containers and we anticipate and apologize in advance for increased resident complaints. She stressed WFRD will do our best.

Pam reviewed the calendar rotation that will begin being published to our residents next month.

Board Member Ohrn commented that the color coding for Magna is difficult to decipher. It was confirmed Magna is August 23-September 07 (weekdays).

Board Chair Gibbons reiterated the recommendation to the Board is to use 2023 to discuss the future of the SCRIP and recommend adjustments.

Board Member Stringham added that there have been a lot of changes in how business is done, due to

the pandemic. This allows us to revisit and understand how our residents want their services. This is an opportunity to do a survey and understand their needs, if they are willing to pay a small fee, if they understand contamination.

Board Member Stringham continued that our Board Members have the ability to reach out and communicate with their respective communities. Some people loved the old program. She knew when the container would arrive, there would be one on her street. She reserved a container last year and didn't get it. She was notified three days before one was made available which was a struggle to figure out how they would prepare for it. She knows we can do better, but how. A statistically valid resident survey will be key in making those determinations. What is the new norm.

Board Chair Gibbons agreed that is a great idea and asked for other comments.

Board Member Piñon wondered for the Canyons if there is way to have a couple containers rotated once a week. They have lower and upper dumpster locations. They are such a large, wide, and expansive community. Allocate four cans each week to alleviate the overloaded dumpsters and streets that are too narrow for side-load trucks.

Pam responded that is one of the ideas posed for the future. She directed the Board to those ideas, considerations for the Board, and estimated costs.

Board Chair Gibbons clarified the Board should populate the list with additional ideas and agrees

with Board Member Stringham's suggestion to budget some money for a statistically valid survey.

Board Member Zuspan added that Brighton has the same issues Board Member Piñon shared about Emigration. A lot of things get delivered and left at the Brighton compactor site, to the extent that it inhibits residents that are disposing of their normal trash. His concern is that it is not monitored. Anything and everything ends up outside or inside the building.

Board Member Zuspan continued by agreeing with the idea of restricting the timeframe trash can be put in containers. Back to manpower and money, the container is removed every week. Trying to change behavior is nearly impossible.

Board Member Stringham added that they try to educate residents on the trailer rental and voucher programs as well.

Board Member Ohrn commented that in reality, only 17% of residents are not getting requested containers. This is a pretty good ratio considering the amount of people we are trying to reach. 83% are getting their containers.

Board Vice Chair Barbieri is impressed with that number and that gives her more ideas for community education. It is discouraging each container is only being utilized to one quarter of its capacity. If you see it in someone's driveway you can still go use it.

Board Member Ohrn agreed we have to do a better job of inter-city communication.

	<p>Board Member Barney agreed it's disappointing the containers aren't being filled full, however, residents sign a contract, a waiver, and take on the responsibility of any issues, damage, problems. Magna residents have communicated a deep concern about taking on that responsibility, and it exacerbates that to tell everyone to use a dumpster if they see it.</p> <p>Several Board Members agreed, especially if people are dumping toxic chemicals. Board Member Stringham has witnessed this.</p> <p>Pam agreed to return with estimated costs for each idea, some of which will be unknown.</p> <p>Board Chair Gibbons agreed that is a good idea and that this is a major topic of the next Board meetings.</p> <p>Board Member Ohrn agreed and also asked for pros and cons be added which will add immense insight.</p> <p>Board Chair Gibbons thanked everyone for their input and moved on to Item 5.</p>	<p><b>Pam will bring back additional information related to the various scenarios for SCRP.</b></p>	
<b>5. Closed Session</b> <i>(if needed)</i>			
	No closed session needed.		
<b>6. Other Board Business</b>			
	<p>Board Member Ohrn asked about the status of the food waste program. Pam replied that she would follow-up with Momentum. WFWRD still hasn't contracted with them to sponsor the service.</p> <p>Board Member Piñon inquired about the Tree Program, lessons learned, anything that can be shared with their communities.</p>		



	<p>Pam replied that Yael Johnson who manages that service has reported close to 1,700 trees have been collected and are now taken to Diamond Tree for \$25.00 per load vs. the \$22.00 per ton the SL Valley Landfill would charge. Our team has done a great job unloading trailers and when possible, unloading them into rear-loaders to have one big load of trees. The online request system has been successful.</p> <p>Board Member Piñon also commented that he has received positive feedback about text reminders for the monthly curbside glass collections. There is much appreciation that WFWRD takes the time to send reminders for this monthly service.</p> <p>There was no other Board business.</p>		
<p><b>7. Requested Items for the Next Board Meeting on Monday, February 27, 2023, at 9:00 a.m.</b></p>			
	<p>Board Chair Gibbons reviewed the items for the February Board Meeting:</p> <ul style="list-style-type: none"> <li>• General Manager’s Report</li> <li>• Open and Public Meetings Act Annual Training</li> <li>• Human Resources Policies Annual Review</li> <li>• SCRP Discussions</li> </ul>		
<p><b>Adjourn</b></p>			
	<p>Board Chair Gibbons asked for a motion to adjourn.</p>	<p><b>Motion to Adjourn:</b> Board Member Bracken <b>Second:</b> Board Member Ohrn</p> <p><b>Vote: All in favor (no opposing or abstaining votes)</b></p> <p><i>Meeting end time: 10:54 a.m.</i></p>	<p><b>Approved January 23, 2023</b></p>