

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, March 27, 2023 9:00 a.m.</p> <p>Next Board Meeting Monday, April 24, 2023 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Daniel Gibbons (Chair) - Holladay, Anna Barbieri (Vice Chair, <i>arrived during roll call</i>) - Taylorsville, Cyndi Sharkey - Sandy, Keith Zuspan - Brighton, Robert Piñon - Emigration, Sherrie Ohrn - Herriman, Greg Shelton - White City</p> <p><u>Participating Electronically:</u> Eric Barney - Magna, Patrick Schaeffer - Kearns, Tessa Stitzer - Copperton, Laurie Stringham - Salt Lake County</p> <p><u>Excused:</u> Phil Markham - Murray, Scott Bracken - Cottonwood Heights, Thom DeSirant - Millcreek</p> <p><u>District & Support Staff:</u> Pam Roberts, General Manager/CEO Paul Korth, Finance Director/CFO Rachel Anderson, Legal Counsel David Ika, Operations Manager (<i>arrived at 9:06 a.m.</i>) Catarina Garcia, Executive Assistant/Board Clerk Matt Ferguson, Controller/Treasurer Sione Tuione, Residential Recycling Collection & Sustainability Manager (<i>Webex</i>) Dustin Bradshaw, Residential Refuse & Special Services Collections Manager Shane Norris, Safety & Emergency Preparedness Coordinator McKenna Tupa'i, Sustainability Coordinator Andre Perov, GIS Route Coordinator (<i>arrived at 9:18 a.m.</i>)</p> <p><u>Public:</u> Patrick Craig - Salt Lake County, Justin Edwards - Herriman</p>

AGENDA

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

To be held Monday, March 27, 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: Daniel Gibbons, Board Chair

Roll Call: Catarina Garcia, Board Clerk

1. Consent Items (Approval Requested)
 - 1.1. February 27, 2023, Board Meeting Minutes
2. Meeting Open for Public Comments
(Comments are limited to 3 minutes) Public wishing to submit a comment to the Board of Trustees may do so by submitting their comment to the Board Clerk at cgarcia@wasatchfrontwaste.org before Monday, February 27th, 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 4420 Recognizing NWRA Driver of the Year 2021 - Ryan Jones, and 4421 Recognizing NWRA Driver of the Year 2022 - Chuck Orencole: Daniel Gibbons, Board Chair (Adoption Requested)
 - 3.2 Seasonal Container Reservation Program (SCRIP) and the Results on the Scenarios: Pam Roberts, General Manager and Sione Tuione, Program Manager (Information/Direction)

- 3.3 General Manager's Report: Pam Roberts (Informational/Direction)
 - 3.3.1 Electric Truck Trial Follow-up
 - 3.3.2 Getting Creative with Recruitment & Designing a Driver Apprentice Program
 - 3.3.3 Emergency Preparedness Planning
 - 3.3.4 Concepts for WFWRD Succession Planning
- 3.4 Cost Benefit Analysis for CNG vs. Diesel, Pam Roberts, General Manager and Paul Korth, Finance Director (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.

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, April 24, 2023, 9:00 a.m.
- General Manager's Report
 - 2023 First Quarter Financial Report
 - Continued Discussions for the SCRP Services

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
Call to Order / Roll Call / Continued Staff Introductions			
	Board Chair Gibbons called the meeting to order at 9:00 a.m. and Catarina Garcia conducted the roll call.		
1. Consent Items			
1.1. February 27, 2023 Board Meeting Minutes (Motion & Approve)	There were no questions or comments on the minutes.	Motion to Approve: Board Member Sharkey Second: Board Member Shelton Vote: All in favor (no opposing or abstaining votes).	Approved March 27, 2023
2. Meeting Open for Public Comments <i>(Comments are limited to 3 minutes.)</i>			
	There were no public comments, and no one present had public comments. Board Chair Gibbons closed the period for public comments.		
3. Business Items			
3.1 Adoption of Resolution 4420 Recognizing NWRA Driver of the Year 2021 - Ryan Jones, and 4421 Recognizing NWRA Driver of the Year 2022 - Chuck Orencole: Daniel Gibbons, Board Chair (Adoption Requested)	Board Chair Gibbons began by explaining that we are delinquent in recognizing drivers Ryan Jones and Chuck Orencole for these prestigious awards. Board Chair Gibbons asked Pam for any additional comments. She replied that both drivers have been with WFWRD for 15 years and have years of road safety. The public sector NWRA (National Waste & Recycling Association) criteria is based on safety, customer service and years of service, and we have had several winners and runners up over the years.	Motion to Adopt: Board Member Orhn Second: Board Member Barney Vote: All in favor (no opposing or abstaining votes).	Approved March 27, 2023

	<p>There was a delay for these two attending the waste expo due to COVID. Ryan and Chuck were presented with their awards in 2022 and received \$1,000.00 from the NWRA. They are very appreciative.</p> <p>Ryan Jones is on vacation today and Chuck Orencole sent his apology for not attending. He chose to cover routes that were behind due to weather issues last Friday. She continued that Ryan and Chuck are two very dedicated souls and we are thankful they are on our team.</p> <p>Board Chair Gibbons directed the Board to the resolutions provided in the meeting packet, and rather than read them entirely, he entertained a motion to adopt.</p> <p>Board Member Orhn motioned to adopt the resolutions for our great drivers and shared her congratulations to them. Board Member Barney seconded the motion and there was no further discussion.</p>		
<p>3.2 Seasonal Container Reservation Program (SCRP) and the Results on the Scenarios: Pam Roberts, General Manager and Sione Tuione, Program Manager (Information/Direction)</p>	<p>Board Chair Gibbons began by thanking Pam for the data provided in the materials and clarified that the purpose of the discussion is to narrow down any changes the Board would like to see in 2024.</p> <p>It was previously agreed to keep the program as outlined for 2023, therefore, there is not a big rush to make a decision and he was glad to see the topic at the beginning of the agenda to allow more discussions with the Board.</p>		

The intent is to take the temperature of the Board Members as to their preferences. Based on previous discussions, there are six scenarios compiled by Staff. Two of which, #4 and #6, have not generated much enthusiasm and are possible candidates for elimination based on Board feedback.

Scenarios #2 and #3 seem to be fairly popular. It is clear that Staff does not want to drive the decision and decisions will not be made on Staff preference. He did state however, that staff preference plays a major role, as they are the ones tasked with the work.

Board Chair Gibbons opened the meeting for Board comments with the hope that one or two scenarios are eliminated today.

Pam did not have any other preliminary comments, however, introduced Sione Tuione, SCRP Manager, who is participating via Webex from vacation.

Board Chair Gibbons asked Board Members to identify themselves when speaking for accuracy in the meeting minutes and asked for input.

Board Member Barney replied that his preferences are #2, #5, and #1, in that order, or a combination of them.

- He likes the idea of opening the calendar district-wide as there is a clear disparity between communities.
- Board Member Barney also likes the idea of adding more weeks if the demand is there.
- He is hesitant of a centralized location based on the burden it places on Staff with added clutter, clean-up, and overfilling -overflowing.

- Limiting repeat reservations by community can make sense but if it is opened-up district-wide, scenario #3 is not warranted or justified until we can demonstrate the reservations are being exhausted.

Board Chair Gibbons thanked Board Member Barney for his input and asked for other input.

Board Member Sharkey shared hurdles with Sandy's bulk waste collection, which they do themselves. The same people that do bulk waste collection are also plowing snow. She asked how we accommodate and make the transition from the current level of service.

Board Member Sharkey continued with the original idea of bulk waste collections. How do we pick up waste that doesn't fit in a trash can? The SCRIP program has become dumpster reservations which invites homeowners to do projects. Homeowners are having contractors do work and put the waste in the dumpster. We inadvertently invited something other than intended.

This was addressed in Sandy by limiting the pile size. Board Member Sharkey asked if we have ever considered "Call 2 Haul" like Salt Lake City and Midvale or is it too far out of our scope? Sandy had to hire attorneys to fight the DEQ to keep their current program but may have looked into Call 2 Haul as a Plan B.

Pam replied that the Call 2 Haul program requires manual labor to pick up the waste from curbs and load it into rear-loaders. It would require a driver and one to two ground personnel. Sandy and Salt Lake City use machinery to transfer waste to a dump truck.

The program also poses concerns with storm drains and Pam agrees the container on the street did allow for sharing. A shared container in a driveway certainly won't work in every community.

Pam thanked Board Member Sharkey for the question, noting it would be more labor-intensive. Board Member Sharkey replied that it is not something WFWRD would really consider.

Pam added that Sione has worked with homeowners in the past that have logistic challenges and put containers in front of homes understanding it is off a main road preventing drive-by landscaper or contractor dumps. It is very tricky.

Board Member Shelton mentioned as previously discussed, the resident signs a contract. Have we considered updating that to not hold the homeowner responsible for what a neighbor might dump in the container? This may make residents more hesitant to share.

Pam responded that with Board direction, changes can be made to the contract, however, WFWRD modeled our agreement after West Jordan, and Murray modeled theirs after ours for ownership and policing of what goes in the containers.

Sione replied to Pam's question that there hasn't been much pushback on the agreement. He explained we try to work with the homeowner if the container is overloaded and there is really nothing they can do. Homeowners are good about mindfulness with what goes in the containers.

Board Chair Gibbons asked Board Member Sharkey which of the scenarios she most prefers. She replied that based on limitations, she prefers to extend the season per scenario #5. We went in with good intentions regaining customer satisfaction and it's difficult to accept that we may never be able to do that. She explained that a centralized pick-up location sounded like a good idea at first, however, in Sandy it would attract customers other than WFWRD customers which would be unfair. 500 of the 26,000 households in Sandy are WFWRD customers.

Board Chair Gibbons then posed the same question to Board Member Shelton who replied although he likes the idea of scenario #1's hybrid system, he has the same concerns with illegal dumping. White City would likely not be in favor of charging a small fee in scenario #2, rather, continue with neighborhood rotations. Board Member Shelton feels scenario #5 is the best at this point to extend the season and create more opportunity.

Board Member Ohrn commented on Board Member Sharkey's point that we need a clear understanding of the original intent of the program.

Board Member Ohrn is not in favor of centralized locations, which they already do in Herriman. Part of the problem and why people appreciate SCRPs, is that if you have the ability to take waste to a central location, just take it to the dump. SCRPs are convenient for residents who don't have a truck or trailer.

Board Member Ohrn continued that her concern with #5, extending the season is costs. Can we afford to continue putting more and more money into the program? We are having difficulties getting any trucks at all. She was confused with aspects of scenario #2 and asked for clarification about district-wide vs. regional reservations.

Pam replied that it can be either way and gave the example of the southeast area, which is more of a region. Sandy Hills and White City may have their own day(s) but it would be opened up so they have a portion of the calendar. District-wide would be divided up by quadrants to maintain the best efficiencies, which is what we do with trailer rentals with a limit per day based on miles.

Pam thanked the Board again for approving the additional FTEs and reported that we are doing well with the market adjustments. Sione replied to Pam that he had nothing further to add.

Board Member Ohrn clarified to Board Chair Gibbons that scenario #3 is her preference and does not like to see dumpsters filled to quarter or half-capacity. If residents know it's limited to every other year they may have more to fill them up.

Board Chair Gibbons commented that based on feedback, we add a scenario #7 and don't change anything for the time being. Board Member Ohrn agreed noting we will likely never get to the point of 100% customer satisfaction. 80% would be great. Vice Chair Barbieri agreed.

To refresh, Board Member Zuspan asked how long containers are at a residence. Pam replied it is overnight, unless on a Friday or holiday weekend.

Board Member Zuspan added that none of the scenarios work for his communities. They have central sites now and they experience illegal dumping now. They do encourage trailer rentals and landfill vouchers. Residents are planning ahead so they can use the trailer. Are we collecting information on what will go in the trailer? Is it yard waste, construction materials, furniture?

Pam responded again that the Canyons are different in that Brighton and Emigration are already on the trailer reservation system and have been for several years. Brighton never had containers on the street. Trailers are required due to the canyon terrain. Every resident gets one per year based on availability, first come first serve. Contents are tracked on trailer rentals. The contents of a \$55.00 rented green trailer are verified by the driver picking up the trailer. Residents are charged the full \$190.00 for bulk if it is contaminated.

Board Member Piñon agreed that The Canyons are different, and they have had challenges because it's a trailer and not a dumpster due to the size of roadways and driveways.

If the program is left as-is, they would likely still only have less than half a dozen residents per year taking advantage of the program. It may be more beneficial to consider a central location in The Canyons as it is unlikely for residents in the valley to come up to The Canyons to dump.

They currently have two locations that would accommodate a container but would also take additional staff.

Board Member Stitzer agreed that Copperton is unique as well, off the beaten path. She surveyed her community, and the majority of votes were to put containers on the street.

The biggest concern is the shared main driveway situations. The trailer or dumpster would block one side of the driveway leaving people to park on the street. Emergency crews and UFA have given negative feedback about having the streets congested with extra cars. A large percentage are renters which has also become an issue trying to get reservations because it has to be done by the landlord.

It was split down the middle with good and bad experiences. Some were unable to reserve containers and did vote in favor of having the same people reserve each year. That is because there are some residents with additional driveways on their properties or are willing to have it in their driveway and work with their neighbors. They did not want to see that eliminated.

The problem with keeping it the same is their unique circumstance. It was easiest to have containers on the street or in a central location. There are several parking lots throughout town that could be used. Despite contamination and responsibility, it was the most favorable option.

Board Member Stitzer continued that another concern is with driveway structures. They recently completed their storm drain and water analyses. There are very fragile lines running through some of the driveways in the 100-year-old community and is in need of infrastructure repair. There were concerns with cracked driveway systems and heavy machinery.

Another big concern was having containers for longer than 48 hours, or considering a weekend plan, which won't work for everyone. Getting off work in time to get containers fully loaded can be a challenge. Board Member Stitzer asked the Board to consider a hybrid system that would work specifically for Emigration, Brighton, and Copperton that are more unique than other communities.

Board Chair Gibbons thanked Board Member Stitzer for her input and continued on to comments from Vice Chair Barbieri, Board Member Barney, and Board Member Schaeffer.

Vice Chair Barbieri would like to keep the program as-is until there is more data having hired a Data & Program Specialist. She would like more data before any decisions are made on dumpster efficiency, contents, who is reserving, etc.

Vice Chair Barbieri is not a fan of centralized locations. They cause more problems and more cleanup. She does not want to see a program where WFWRD employees have to exit their vehicles to load trash which decreases efficiency and increases injuries. She is in favor of scenario #3 or leaving the program as-is. It may take a couple of years to gather enough data. Scenario #5 interests her and she does not understand or see much difference between cities and districts. Lastly, we underutilize, and she thinks we can do more with our new website promoting all of our services.

Board Member Schaeffer agrees with Board Member Stitzer that scenario #2 is his most preferred, however, he also agrees with all those wanting to keep it as-is, which is a good idea. He reminded the Board that WFWRD has only been running this program for three years and it could take five to seven years to get all the hiccups officially worked out. Regarding the fourth comment in scenario #2 about charging a small fee, Kearns residents would complain *a lot*.

Board Member Barney agrees with the comment of understanding the original intent of the program, which is at the heart, confusion, and frustration of residents. Everyone previously had access to the program by default with dumpsters on the street, nobody was excluded. COVID is the reason residents believe the program changed. Now that COVID is over, the program has fundamentally changed and there is no longer universal access which is driving frustrations.

Board Member Barney continued that as a Board, we know it is a financial constraint, a staffing constraint, not a COVID constraint. This was brought on by COVID in the eyes and minds of our residents. “Now COVID’s over, why is it not back to normal? Additionally, if I received a reduction in my perceived service, (many people are conditioned this is part of their fees), now it feels a little off because my fee did not change.”

The Board is aware of the rising costs, the price of fuel, staff, etc., but are the residents? They have an expectation, it changed, and the reason is not clear. Having containers in the driveway and making reservations are secondary concerns. We have a *huge* opportunity to be much more transparent about what happened with the program. Board Member Barney also supports leaving the program as-is, but we must be more transparent.

Board Member Sharkey appreciated Board Member Barney’s comments and thinks he summarized it perfectly. She keeps waiting for some break-through idea. She recalled a comment from Board Chair Gibbons about considering returning to the previous program, every other year instead of every year.

Pam replied that if the Board set that policy (six municipalities one year, six municipalities the next), we would need to go back to the drawing board with the anticipated part-time seasonal staffing, which is where we struggle. WFWRD added three FTEs (Full Time Employees) to the driver pool. Increasing the number of containers per day above 60 is not feasible, but adding more days in each neighborhood could be possible.

Board Member Stitzer also agrees 100% with Board Member Barney's comments. Charging a small fee mentioned by Board Member Schaeffer would also be a *huge* issue in Copperton. Developing a PR (Public Relations) piece that each Board member can put out to their communities, and using the website resources for education in a way that will make more sense to the communities. This will help them understand why this is being discussed. From all the great responses, changing the program completely will continue to create more challenges over the next several years. A hybrid situation that fits each community is clearly a more difficult scenario, however, no two communities have the same needs.

Board Member Ohrn agreed 100% that charging a small fee would be problematic. Sometimes our fees are higher here and there compared to other providers because we offer many more services. Herriman has several residents who prefer this program as it's perceived as an increase in service because they could never put anything in the dumpsters that were already filled when they got home from work.

With no other comments, Board Chair Gibbons thanked the Board for the fantastic discussions. He summarized that no one spoke in favor of scenarios #4 and #6 and recommended they be stricken from the list.

Board Chair Gibbons asked that a new scenario #7 is added which is to make no changes to the current program. His concern is to not give administrative whiplash to residents by making too many changes.

	<p>He is in favor of scenario #7, as are several other Board members. He recommends we consider a hybrid program until more data is collected, and not leap to any conclusions.</p> <p>Board Chair Gibbons previously considered going back to the old program and running it every other year or every three years. He gave the example that if a resident has a refrigerator one year, they likely won't have another one the following year. He requested that Pam run the numbers for running the program every two and three years.</p> <p>The Board had no objections to striking scenarios #4 and #6 but keeping the same other scenarios as they are numbered. Board Chair Gibbons asked Pam to mark who preferred each scenario.</p> <p>As there is no hurry to leap to big change, there were no objections to Board Chair Gibbons' recommendation to stay with scenario #7 for the time being.</p> <p>There were no other discussions.</p>	<p>Pam to strike scenarios #4 and #6 and mark who preferred each scenario.</p>	
<p>3.3 General Manager's Report: Pam Roberts (Information/Direction)</p>			
<p>3.3.1 Electric Truck Trial Follow-up</p>	<p>Pam began her report with the following highlights:</p> <ul style="list-style-type: none"> • The test period started on Wednesday, March 22 and runs through Wednesday, April 5, 2023. • There were mechanical challenges, and other logistics WFWRD had to consider such as vehicle charging. Salt Lake County Fleet has two 220V charging stations. The Mack electric truck requires 440V. 		

	<ul style="list-style-type: none"> • Andy King, Asset Manager, is working out the logistics. As WFWRD is assuming some liability, we obtained a certificate of insurance through the Utah Local Governments Trust (“Trust”). Pam thanked Rachel Anderson, Legal Counsel, and Ryan Hatch from the Trust who were instrumental in reviewing the agreement. • Staff and the Board agreed to hold off on PR until we see the test results. Vice Chair Barbieri added that reality is different than perception. Pam added that WFWRD does not have the infrastructure, the truck is extremely expensive, and we are not ready to buy-in to the technology. She prefers to let the private companies lead out on this advancement and we keep an eye on how things go. 		
<p>3.3.2 Getting Creative with Recruitment & Designing a Driver Apprentice Program</p>	<p>Equipment Operator Apprentice-Career Ladder Job Class to Boost Recruitment and Retention for Commercial Driver’s License (CDL):</p> <ul style="list-style-type: none"> • The Management Team led by Andy King, Asset Manager and Renee Plant, Administrative Manager have started designing an apprentice program to on-board SCRP ground crew employees and provide CDL certification and training. <p>Pam invited Renee to give a brief overview. Renee explained that we are looking at four pathways when employees join the organization based on their goals and experience. We would determine what WFWRD could invest in advancing their career, and ensuring they are fully committed before we sponsor CDL training and certification.</p>		

	<ul style="list-style-type: none">• Advertise that we offer our SCRP ground crew candidates the opportunity to obtain their CDL training and certification sponsored by WFWRD.• They fulfill the six months SCRP season.• They sign an agreement to remain employed as an EO apprentice for at least one year after WFWRD pays for their training and certification.• The design includes on-boarding and lengthy training on WFWRD's equipment prior to having them run their own routes. <p>Renee replied to Board Member Sharkey's question about associated training costs explaining that WFWRD has previously worked with Rusty Munteer, Salt Lake County Public Works Safety Coordinator. David Ika responded to Pam that the initial cost is \$100.00 per employee for two days of CDL training.</p>		
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3.3.3 Emergency Preparedness Planning

Pam introduced Shane Norris, Safety & Emergency Preparedness Coordinator. Shane is a former firefighter that relocated from Tennessee to Utah where he worked for the South Jordan Fire Department.

Pam reiterated her thanks to the Board for approving this full-time employee allocation. Shane has already done a great job evaluating our safety training and emergency preparedness. He is developing plans and despite deficiencies, there is no huge expectation that every goal will be accomplished all at once.

Pam stated that WFWRD has policies and procedures in place that the Board adopted many years ago. The District Policy for Emergency Response is outlined in Chapter 17 of the WFWRD Policy Manual.

17.1. EMERGENCY RESPONSE PLANNING

The District will create, implement, and monitor emergency response plans that allow it to resume or continue effective service to its customers.

17.1.1. The plans will address natural disasters or emergencies that could disrupt service or negatively impact customers or employees.

17.1.2. The plans will include mechanisms for recouping costs through Federal Emergency Management Agency (FEMA) or other agencies.

17.1.3. The plans will include training for District employees on their role as Emergency Second Response employees (see section 9.16). 9.16 reads: “All employees shall be available to return to work at any hour if called

to do so by the General Manager/Designee if the General Manager is not available.”

17.1.4. The plans will include the District coordinating efforts with municipalities in the District and Salt Lake County and assisting when emergencies are declared.

Pam continued that WFWRD has done well responding to emergencies in 2020 including the Magna earthquake, the pandemic, and the September 8th hurricane-force windstorms. We have also faced challenges with this year’s snowstorms.

She then reviewed WFWRD’s Statement of Standard Operating Procedures:

In the event of an emergency or disaster, WFWRD makes the safety and wellbeing of its employees a first priority.

WFWRD employees are considered second responders, and staff are responsible for preparing, managing, returning services, and providing equipment and labor for cleaning up sites during and after an emergency or disaster.

WFWRD will respond to disasters and emergencies within the District’s boundaries as its first priority. Assistance to areas outside of the District’s boundaries is subject to Board approval.

WFWRD has hook lift trucks, 14-yard maneuverable containers, trailers, and rear loaders as key resources to assist with debris management. These trucks are diesel operated and extremely versatile.

Shane will get WFWRD back on track with employee training for ICS and NIMS.

He is conducting evaluations and identifying gaps including supplies, facilities and the need for Mutual Aid Agreements (MAA) if any and with what entities. Our first priority is to take care of any resident in our district. Anything outside the district must be Board approved. For example, if we needed reimbursement for resources used for helping our or other communities.

Pam also noted that WFWRD participated in the CARES (Coronavirus Aid, Relief, and Economic Security) Act by asking the municipalities we serve for assistance with reimbursement for COVID leave. We did not have MAA in place and it seems that was not needed.

Pam spoke on section 17.3. Emergency Expenditures that reads: “The Board shall empower the General Manager to expend District funds in the event of an emergency or natural disaster up to \$500,000.” She also noted that Paul Korth and Matt Ferguson will be part of researching FEMA reimbursements and may travel to the Federal Training in Emmitsburg when needed.

Pam pointed out that in the event of an emergency or disaster, WFWRD makes the safety and wellbeing of its employees a first priority.

Board Member Stringham asked if WFWRD has considered landfill agreements defining who gets what first, where, and how, in the event of a major disaster and major cleanup.

Pam replied that we currently do not. Board Member Stringham added that it is something we should consider, especially with a disaster of larger proportions. She has been watching earthquakes around the world and one of the biggest problems is where to put the debris, a plan of where to go first, second, third. In speaking with disaster specialists, they did not know where to take things.

Pam explained that in the past WFWRD had tabletop training exercises, designated areas for debris management, and the continuity of curbside services where possible to stay on schedule.

For example, during the September 8th windstorms, there was a staging area at the salt pile on Wasatch Boulevard where Holladay, East Millcreek, and Mt. Olympus took their green waste. WFWRD helped haul the debris from there to the landfills for disposal.

Oftentimes we are not the ones to designate where the debris goes but certainly want to be aware and also if there is a need for an agreement to get one in place.

Shane went on to explain that in the event of an emergency, WFWRD will wait for instructions from the Emergency Operations Center (EOC) who will determine where things go.

The Continuity of Operations Plans (COOP) includes the Calling Tree to contact employees which is being updated now. Pam initiates the emergency then it goes down through the chains of command. All reports then go back to Pam.

Shane is also working with Pam on updating and providing 72-Hour Kits for all employees. Evacuation Plans are being coordinated with Rusty Mounteer with Salt Lake County Public Works. Andre Perov, GIS Route Coordinator, has also been working on emergency plans for front-line employees. Central gathering locations, use of two-way radio protocols, use of satellite phone protocols when needed, and essential records plans for FEMA to ensure we have all the HR and payroll data accessible are also on the list.

The WFWRD “Toy Book” includes the District’s inventory of assets and resources with associated costs based upon the FEMA rates.

Shane reviewed the list of current staff trainings that have fallen behind schedule the past few years including:

- National Incident Management System (NIMS)
- Incident Command System (ICS)
- First-aid and CPR. Training equipment has been purchased and Shane is a certified trainer.
- Driving in winter weather conditions.
- Emergency Preparedness and Response. Tabletop exercise trainings are being developed for the Great Utah ShakeOut Thursday, April 20th. We will then examine what went right, what went wrong, what our needs are, and improve the plan up from there.

Board Chair Gibbons asked if the Board needs to be NIMS and ICS trained. Shane replied that as representatives of our communities, it would be beneficial as you will be the ones in communication with Pam who may need guidance and input.

Board Chair Gibbons stated that this training may be done through cities, and wondered how it works with WFWRD as a government entity.

Pam replied that the training provided through each municipality is key and Staff would like to visit with City Managers and Administrators, and Council Members to walk-through the “what if” scenarios. We would bring that feedback to the Board to determine what is needed.

Matt Ferguson added that FEMA offers training for city officials about their roles in emergencies.

Pam then introduced and welcomed Andre Perov, GIS Route Coordinator. He has been instrumental in residential mapping and staging and is a deeply knowledgeable, great asset to WFWRD.

Pam closed with Further Considerations and Plans. Shane has been conducting a site evaluation to determine needed safety improvements. The biggest ticket item so far is a covering for truck parking at the fuel island.

We have had delayed starts during heavy snowfall with crews clearing the island before drivers arrived. Services were canceled Wednesday, February 22nd due to the extreme storm. It was the best thing to do, and inform our residents that services would be delayed for the safety of our employees.

The other concern is adequate lighting. District-provided headlights and flashlights get misplaced, so drivers are using their phone flashlights to do their pre-trip inspections which are required by law for CDL operators.

	<p>Board Chair Gibbons agreed these concerns must be addressed.</p> <p>Pam noted that Renee Plant and McKenna Tupa'i have been working with Emily Paskett, Environmental Program Director - Regional Transportation, Housing & Economic Development for Salt Lake County, regarding available CNG-related grants. Renee added that there is a lot of funding available, and we want to get in line.</p>		
<p>3.3.4 Concepts for WFWRD Succession Planning</p>	<p>Pam began by informing the Board that this topic is on her radar. There are employees in leadership positions within the organization that will be retiring in the next five years.</p> <p>Considering our recent recruitment challenges and the low unemployment rate, recruiting people with talent, skill, and experience in the industry is a challenge. We are looking to develop the people we currently have. Front-line operators know there are supervisory positions and have approached Pam about taking courses to make them a viable candidate.</p> <p>We have ideas and trainings for managers that want to progress and WFWRD University, which has been our vision for a couple of years. Once a talented HR Manager is on board, we will have them set sails on this vision.</p> <p>Pam closed with the note that we are not naïve to the fact that we have a veteran workforce.</p>		

3.4 Cost Benefit Analysis for CNG (Compressed Natural Gas) vs. Diesel: Pam Roberts, General Manager and Paul Korth, Finance Director (Informational/Direction)

Pam began reviewing the background that the Board set the course for using alternative fuels in 2012 and began the purchase of CNG trucks to replace diesel side load and front load collection trucks.

WFWRD's on-site fueling station was fully operational on September 15, 2015, and tax credit funds were used to off-set the costs. The District currently owns 56 side load collection trucks and 2 front load collection trucks that are fueled by CNG. The fueling station is at capacity at this time due to truck expansion.

The Board had this discussion six years ago and it is great that it has come up again with Board and Staff turnover.

During the September 25, 2017, Board meeting, Staff reviewed an analysis on waste collection trucks comparing CNG versus Diesel for discussions of moving to a mixed fleet for emergency purposes.

The Board quickly moved towards air quality and specific emissions from diesel having an impact on the Valley's air pollution issues. Former Board Member and pulmonologist Dr. Robert Paine, MD who also served on the Utah Air Quality Board of Directors, was concerned and extremely focused on the Nitrogen Dioxide (NOx) emitted from diesel trucks.

The Board stayed focused at that time on emergency preparedness and asked for additional information related to CNG off-site fueling options in case our site went down. Noting that there were three (3) off-site fast fill CNG stations, we would be very dependent on the on-site fueling station.

On the topic of Air Quality CNG vs. Diesel, Pam reached out to the Executive Director Utah Clean Cities Coalition Tammie Bostick. She was initially asking for tail pipe research to learn there is not a lot of information on CNG tail pipe emissions. “We have a “well to wheel” to get CNG to the truck, but what happens when it comes off the truck? We are certain the emissions of CNG are lower in Nitrogen Dioxide (NOx).”

Pam stated that Tammie Bostick asked for more time to gain specific data, and Board Member Ohrn expressed concern with the certainty of the above statement without any easily obtainable tail pipe data.

Pam moved on to the Current Status for CNG Fuel in and Emergency/Disaster.

For on-site evaluations, Staff recently reached out to Greg Nuzman, Director of Salt Lake County Fleet to inquire about contingency plans if the WFWRD fueling site went down.

Greg stated: “Clean Energy (the fuel station vendor) installed two compressors at our site specifically for emergency situations so if one went down the other would take over.” “I can’t imagine you won’t be able to get CNG in an emergency.” “Off-sites may be a little inconvenient, but you could get it if this site ever goes down.”

He was also confident a break in the line could be fixed quickly depending on the location and severity of the break.

With all the CNG grants in 2017, the Board chose to wait to see if more off-site fueling sites would be

	<p>available. At the time there were three sites, now there are 15.</p> <p>The northern sites would not be as convenient. There is an overnight slow-fill site at ACE Disposal's West Jordan yard. At that time, ACE had just opened their West Jordan yard and did not have enough ports. Recent conversations show that they could open a fast-fill and allow WFWRD to fuel.</p> <p>There is a site at Phillips 66 Questar Gas - 7-Eleven and Pam has not had a chance to reach out to the Utah Transit Authority Riverside Bus Garage regarding their slow-fill site.</p> <p>Benefits of a satellite location include reduced miles to and from the yard with miles saved and environmental benefits. The dilemmas include our employees reporting off-site without support and guidance in the mornings/evenings, transporting the trucks to and from for maintenance; the need for staff to report on-site 3-4 times per month for trainings and meetings then out for routes. Use of private vehicles or District equipment. We did not conduct a deep dive into this possibility due to the challenges, the risks involved and competing priorities.</p> <p>Pam stated that staff can re-evaluate this possibility further during 2023 and include all considerations.</p> <p>Pam turned the time over to Paul who conducted the cost Benefit Analysis. Paul reviewed and answered the question, "Does the Savings by Using CNG Fuel Make up for the Loss of the Purchase and Sale of the truck?"</p>		
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A. \$619,781.00 in Tax Credits Received for Using CNG:

- 2022: \$122,989
- 2021: \$131,944
- 2020: \$130,943
- 2019: \$115,658
- 2018: \$118,247

B. Purchasing CNG Fuel Versus Diesel as of January 1, 2023: \$2,547,147, savings while accounting for the miles per gallon difference. Diesels get more miles per gallon.

C. Cost benefit analysis comparing one sideload truck shows a \$65,450.00 benefit for CNG versus Diesel.

Paul replied to Board Member Ohrn’s question that no, CNG tax credits are not guaranteed and cannot be included in the budget. A few times they have come back a year after and gone retroactive. They weren’t in place but, with the Inflation Reduction Act, they were reduced.

Paul then reviewed the CNG Side Load Garbage Truck vs. Diesel Side Load Garbage Truck Projections, explaining the data is based on one individual truck.

- The approximate purchase price of a CNG side load truck is \$415,900.00. Our best estimate is that diesel trucks resell for ~\$40,000.00 more than CNG trucks. Last year WFWRD sold four CNG trucks for \$65,000.00 each. With an assumed 2% inflation factor, the approximate resell price is \$74,665.00.
- The estimated cost of CNG is \$16,900.00. Based on the purchase price and fuel savings, the extra costs of the purchase price are recouped by year two.
- Estimated miles are based on our total fleet. Total miles divided by the total side load fleet.

- Estimated cost of CNG per GGE (Gasoline Gallon Equivalent) is \$1.91.
- Estimated MPG (Miles per Gallon) is 1.58. Diesel truck MPG is 2.00. That number was higher in the past but there have been a lot of emission requirements including a selective catalytic reduction in 2010. Over time, the EPA (Environmental Protection Agency) has decreased the MPG and made the engines cleaner.
- The estimated cost of maintenance is the same for CNG and diesel. Andy King, Asset Manager, agrees with this. The primary maintenance is the arm, hopper, and the back of the truck.
- The total estimated cumulative costs for CNG is \$415,900.00 over seven years, which is about how long a truck is in our fleet.
- The estimated assumed CNG rebate of \$2,196.00 is included. Pam added that this number is quite conservative.

Paul then reviewed the same data for a diesel side load truck.

- The approximate purchase price is \$390,000.00, \$25,900.00 less than a CNG truck.
- The approximate resell price is \$120,612.00.
- The estimated cost of diesel per gallon is \$4.76.
- The total estimated cost of diesel is \$33,272.00.

The difference is \$25,900.00 for a CNG truck based on the assumptions that the CNG rebate continues, maintenance costs are similar, and costs increase 2% annually.

From a financial perspective there is no question of the benefits of a CNG side load truck. Most of the vehicles used for emergencies are diesel.

Board Member Ohrn asked that if the CNG rebate ends, do they really make more sense? Historically the major benefit was air quality. It is interesting to note that if the MPGs are similar and the CNG rebates ends, we would have to decide which to use, which would then become a financial decision.

Regarding fuel prices, Paul added that a few years ago diesel was not much more than CNG which is also not as volatile as diesel.

Board Chair Gibbons followed up with the comment that we are in a place technologically and culturally that we don't necessarily want to put all of our eggs in one basket. We are in a good place having both diesel and CNG vehicles.

Board Member Ohrn agreed that it is important that WFWRD keeps a diversified portfolio.

Paul replied to Board Member Sharkey's question on CNG truck resell values being driven up based on market conditions. CNG is very popular in cities and big areas, however, rural areas are still running diesel 100%. Paul doesn't see them going to CNG or electric unless it becomes a requirement.

Paul stated that WFWRD also spoke with Salt Lake County Fleet regarding the sale of CNG trucks. The engine is not the only factor. For example, the arm on our current trucks is not as popular as the ones we are currently buying.

	<p>Pam added that she spoke with Matt Stalsberg, the Owner/General Manager of ACE Recycling & Disposal, who said they are going CNG and electric for their fleet. Their diesel trucks will mainly be used in Tooele and Wyoming, which speaks to the point of the availability of CNG.</p> <p>Board Chair Gibbons thanked Pam and Paul for the great report.</p>		
4. Closed Session <i>(if needed)</i>			
	No closed session needed.		
5. Other Board Business			
	There was no other Board business.		
6. Requested Items for the Next Board Meeting on Monday, April 24, 2023, at 9:00 a.m.			
	<p>Board Chair Gibbons reviewed the items for the March Board Meeting:</p> <ul style="list-style-type: none"> • 2023 First Quarter Financial Report • General Manager’s Report • Continued Discussions for the SCRP Services <p>Pam added that Jorge Benitez, Data & Program Specialist, has developed a WFWRD MIS (Management Information System) Portal where we track tonnages, costs, etc., and we anticipate having more data for the first quarter report. There will not be enough data for the SCRP as it will have just begun.</p> <p>Board Member Ohrn stated that the SCRP does not need to be on the agenda next month if there is not enough data or much more to discuss.</p> <p>Pam responded that improvements have already been made with the new website SCRP scheduling and invited Renee to share some specifics.</p>		

	<p>Renee explained that it took Sione one hour to do what used to take a full 10-hour day. The administrative time has been reduced <i>tremendously</i>. We have also received positive early feedback from residents, and the front office is much quieter. Inbound calls and chats are decreasing as residents are using the website for self-service.</p> <p>Staff agreed to Board Member Ohrn’s request to add a tour of the WFWRD Website be added to the agenda.</p>		
Adjourn			
	<p>Board Chair Gibbons thanked Renee and Catarina for all their work and entertained a motion to adjourn.</p>	<p>Motion to Adjourn: Board Member Zuspan Second: Board Member Shelton</p> <p>Vote: All in favor (no opposing or abstaining votes).</p> <p><i>Meeting end time: 10:51 a.m.</i></p>	<p>Approved March 27, 2023</p>