

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, August 26, 2024 9:00 a.m.</p> <p>Next Board Meeting Monday, September 23, 2024 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Anna Barbieri (Chair)-City of Taylorsville, Greg Shelton (Vice Chair)-White City, Sherrie Ohrn-Herriman City, Mick Sudbury-Magna City, Emily Gray-City of Holladay, Keith Zuspan-Town of Brighton</p> <p><u>Participating Electronically:</u> Thom DeSirant-Millcreek City (<i>arrived at 9:35 a.m.</i>), Laurie Stringham-Salt Lake County (<i>excused at 10:37 a.m.</i>), Brett Hales-Murray City (<i>excused at 10:37 a.m.</i>), Patrick Schaeffer-Kearns City, Matt Holton-Cottonwood Heights (<i>arrived at 9:05 a.m.</i>)</p> <p><u>Excused:</u> Robert Piñon-Emigration Canyon, Tessa Stitzer-Copperton, Aaron Dekeyzer-Sandy City</p> <p><u>District & Support Staff:</u> Rachel Anderson, Legal Counsel Melissa Kotter, Compensation Consultant (<i>Webex</i>) Pam Roberts, General Manager/CEO David Ika, Operations Manager Matt Ferguson, Controller/Treasurer Renee Plant, Administrative Manager Sione Tuione, Residential Recycling Collection & Sustainability Manager Justin Tuft, Residential Refuse & Special Services Collection Manager (<i>Webex</i>) Shane Norris, Safety & Emergency Preparedness Coordinator James Kelsey, Sustainability Coordinator Lisa Kelly, HR/Payroll Specialist Lori McAllister, Payroll Technician Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Patrick Craig-Salt Lake County (<i>excused at 10:28 a.m.</i>), Justun Edwards-Herriman, Abby Evans-Salt Lake County</p>

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

To be held Monday, August 26, 2024 at 9:00 a.m. at the District Offices located at 604 West 6960 South, inside the Salt Lake County Public Works Administration Building Training Room. This meeting will also be held electronically via Webex. Public login is:

<https://slco.webex.com/slco/j.php?MTID=m2e5dfbb0fd8f7eac55a48c754457944b>

Reasonable accommodations (including auxiliary communicative aids and services) for individuals with disabilities may be provided upon receipt of a request within five working days' notice. For assistance, please call V/385-468- 6332; TTY 711. Members of the Board may participate electronically.

Call to Order: Anna Barbieri, Board Chair
Roll Call: Catarina Garcia, Board Clerk

1. Consent Items (*Approval Requested*)

1.1. July 22, 2024, 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, August 26, 2024, 8:00 a.m. All comments must include the name and address of the individual making the comment. These comments will be read at the meeting as if the individual were present. Public comments can also be made in person or via Webex during this time.

3. Business Items:

3.1. The Utah Association of Special Districts (UASD) 35th Annual Convention "Elevating Public Trust", Wednesday, November 06-Friday, November 08, 2024: Catarina Garcia, Board Clerk (***Information/Direction***)

3.2. Recommendations for Salary Market Adjustments on Equipment Operator (Driver) Wages: Pam Roberts, General Manager, and Melissa Kotter, Compensation Consultant (***Approval Requested***)

3.3. General Manager's Report: Pam Roberts (*Information*)

- Follow-up on Maintenance Costs
- Status and Updates: Truck Barn Fire Suppression System Repairs and Upgrades, Concrete Work at the CNG Fuel Island, Working with Zions and their Financial Advisory Team, Hiring WFRD's New Finance Director, and Cash History.

3.4. 2023 Year-End Fraud Risk Assessment: Pam Roberts, General Manager, and Matt Ferguson, Controller/Treasurer (*Approval Requested*)

3.5. Review of the 2025 Budget Priorities: Pam Roberts, General Manager (*Information/Direction*)

3.6. List of Municipal Councils to Visit with Possible Dates: Pam Roberts, General Manager, and Catarina Garcia, Board Clerk (*Information/Direction*)

4. Closed Session

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

5. Other Board Business

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

6. Requested Items for the Next Board Meeting Monday, September 23, 2024, 9:00 a.m.

- Introduction and Approval for the GM's Appointment of our New Finance Director
- General Manager's Report
 - SCRP
 - Website Review for Recycling Transparency Compliance
- 2025 Proposed Budget and Fee Schedule
- Recommendations for Drug & Alcohol Policy
- If Available, Review the Interlocal Agreement with Salt Lake County for Waste and Recycling Collections at County Facilities

7. Adjourn

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
Call to Order / Roll Call			
	Board Chair Barbieri called the meeting to order, and Catarina Garcia conducted the roll call.		
1. Consent Items (<i>Approval & Adoption Requested</i>)			
1.1 July 22, 2024, Board Meeting Minutes	There were no comments on the minutes.	Motion to Approve & Adopt: Board Member Ohrn Second: Board Member Sudbury Vote: All in favor (no opposing or abstaining votes).	Approved August 26, 2024
2. Meeting Open for Public Comments (<i>Comments are limited to 3 minutes.</i>)			
	There were no public comments.		
3. Business Items			
3.1 The Utah Association of Special Districts (UASD) 35th Annual Convention "Elevating Public Trust", Wednesday, November 06-Friday, November 08, 2024: Catarina Garcia, Board Clerk (<i>Information/Direction</i>)	Catarina announced the UASD Conference and reported the District is willing to sponsor the registration for any Board Member who can attend. She asked them to notify her before the early-bird registration deadline of Friday, September 13. Board Chair Barbieri asked for some context. Rachel Anderson, Legal Counsel, gave a brief overview of the benefits for Board Members to attend if they haven't previously.		
3.2 Recommendations for Salary Market Adjustments on Equipment Operator (Driver) Wages: Pam Roberts, General Manager, and Melissa Kotter, Compensation Consultant (<i>Approval Requested</i>)	Pam introduced Melissa Kotter, Compensation Consultant, who has been working with the District since the separation from County. She initially worked with Jill Carter to develop the District pay plan moving away from the County's grade system to our own plan with each position matching salary markets.	Motion to Approve & Adopt: Board Member Zuspan Second: Board Member Sudbury	Approved August 26, 2024

	<p>Pam noted that Hazel Dunsmore, HR Manager was excused today, and she and Melissa would field this topic.</p> <p>She mentioned that she was able to reach out to the majority of the Board Members prior to this meeting to prepare them for a cost increase without a budget adjustment. There is enough in the under-expended personnel appropriation unit.</p> <p>Each year we do a COLA at the beginning of the year and at this time of year have salary market adjustments, especially for CDL drivers. We are a little out of whack and engage with Melissa to look at the markets. We are needing to adjust the mid-range for driver's wages 7.61%.</p> <p>Melissa explained there are key indicators that human resources look for like in recruitment. When recruiting for vacancies, Hazel finds candidates that will apply but turn down the job based on the starting pay. This is even with using the compression matrix and credit for additional CDL experience. The other concern is retention. Hazel indicated there are long-term employees that left WFWRD to go to Salt Lake City and other entities that offer higher pay.</p> <p>We look at data from the private and public sectors primarily within the Wasatch Front area. Currently our mid-point, or market, is \$26.02 per hour. Market is approximately five years above the minimum qualifications. Someone marketable with at least five years' experience with WFWRD or with other related experience.</p>	<p>Vote: All in favor (no opposing or abstaining votes).</p>	
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Melissa stated when she looked at relevant market data, there was a 7.61% pay increase which shows a new mid-point/market of \$28.00 per hour. We knew it was a significant number we needed to bring to the Board to show how much below market we are. This is probably why the key indicators of recruitment and retention are starting to show we are struggling to offer acceptable starting pays, and long-term employees are starting to look elsewhere.

Based on this, we calculated a cost analysis for the CDL Equipment Operator, and it affected other positions. There are additional pay ranges that are calculated with the Equipment Operator pay data and we are recommending that those pay ranges are adjusted as well.

It is a little tricky at mid-year because we are now in August and a lot of employees that may be affected have already received a merit pay increase versus those who have a merit date after this potentially gets approved. There is an issue with giving them an increase and therefore a higher level of compensation than those prior to this approval. Their merit pay increase was built in to be received at the time of the approval date versus future within the remainder of 2024. They still receive an annual performance evaluation, but the pay increase comes earlier if this is approved.

There is also internal equity pay adjustment recommendations. The Quality Assurance Inspector and Fleet Coordinator positions use different market data as we look at those as promotional opportunities from being an Equipment Operator. When we adjusted the pay range it created an internal equity issue. This helps keep our pay ranges healthy and we like to look

at the market data but have to look at internal equity as well.

Lastly, by doing the internal equity analysis, the Asset Manager position is currently on the compression matrix not starting at the 25th percentile versus peer jobs which are the Collection Manager that do start at the 25th percentile. The reason is that Collection Supervisors start at the 25th percentile and to ensure there is not a pay equity issue between the Supervisor and Manager. There may be a long-time Collection Supervisor that could potentially make more money than a new Manager. The Asset Manager also supervises one of the Collection Supervisors which could also become an issue.

Pam pointed out that the Equipment Operator Apprentice Training Coordinator is also a part of the internal equity adjustment.

Board Member Gray asked Melissa to clarify that the Asset Manager mid-point has not been adjusted.

Melissa replied that there are not adjustments to any Supervisory or Management positions. The only recommendation is to move the Asset Manager to the 25th percentile starting point. Hypothetically, if this position was with the company at 14 years, instead of only being in the 70% range, it would adjust it to 95% to allow this position to potentially receive an increase based on years of service in that position.

Board Member Sudbury asked where the numbers are coming from, who are we comparing these wages to. How she came up with the pay scale, and if it puts us at the top of the industry.

Melissa responded that we purchase third-party salary surveys. Employers, including WFWRD, submit their data to them for these third-party data surveys. She looks at position summaries that are equivalent to the Equipment Operator. They are not a direct match-for-match, which is not what she is looking for, other waste management drivers within the bulk of the surveys she uses but she looks at TechNet. That is a direct match for waste management drivers.

Another data point is from the Employer's Council who uses a software system called Pay Factors. Other companies across the Wasatch Front, all of Utah, and competing areas also submit their data to them for CDL Equipment Operators that drive larger, gross volume weight vehicles over 26,000 pounds, both private and public.

We also use a survey called Western Management Group, a Salt Lake area survey that uses both private and public sector employer's data for a direct match for heavy equipment operators and trucks.

She ages their median data and looks at the current as of 9-1-2024. All the data points have an aging calculation that gets it to that point. The \$28.00 represents what the market is today. We're not paying above or below market. It is the indicator for the market for a CDL driver. This is done with all positions, and our compensation philosophy is being able to look at both private and public sector data.

She also uses TechNet to ensure we are not overcompensating or undercompensating based upon the private sector data point. It is pulled into the data but we're also considering the private sector.

Board Chair Barbieri asked if we also take the benefits package into consideration. Melissa replied no, she looks at compensation pay. When employers submit their data, it is strictly base pay. Benefits are not reported in third-party surveys.

Board Member Ohrn asked the percentage of salaries that is costing us in benefits. Is it 30%? Pam replied that last year we had two new positions reclassified. The previous Finance Director had plugged in 26.7% to account for benefits. She used 28% for this analysis for good measure because she wanted to have a larger number for approval in case there are other adjustments. It is roughly 26-27% and includes the URS pension.

Board Member Holton commented that 28 (dollars) times 40 (hours) times 52 (weeks) is about a \$58,000 salary and he believes everyone is dealing with these pressures in our own cities. Inflation and the pressures to keep people has been so difficult. There have been a ton of positions in his city that they couldn't justify an increase, but waste and recycling is such a specific set it is hard to recruit people already and trying to get people to get into the field when there are already many other options and pressures in the industry with a CDL license, off the bat he is supportive of the increase. He does not think that a \$58,000 salary is egregious by any means and if there are issues with retention, the raise is justified.

Melissa reiterated that \$58,000 per year is the mid-point. We are not paying employees off the bat that just barely fresh have their CDL the \$28.00. This is someone who comes to the table with at least five years above the minimum qualifications. We feel that is the market as far as why we are willing to pay you this because you are coming to the table with experience. The more experience you bring you can A:

recruit better candidates, and B: able to show them the retention and look at how much you would have a potential of receiving over the years you are with us. At year 15 you are at the max of the range.

She appreciates it is hard to recruit people but doesn't think that off the bat we would make the recommendation to just hire anyone at \$28.00. They are still minimum qualifications of at least those five years.

Board Member Ohrn voiced that her frustrations are that she does not like coming in the middle of the budget year and asking for more money. It seems Melissa's job is to make sure we stay in salary range and it's a little bit frustrating that we can't project for a year. It feels like we have a budget that we need to project out for a year. How are we going to stay in salary range for a year? If we fall a little below it at the end of the year, then we fall below it, but make sure in the next budget year we stay in line. That part is troubling to her especially because of the economy we're in. What we are doing here, in her view, is a tax because she doesn't have a choice to pay the bill or not. Every time our costs go up so does everybody's fee. Some of the fee scenarios were \$5.00 per month and it's just layer upon layer for people. She definitely wants it fair for people to get paid and it makes her feel like we're undercutting the drivers. It is her understanding we are about as full (fully staffed) as we've ever been and the last few years, we were really competing against the housing market because they are getting all the CDL drivers with bonuses. They also don't give stability like government jobs do without the same type of benefits. Those all calculate into the pay even if its not what is deposited in your account every month. It is deposited in a way because you have stability. She doesn't see the company going out of

business anytime soon and we have to pick up garbage. She would like to see a way for us to project it out so we're not always doing this at mid-year. We have to have a budget, know what it is, and when we get to the next year, we understand what the market is and go from there. We might not be able to keep up with Salt Lake City. In the police department, Salt Lake came out and said they are always going to try to stay 10% above everyone. That's like chasing your tail, you can't ever get there. It is good to stay fair and reasonable but those are her big concerns about coming back in and adjusting it all the time. We need to stick within a budget and project out for a year.

She wanted Melissa to know this was not directed at her, she does a great job, and she's impressed by it, it's just been a little frustrating every year.

Melissa totally appreciates the feedback and one thing that needs to be brought up is fiscal year challenges. WFWRD is on a fiscal year January to December, so we make our budget plan now. She doesn't have the crystal ball to say what the fiscal year agencies that start July 1 are going to do. She starts talking, asking, and looking but we already have our budget done and ready to go before the July 1 agencies even start talking.

Every time we've come with a mid-year adjustment is primarily based upon okay, Salt Lake City decided 5% this year which really made an impact versus our COLA of 4%. She agrees we can't always compete with Salt Lake City. They have a union and different things that come into the factor of how they calculate their wages, but she still thinks it's a fair thing to look and make sure we are still offering marketable wages even if we come to the Board mid-year. This gives us an idea to look at that maybe we don't want to do it

mid-year, which we hope the Board does, if not, it needs to be tabled for 2025 and really needs to be figured out as something we need to address as this analysis has shown we are almost 7.61% below market as of September. We ran it out to January 1st which puts us at 8% below market.

Board Member Ohrn understands the nuances and maybe it's a budget issue. Maybe we have to plan for a COLA and reserve for a market analysis mid-year. It feels like we just have to plan it out ahead versus hoping that we have it. The solution is don't worry because we have enough left over. That is not super good planning on our part. We have to plan for it in case it happens and roll it into a capital project or something like it for salaries next year. It feels like we have to project this better rather than come back in and hope we have enough left over.

Board Member Gray agreed with the suggestions for the future planning. Anticipate there is going to need to be a mid-year adjustment, and we are setting this much aside. She likes it for the future and sounds like we haven't done in the past. Maybe we bite the bullet and take care of it this year and not put future Boards in this position. Obviously, we won't have great numbers at the time, but to plan for it, she agrees, and she can support that idea.

Board Member Sudbury said that he's new to the Board and asked if we don't do like a 2 ½ percent each year. The [Magna] Water District is a union, and they have a contract they give so much per year. Back when inflation went up, they only gave another 2.75% without going in and opening up the contract. His concern is where we are at in wages compared to Salt Lake, ACE Disposal, and all the other places that do the same work. He is more concerned about the work

that we're doing here not compared to construction but the garbage business and asked where we are at with all the other garbage facilities out there.

Several people answered that we are down 7.61%. Board Member Ohrn stated that some of it has other industries in it, but we try to primarily drill in on garbage.

Board Member Sudbury asked if WFWRD was trying to be one of the top and pay the most compared to Salt Lake City. Pam replied that we want to be within that same market and when we go into 2025 there will be a recommendation that Melissa will help with on a cost of living adjustment.

Board Member Sudbury asked if this would cause a problem with management because when we start looking at pay scales, we look at management's pay scales. Is there enough gap between the workers and salaried employees or are we going to come back and ask to increase salaried pay too because there is not a big enough gap.

Pam replied that there is a big enough gap and as far as the COLA going into 2025, it would be based on the market which is across the board for all employees by position. The Board adopted a 2% increase for annual merit increases which has historically been the percentage that we recommended, and the Board approved every year. The COLA is the one that has fluctuated. Board Member Ohrn asked for a reminder on what the COLA was for this year, and Pam replied 4%, which is the highest amount so far.

Board Member Gray asked if it is possible to do what Board Member Ohrn mentioned by trying to anticipate so we don't end up stop-gapping in the middle of the year.

Pam responded we can certainly do that and one of the things she has further in the discussions is the cash balance. To keep that 98% in the budget expenditures we want to make sure we look at cash projections based on expending 98% of our budget even though our history might say 94% or 96%. If we keep it and still have that 2%, which is almost \$1 million, we can account and have available for a cushion versus a crisis. This year we have the 98%, the unexpected concrete work that started today, the fire suppression system, and this adjustment. We can do it that way, we can also add in a little more in the personnel expenses and figure out with Melissa what would be a reasonable amount because we certainly wouldn't want to overdo it because that would also throw off our cash projections going forward. It is a balancing act, and Pam really appreciates the Board's engagement and great discussion.

Board Chair Barbieri stated that she's hearing two different issues. Number one, are we keeping the fleet that we need, and she is not sure since she has been on the Board that we have ever been staffed this well. She understands there are people interested in the CDL training program. She thinks we can start gathering employees that way. That is one issue, and she is not terribly concerned that we might not have enough drivers. The industry itself, different companies have been laying off some of the CDLs, cutting back their pay and benefits. She is not hearing that we are in crisis mode like we were during COVID where we just couldn't get anybody to come in and work. That is one issue she is not terribly worried about until we see

people not wanting to sign up for CDL training. The other issue is with the pay scale, and she fell along the line with Board Member Ohrn that we have a budget, and we need to stick with the budget. If we feel like we are below market it is something we need to address for next year's budget and approach it that way. Then there is the merit increase and the COLA increase and she feels like we are keeping up especially when we look at competitive companies in the private sector who may not be doing that. Benefits are a huge attraction to people and thinks we are undervaluing the benefits that it brings to the table and the fact it's a guaranteed job. We are starting to see our economy slower, and people are looking for something long-term and secure which is a real benefit of working for WFWRD. She would prefer to bring the wages up 7% if we feel like we need to do that and put it in the budget for 2025. She is open to suggestions and comments.

Board Member Sudbury said one of the questions he's had at the [Magna] Water District is that they are hiring people, and the younger generation doesn't really look for the benefits, they look for the dollar to pay their rent or their mortgage. Benefits to him as we're older are everything to him but to the younger generation the benefits are not, they are all about the top pay.

Pam noted that vacancies ebb and flow, but on average we have had six driver vacancies throughout the year. Right now is a good time and we are hiring people that have no experience in the waste industry and there is a big difference going from a school bus to driving a garbage truck. We hire them and are hopeful and provide training. These are people not in the Apprentice Program and we hope, but our experience tells us that unfortunately in the first one to two years

they may need to leave the organization because of the difference in driving the equipment. She hears and respects the comments from the Board.

Board Member Gray commented that she feels like this is something that keeps happening because we can no longer say this is diversity, and this is something we need to be planning for and completely agrees with that. It just doesn't seem like that has been the mentality of previous Boards and rather than just putting this off for next year's budget, we have been put in this position by decisions made in the past. We need to value the employees that we have, try to stay competitive, then make plans for the future so we don't continue this process. We put something in the budget, so we aren't trying to make budget adjustments in the future.

Board Chair Barbieri replied that it is a very fair statement and great comment. Wages just dipped all of a sudden with everything in the last four years. When she came on board it seemed like we were a little far behind in 2020 then it just went crazy with wages across the board with every industry. To Board Member Sudbury's point, she doesn't know what the answer is. Municipalities and government agencies in her city, how do we do that? They just keep raising the minimum/start pay for people because they are young and don't care about benefits. There is also a sector who does see the value of their benefits, so we are constantly doing this to meet two different generational aspects and expectations. She is talking across the board, not just WFWRD. How do we solve that problem? She shared a story of her daughter who just graduated college and got a job and was disappointed with her pay until she helped her read and understand her benefits, then she was floored.

Employees may not see that when they first come on-board, but after a year, they appreciate it.

Board Member Holton stated that he has loved this discussion and incredible points that have been brought up and he's trying to think how he wants to approach this. He obviously respects the professionals that run Wasatch Front Waste and Recycling and the fact they are dealing with this day in and day out. The feedback he is getting right now is there is some struggles there and they are asking for this increase. He looks at the wage overall and thinks we all know the pressures we feel in our own life, he still feels that if we are not in market and the wage seems very reasonable, but he would also like to see the District try to put some regular order in place. It sounds like there is some commitment to that that we might be able to not be as reactive in the future. If he can get a commitment from the District, which it sounds like they are willing to look at to approach things differently, he would still be in favor of this increase at this time with the commitment we will be able to be a little more methodical about this in the future.

Vice Chair Shelton agreed with Board Member Holton's comments and Pam clarified to him that we do a salary market survey every three years. For driver wages it seems to be almost twice a year.

Vice Chair Shelton stated that obviously the frequency that we are looking at these needs to be more frequent so we can be less reactive and perhaps a much smaller gap when we are trying to catch up with what the market is doing, which is obviously out of our control. We can control looking at it, being prepared, and understand that yes, people expect the money coming in on their paycheck. Yes, as we get older, we do appreciate those benefits more and can rely on them

more as we age and mature in our careers. If you pay your employees well, you are going to retain that talent. There is a cost for training and money gets lit on fire whenever we lose an employee. He would rather spend it up front. The easiest way to show your employees that you appreciate them is to their bank account. Second is good human relations, show them we want to take care of them, they will take care of us and through us, our customers.

Board Member Holton added that they have done that in the teaching industry as well throughout the entire State of Utah where they are front-loading a salary. The pensions and benefits are the things that are keeping people to stay long-term. Knowing that the people first getting in and that first decade the wage matters the most. The state has really flipped it on its head which is why we are seeing the larger upfront investment in teachers with the benefits keeping them for the long-term.

Vice Chair Shelton agrees that we can always do better but there will always be a situation where something happens; inflation, COVID, which was the number one reason everyone decided to be a YouTuber. Then every industry was starved of employees and now everybody is realizing they are not making it as a YouTuber and coming back to the workforce. He works for one of the largest trucking companies in the country who uses that same mentality, they want to be at the top of the pay scale and have to look at it every three months.

Board Member Sudbury agreed but feels the problem is we have to pass it on to the residents and out where he lives it's a struggle.

Board Member Ohrn added that is the difference being a government agency because we truly are placing a tax, and they don't have an option there has to be such a fine line. She does not disagree that we have to pay our employees because they are all super important. In a government entity where the funds are coming from, we have to straddle that line really closely. Benefits are important and if we take them away, we won't keep people that way either. There is a benefit for working for a company where you know you'll have a job tomorrow. If the economy goes out from underneath you, you're still going to have a job. She also understands the maturity level associated with that. We are addressing that in our CDL training, bringing them up and helping them learn. That is money well spent for us. At the end of the day, she wants our drivers to be paid well, because at the end of the day, turnover is not good in any industry.

Pam said the Apprentice Program really is helpful and we are looking to expand the program without adding more positions. That is part of the creativity to get people in the door that stay. So far, the Apprentices are dedicated and want to be here. Renee added that there were 12 applicants for the last job posting.

Board Member Ohrn said it is a great thing and if we spend \$100,000 and increase the FTEs to make sure to keep the program going, we are creating our own drivers who are hopefully loyal and stay.

Lisa Kelly, HR/Payroll Specialist asked to comment. She introduced herself and explained she does recruitment for the District. When she first started six months ago, it was fairly easy to hire people but within the last few months it has become a real uphill battle due to wages.

There were several really good, qualified people who walked away because they would not accept our pay, they apologize and say they really need more than we can offer.

She loves WFWRD and the excellent benefits but if you're not making enough to feed your family or pay your rent, the benefits aren't going to cut it. She also has a lot of drivers come and talk to her and they are struggling because of all the uncovered routes. She can understand why we are losing them and doesn't see how things will get better. As soon as we hire someone, we lose someone else. It is hard to get people, retain people not due to anything we've done wrong, but everything is shifting very quickly. If we don't act, we may end up not having enough drivers to send out on routes.

Board Member Ohrn stated that the \$2.00 per hour could make a difference. Lisa said that candidates will ask if we can go up X amount, and sometimes it's twenty-five cents. They move on, usually to a company offering a couple bucks more an hour. We can't compete with that.

Pam concluded that she is requesting approval of this salary market adjustment for the crux of our employees. These are people out there on the street doing the work. The Apprentices and SCRP Drivers would also receive an increase although the SCRP season ends in September, there is still the leaf program, and we want them to stick around and assist with that service.

Board Member Zuspan added that everyone's comments were great, it is a situation that is everywhere. Given that we were under in salaries and have vacancies, it is definitely noted that we need to

try and build that into next years budget, he moved to approve the request.

Board Chair Barbieri thanked everyone for the discussions and thoughts. As a Chair it makes her leave here and go wow, we got everything out, discussed every possibility, and everybody is clear on how this works. That to her is really important. She is grateful for the staff, the Board, and our drivers.

Board Member Zuspan added that our employees are important, and we value them. Pam values them because she's doing this every day, but the Board as a collective is thinking about them.

Pam thanked them all very much for the great discussions and expressed her sincere appreciation.

Board Member Ohrn added that even though she was obstinate, it all passes down to every other resident in our service area. (86,000 homes, 300,000 people).

Vice Chair Shelton said that those that were more seemingly on the fence made very good observations and yes, we can do better at planning and he 100% agrees with that.

Board Chair Barbieri stated that a Board is worthless if it doesn't push back whether or not you even feel that way its important because that's where creativity is sparked for programs like the CDL training program come up, that's where understanding of what people in the industry and people at the company are going through and without those tough conversations then all we are is just a rubber stamp and very little changes and there is very little creativity. She is always appreciative of all these conversations and grateful for the drivers, she thinks it's the coolest job. She wants to

	be that kid in Taylorsville who runs ahead and sets up the garbage cans.		
8. General Manager's Report: Pam Roberts <i>(Information)</i>	<p>Pam stated she wanted to follow up on items because in the July meeting we had just received maintenance costs the week before the Board Meeting and did not have time to dig in.</p> <p>She thanked David Ika, Operations Manager, Andy King, Asset Manager, and Matt Ferguson, Controller/Treasurer for diving in and helping gather these numbers for this report to the Board.</p> <p>As we know, the second quarter financial report illustrated a \$481,000 increased cost compared to the same time in 2023. Dividing up the costs and looking at parts and truck shop labor because these are the main things we talk about. Number one, we need to know, and two, report out. There are shared miscellaneous costs which is a small percentage. Historically, parts are one of the highest costs the last few years, versus the truck shop labor. It has really escalated, and we talked about the why.</p> <p>Pam went on to say that one of the biggest things to point out is we have more trucks now, we have new trucks and were just going about our business. We had more trucks being serviced by the mechanics in the shop that we contract with. The other cost increase with new trucks is that we needed to pay on our operational expenditures for the greasing system that would normally go towards capital costs. That jumped off the page at \$6,800 per truck and there will be 10 of those trucks coming in so we will pay that in operational expense.</p> <p>Board Chair Barbieri asked to clarify for those that are new that we buy a new truck and put \$6,800 in it for an arm greasing system. Prep for it to work the way</p>		

we need it too. Pam said otherwise they would come completed with that but for this particular procurement process that we needed to expedite because we couldn't get trucks off our current contract. With Rachel and Andy's help we were able to find another procurement called Sourcewell which is nationwide for government entities. The new truck's body name is New Way, and they couldn't meet that spec at that time so we said we would just pay for that. She wanted to make sure to point that out.

Board Member Ohrn asked if we budgeted that in capital expenditures and it's coming out of the maintenance budget versus the other. We really had it in our budget but its just coming out of a different pocket. Pam replied that is correct, and we shouldn't have any surprises in capital expenditures and are hoping to be a little bit under because there will be a delay on two of the four diesel trucks going into next year.

Pam offered to go into more detail if the Board would like her to but those are the biggies of the why. Shop labor hours increased 1,000 hours, likely because we had more trucks that were being serviced. Standardly it costs about \$1,500 per new truck to come into service because we need to change over the GPS, the camera system, the lights, all the bells and whistles, the truck wraps, and so forth. She hopes to have the 3rd quarter financial details sooner for the report that will be provided in October.

With no questions, Pam moved into the 2025 budget priorities. As Board Chair Barbieri mentioned, we want to keep up with the truck replacement schedule, so we don't have such aging trucks that maybe by desire the driver doesn't want to drive them or there's more downtime associated if they are driven.

She said there are 12 replacement trucks we are hoping to come in, eight CNG and four diesel that were ordered in 2023 off of Sourcewell that will be coming in.

Pam replied to Board Member Gray's question that we are going to get all of them except for the two diesels this year, projected next month and we're hoping to get some in November-December. We looked at the cash inlay and the cash outlay to make sure that we have enough cash to pay for them, and we do. The tricky part will be going into next year, February, for the other two since we have a delay on cash. We are pretty confident we'll be able to cover that. Pam thanked Board Member Gray for asking the question.

Pam stated further that one of the things we've always talked about is the aging trucks but the other thing to note is something that is hard to quantify with dollars and cents is downtime. Looking at the age of the trucks and how many days of downtime there are, one of the things that's interesting is that it takes an average of 30 days for a new truck to be in full service, working out the kinks, etc. We may not pay for those kinks, they may be vendor warranty issues that need to go back. There might be something that has to be tweaked by Allison who does the engine, and New Way for the body and the arm. There are warranty issues that the vendor's responsible for but like she said, there is the initial start-up cost that we pay.

Pam added the downtime as part of that, and looking at the years of age. Understanding the age of the truck and how many we have within that range, and the cost per mile. There is a higher cost in the sixth year which would equate to a few more downtime days but there's also the downtime historically. Again, that is what we

can't account for cost-wise. It is a lost opportunity cost.

Board Member Ohrn commented at age eight and nine the average days down goes down and we have to think about what type of trucks they are. Pam answered that is correct and commented on Board Member Ohrn's good memory.

Pam showed a bar graph that illustrates over the years how many trucks down per day. We have a relief pool, but it aged which means we have a certain percentage of our fleet that is actually relief, and they're meant to be relief. They are not supposed to be going into the shop, they are not supposed to be going out on the road, they are actually relief. Roughly there are six or seven of those, but with aging trucks we may not have that relief pool. There have been days when drivers have been sitting around and we hate that, another lost opportunity cost, hard to equate with dollars.

Pam wanted to solidify why we want to keep up with that eight-truck replacement going forward. We are behind and think after this year we'll catch up, and hopefully going into next year we can get those orders placed and get them in.

With no questions, Pam took a look back at the cash and how we account. She showed a graph that illustrates a drop from \$10 million to \$6.5 million. She wants to make sure that she is very aware of what is taking place and then report out. It's not that it ran off, it's that we actually needed to spend the money. A big part of that is truck purchases.

In 2021, the cash projection's philosophy was changed looking forward going into 2022. As a reminder, we had anticipated the fee increase going into 2022 but

adjusting that philosophy from 98% down to 94% of the budget expenditures, we saw the cash being pushed out that we wouldn't have to have that fee increase in 2022. The problem that created is that we had higher inflation than we've ever experienced. The 94% wasn't just a SWAG, it was looking at what we expended of the budget historically. It was something she and the former Finance Director discussed, it seemed like it would be safe. Unfortunately, it created some issues going forward.

The last fee increase prior to the projected 2022 was in 2018. We raised that fee \$2.25 per home per month, moving from \$14.75 to \$17.50. In 2022, preparing for the 2023 fee increase, the amount of the increase was based upon cash projections of spending 94% of the budgeted expenditures, and the District planned on a \$2.50 per home per month fee increase. She showed a table that illustrated we really needed a \$3.45 increase. We landed with \$2.50. It is the timing of those projections that is difficult without a crystal ball.

We went forward and the approved fee increase of \$2.50 per month equates to \$212,500 per month increased revenues/\$637,500 per quarter/\$1,912,500 annual cash available with three quarters being billed in a calendar year.

In 2022 the District expended 96% of the budgeted expenditures, which is 2% higher than projected and equates to \$471,821 additional cash expenditures. We transferred \$500,000 from the Zions investment account to the PTIF account and used it to pay our bills.

In 2023 staff reported to the Board that we were off, haven mistakenly accounted for an additional \$637,500 in year-end cash when it's really accounts

receivable going into the next year. We adjusted the cash projections up to 96% of budget expenditures, due to the rising cost of business, which was about \$400,000. She tallied it up so the Board knows what we needed to do as staff to adjust and drop down that cash so we could pay our bills and pay for these trucks coming in.

In 2023 we needed to make a budget adjustment for operational costs, \$600,000 more out of the cash and cash projections. At that time, we kept it at 98% budget expenditures so we have a cushion versus a crisis to make sure we can account for unexpected things that pop up as previously mentioned.

Pam apologized for the grand total we were off of \$1.5 million, and assured the Board we will try to do our best going forward. As mentioned in the July meeting, we had to withdraw \$3.2 million from our Zions cash investment account to pay for trucks. We are hoping not to have to withdraw more with our new Finance Director coming in. She has experience in managing investment funds. Could we take that cost that we're paying to Zions in-house, so we don't have to pay a fee for them to manage our cash? This is something we will explore.

We have enough cash in the bank to pay for the trucks coming in as well as the light-duty trucks we use for trailers and a hook lift that is due to arrive.

With no questions, Pam continued on with District updates. We are in the process of launching an RFP for a new benefits broker to manage our health insurance and getting the best rates available for our employee's health insurance, dental, EAP, etc., and we really feel like we can get someone that would be more engaged

with us and provide better service. Of course, we know we will have an increase but hopefully it won't be as large as if we didn't do this process.

WFWRD has completed the RFP process for financial advisory. Zions is the selected vendor for these services. Japheth McGee came in last Friday for a kick-off meeting with Pam, Renee, Andy King, Asset Manager, and Matt Ferguson, Controller, to walk through the current state and required deliverables. Pam will be sending a lot of information on truck replacements, where we are with cash, some of the looks of the fee increase, etc., to try and help us be creative. They will have options to present to Pam, and eventually to the Board for going forward into the budget. Would it make more sense to lease-to-own trucks? They would basically purchase them for us upfront, we pay cash upfront so if they pay for that it will delay the payment down the road. What would that look like? We have never looked at that before, and we think we need to because we are in a very unique position right now, we've never been here before. Pam has always heard that if you are in over your head as a public administrator, hire a consultant. She is very confident, it was a great, positive meeting and we have no question they can help us navigate this chapter, it's exciting.

Board Chair Barbieri commented that it will be very interesting to have some new eyes and learn what they're using out there. It's very cool.

Board Member Stringham stated that she knows they [Zions] have done a lot of good with other districts in the past and they are always good at looking at other options and ways of being able to save money and help reanalyze things. Not knowing how the decision

was made, she believes it is a great choice and thanked the selection committee.

As Pam mentioned, the concrete work started today. It is 12 feet from the curb. The projected timeline for completion is four months for both sides but could be longer depending on the weather. She asked them to add rebar into the quote, a reinforcement as it cures for 8" of concrete. We didn't want to have concrete and another 4" slab. With the engineering experts from County weighing in, and Fleet's experience when they had theirs poured, they said definitely go with the rebar reinforcement. It increased the cost but not too bad. It will be \$183,000 which we do have and are anticipating it to be a capital expense we should be able to fund because we are not going to be able to get the other two diesel trucks until next year.

The Truck Barn fire suppression system is nearing completion. We are anticipating even replacing the compressor we should not exceed the \$43,000. 78% of that is going to Salt Lake County Operations as they have the majority of their trucks parked in there.

Pam is very excited to introduce WFWRD's new Finance Director Helen Kurtz next month. She is a Certified Public Accountant and has accepted our offer and will join the team on Monday, September 9th. She wanted to give a three-week notice, which Pam totally respected.

Helen brings a history of effective leadership and management. When Pam reached out to check references, her boss was sad, and Pam knew it. Helen is amazing and we know she will provide great leadership here with our budget and finance team.

	<p>Helen served as Controller for 13 years, and now as the city Treasurer/Controller for the past 10 years. Pam mentioned the possibility of her managing our investment accounts and will report back to the Board on that later.</p>		
<p>3.3 2023 Year-End Fraud Risk Assessment: Pam Roberts, General Manager, and Matt Ferguson, Controller/Treasurer (<i>Approval Requested</i>)</p>	<p>Pam invited Matt Ferguson, Controller/Treasurer, forward to report on the 2023 Year-End Fraud Risk Assessment.</p> <p>Matt explained this is the same thing the Board reviews every year. The State Auditor requires the Board reviews a fraud indicators checklist that would increase or decrease our risk for fraud.</p> <p>The main area, worth 200 points, is “Does the entity have adequate basic separation of duties or mitigating controls as outlined in the Basic Separation of Duties Questionnaire?”. The answer is yes.</p> <p>He said we have a pretty high score and there are a couple of areas, as in the past, we haven’t had as much of where you could check “Yes” for. Usually, those areas are a matter of taking into account the size of the organization and weigh the cost and benefits of having some items answered “Yes”, for example, the internal audit function which we talked about last year. Is having an internal audit function worth the extra 20 points and worth the extra cost of having? While entirely up to the Board, Matt believes it is pretty well covered in the external audit and we have some good mitigating controls for. Everything else has lower points.</p> <p>Matt showed the Basic Separation of Duties checklist. Board Chair Barbieri asked about Number 4 “Are employees and elected officials required to annually commit in writing to abide by a statement of ethical behavior?”. She has to do that with the city, and most</p>	<p>Motion to Approve: Board Member Gray</p> <p>Second: Board Member Sudbury</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved August 26, 2024</p>

other Board Members do as well, and she believes it would be an easy thing and asked if there is a reason we shouldn't. She requested we go ahead and do that. Board Member Ohn asked if we do this internally with our employees. Pam replied for those that handle funds have to sign that they have reviewed the SOP. We can easily add an ethics statement as we have in the Policy Manual right underneath our Mission. We can certainly take it out to our drivers and so forth but are not sure if that would be a revision or not.

Board Chair Barbieri stated she was looking more for the Board. Pam said to make sure we are showing our due diligence for our people that are handling the funds too. Matt believes there is wording when Board Members are sworn in that they are to uphold those ethics. Board Chair Barbieri added any conflicts of contracts that may come up and asked Rachel if she wanted to throw something together.

Rachel replied that it has always been an awkward requirement though it seems easy enough, but we are not the only ones that don't do it. Is it weird asking people to sign every single year, especially employees. It goes back to the size of the District-type questions, and we have a large group of drivers. Trying to get them to sign every year to behave ethically doesn't do much on the form. That's why a lot of districts don't do that one, but it is easy enough to do.

Vice Chair Shelton stated that he had read it as "elected officials", but it says "employees" as well. Board Chair Barbieri said if this would be an either/or she would drop it. Matt remembers this has been the discussion in the past. Rachel added that they created this form, but it is not necessarily tied to statute. There is no statutory requirement that we do that. The State Auditor put this form together but it is a little weird

	<p>because we're not required to but we get points if we do it but what are the consequences of having a low score if we don't do it? It is also a one size fits all so everyone gets the same form, but does it really make sense? We can still feel confident that we have a low score as it is.</p>		
<p>3.4 Review of the 2025 Budget Priorities: Pam Roberts, General Manager <i>(Information/Direction)</i></p>	<p>Pam introduced the draft of the 2025 Budget Priorities as a work in progress but wanted to get something before the Board, so they know what we are working on.</p> <p>The entire goal is to Sustain our Current Service Levels that our residents count on, need, and want.</p> <ul style="list-style-type: none"> • We are required to do weekly garbage collection. Along with that is recycling. • The seasonal container is very popular. We've been able to safely deliver 60 containers per day and we want to keep that going forward next year. It runs mid-April through September moving clockwise throughout the District. This year we started in Millcreek, moved over to Murray, Holladay, and around. • Our seasonal services with the central leaf bag collections and curbside Christmas tree collections, landfill vouchers for a residential truck, car, or trailer loads, and central glass collections. <p>Pam pointed out that all those services are included in what is now \$19.50 per home per month, \$58.50 per quarter.</p> <p>Additional Services include:</p> <ul style="list-style-type: none"> • Trailer rentals that are subsidized by a portion of the monthly fee, but also have a revenue stream of their own. We are not suggesting we raise the \$190.00 fee for bulk waste, and \$55.00 for green waste, which is currently sustaining. 		

- There is a subscription green waste program for which we are proposing a fee increase of \$1.50 per subscriber per month. Pam heard from Patrick Craig, the Executive Director for solid waste for Salt Lake County, that they are raising rates for their green fee going into next year. She believes it is \$3.00 per ton.
- For curbside glass we currently charge \$8.50 per month and feel like that is fine and dandy. We contract with Momentum and pay them \$8.00 per month. We keep the \$0.50 for administrative processes for billing. We charge for the can upfront.

Other Goals and Priorities:

- We always look for ways to improve efficiencies. We have been looking at go-backs for only times we truly made an error and missed a street. We will shore that up and see what more we can do.
- Evaluate the possibility of expanding the apprentice program to “Grow Our Own Drivers” and keep that loyalty.
- Evaluating load management for garbage and recycling. We know that recycling tonnages have decreased but the bulk has increased. Is there a way that we can improve hauling, so we don’t have as many trips to the processing facility? To get the low hanging fruit would trim costs quite a bit.
- Administratively we are looking at switching timekeeping systems for payroll which will help streamline the process. We currently use Kronos for timekeeping which we like because it’s a timeclock for drivers to swipe their card. Unfortunately, there may or may not be that option with the new system. We are looking at what that would look like for front-line staff. We don’t want

	<p>to launch that until we know for sure. There would be a cost savings for the subscription for the current system of approximately \$9,000.</p> <ul style="list-style-type: none"> • Evaluate health insurance options with a robust benefit package maybe at a lower cost or at least not hitting those high market costs going into 2025. • Evaluate bringing investment accounts in-house. • Exploring an option of Paid Time Off (PTO) versus sick and vacation separate accruals. Looking at initial evaluations and talking to some of the cities in our District that are on the PTO system versus the separate, it's a little easier to manage. For front-line staff they have one pool of leave that they use for both sick and vacation. This may help with burn-as-you-earn with sick leave and reduce liabilities over time. <p>Revenue Amounts and the Sources to Effectively Manage the Continued Increasing Costs include:</p> <ul style="list-style-type: none"> • Truck Purchase Prices • What we need for 2025 Labor Markets - what we can do to be proactive. • Fuel Prices – things that we can't control. • Maintenance Shop Rates as mentioned increased \$3.00 per hour, when in the past its increased \$8.00 to \$8.50 an hour. • Landfill Fees for Waste Disposal – so far, we've only heard that green will increase. However, the Trans-Jordan Landfill has historically increased \$2.00 per ton every year. We anticipate this next July. They are currently at \$41.00 per ton. • Processing Fees for Recycling – still hoping for that crystal ball to know what that will do with the markets. 		
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Pam restated the fact that we are not the only ones needing to or have raised rates for waste and recycling collections.

She showed a list of fee comparisons with other entities that have raised their fees. She previously mentioned Salt Lake City who increased \$12.00 per home per month in a three-year period. They had a seven-year gap since their last fee increase. In their 2022 fiscal year they increased \$7.00 per home per month. They hit a larger amount right off the bat. Last year they increased \$2.00 per home per month, and \$3.00 per home per month this year.

Pam included a possible \$5.50 per home per month increase, looking at the time value of money to carry us as long as possible. This does not include considering leasing trucks.

Board Member Sudbury asked how long the \$5.50 would take us up to. Last meeting we talked about just taking the band aid off and raising it up to whatever, but he struggles about paying extra money if we don't have to.

Pam replied that she used \$5.50 because the one that would rip the band aid off was \$6.50. As that wasn't really appetizing for anyone and certainly for our residents, we want to ensure they can manage as best as possible. The \$5.50 increase cash projections will come next month when she does the 2025 proposed budget. She recalls it would carry us out for roughly three years before another fee increase. The other thing to consider is the price of trucks because that is what will influence our cash. And can we sell trucks? We have not tried to sell a side load for a while, with the exception of the truck that turned over and we did receive a nice price for that. We are still waiting for

	<p>the truck that caught fire. We have a vendor that offered but has not put forth the money. What can we fetch for the trucks that are 9 and 10 years old? This will influence our year-end cash. Another thing is budget expenditures. Will we have a higher cash balance of more like \$6 million which gives us another million dollars going forward? These are some of the scenarios Pam will present next month with direction from the Board. She pointed out that we are not the only one. Sandy City raised \$4.95 per home per month. They were using their general funds to subsidize their bulk waste collections they do with their residents twice per year. Helen Kurtz, during her interview, said they shifted that cost over to the actual sanitation fee for waste and recycling so it's now \$18.26 per home per month. It's a little more transparent and also, what are they really paying?</p> <p>Pam noted that cities like Sandy, Murray, Draper, South Jordan, Midvale, and Riverton are member cities of Trans-Jordan, and she has always wondered if they receive a revenue for being a member, and they do. She does not know the percentage, but they do receive a revenue to help pay for the waste and recycling. They also have a reduced dumping fee.</p> <p>Pam pointed out before that South Salt Lake City does not pay any dumping fees because the transfer station is in their city. They just increased \$2.00 per home per month. Riverton increased \$3.00 and Bluffdale increased \$2.00. Her only point is to say that we are not the only one looking at this.</p> <p>Vice Chair Shelton commented that we are also not getting the benefits that some of the cities are getting.</p>		
3.5 List of Municipal Councils to Visit with Possible Dates: Pam Roberts, General	As Pam stated in the last meeting, she will come with a recommended fee increase in September for next year's budget – is for her to get out there and talk to		

<p>Manager, and Catarina Garcia, Board Clerk (<i>Information/Direction</i>)</p>	<p>the councils and explain the why. She noted she attended the Copperton Council Meeting last Wednesday to talk about the why. It was very simple, she showed them the cash, where we are, and the discussions the Board has been having. She showed them the table of the cost increase of the \$5.00 per home per month for the past five years and the lower rate in 2023 when we increased \$2.50 that just has not sustained us. We basically have eaten it up.</p> <p>Pam thanked Catarina for creating the table of council meetings. She noted that Board Member Stitzer asked the Copperton Town Council if they would be supportive of her voting in favor of a fee increase and they basically said yes. While we don't necessarily need each of the councils to authorize to approve it, but it never hurts to get the nod, so the Board feels comfortable going to the table to vote what they need to keep us going. She will reach out to each of the city's Administrators/Clerks to get on their calendars. Pam noted that she plans to attend the White City Council meeting on September 4th, which is coming up next week and Taylorsville is on schedule next Wednesday the 3rd.</p> <p>Pam concluded that next month Renee will showcase our work in staying compliant with HB 107 which is recycling transparency. This is one of the things Pam talks about when she attends city council meetings.</p> <p>With no more questions, Board Chair Barbieri reviewed next month's agenda items.</p>		
4. Closed Session (<i>If Needed</i>)			
	No closed session was needed.		
5. Other Board Business			
	There was no other Board business.		

6. Requested Items for the Next Board Meeting Monday, September 23, 2024, 9:00 a.m.			
	<ul style="list-style-type: none"> • Introduction and Approval for the GM's Appointment of our New Finance Director • General Manager's Report <ul style="list-style-type: none"> - SCRP - Website Review for Recycling Transparency Compliance • 2025 Proposed Budget and Fee Schedule • Recommendations for Drug & Alcohol Policy • If Available, Review the Interlocal Agreement with Salt Lake County for Waste and Recycling Collections at County Facilities 		
7. Adjourn			
	Board Chair Barbier entertained a motion to adjourn and thanked everyone for a job well done.	Motion to Adjourn: Board Member Sudbury Second: Board Member Shelton Vote: All in favor (no opposing or abstaining votes). <i>Meeting end time: 10:41 a.m.</i>	Approved August 26, 2024