

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

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, September 22, 2025 9:00 a.m.</p> <p><b>Next Regular Board Meeting</b> Monday, October 27, 2025 9:00 a.m.</p>	<p>Public Works Building 604 West 6960 South Midvale, UT 84047</p>	<p><u>Board Members:</u> Greg Shelton (Chair)-White City, Emily Gray (Vice Chair)-City of Holladay, Diane Turner-Murray City, Anna Barbieri-City of Taylorsville, Sherrie Ohrn-Herriman City, Robert Piñon-Emigration Canyon, Mick Sudbury-Magna City, Marci Houseman-Sandy City, Laurie Stringham-Salt Lake County (<i>arrived after roll call</i>), Thom DeSirant-Millcreek City (<i>arrived after roll call</i>)</p> <p><u>Participating Electronically:</u> Patrick Schaeffer-Kearns City</p> <p><u>Excused:</u> Tessa Stitzer-Town of Copperton, Matt Holton-Cottonwood Heights, Keith Zuspan-Town of Brighton</p> <p><u>District &amp; Support Staff:</u> Pam Roberts, Retiring General Manager Evan Tyrrell, Incoming General Manager Rachel Anderson, Legal Counsel Helen Kurtz, Finance Director David Ika, Operations Manager Hazel Dunsmore, Human Resources Manager Renee Plant, Administrative Manager Sione Tuione, Residential Recycling Collection &amp; Sustainability Manager Justin Tuft, Residential Refuse &amp; Special Services Collection Manager Shane Norris, Safety &amp; Emergency Preparedness Coordinator Andre Perov, GIS Coordinator James Kelsey, Sustainability Coordinator Yael Johnson, Customer Service Manager Andy King, Asset Manager Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Patrick Craig-Salt Lake County, Justun Edwards-Herriman City, Abby Evans-Salt Lake County, Renee Roberts, Maggie Simmons, and Jordan Simmons-Millcreek Residents</p>

WASATCH FRONT WASTE AND RECYCLING DISTRICT  
BOARD OF TRUSTEES MEETING AGENDA

To be held on Monday, September 22, 2025 at 9:00 a.m. at the District Offices located at 604 West 6960 South, inside the Salt Lake County Public Works Administration Building Training Room. This meeting will also be held electronically via Webex. Public login is:

<https://slco.webex.com/slco/j.php?MTID=m11ce3ad37b62a22e42bfb360484c63de>

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

**Call to Order:** Greg Shelton, Board Chair  
**Roll Call:** Catarina Garcia, Board Clerk

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

- 1.1. August 25, 2025, Board Meeting Minutes
- 1.2. Adoption of Public Treasurer's Investment Fund (PTIF) Resolution Granting Authorization for WFWRD Executive Staff
- 1.3. Adoption of Zions Bank Resolution Granting Authorization for Executive Staff Acceptance of Treasury Management Agreement
- 1.4. Appoint Evan Tyrrell as Board Member of the UASD Board and Helen Kurtz as the Alternate Member Representing the District

**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@wfwrdutah.gov](mailto:cgarcia@wfwrdutah.gov) before Sunday, September 21, 2025, 9:00 p.m. All comments must include the name and address of the individual making the comment. These comments will be read at the meeting as if the individual were present. Public comments can also be made in person or via Webex during this time.*

**3. Business Items:**

- 3.1. Retiring General Manager's Recommendations and Considerations for Future Planning: Pam Roberts (**Information**)
- 3.2. Adoption of Resolution Expressing Appreciation to Retiring Founding General Manager/CEO, Pam Roberts, Retiring after 28 Years of Public Service: Greg Shelton, Board Chair (**Adoption Requested**)
- 3.3. Incoming General Manager's Report: Evan Tyrrell (**Information**)
- 3.4. 2026 Proposed Budget and Fee Schedule: Pam Roberts, Evan Tyrrell, and Helen Kurtz, Finance Director (**Information/Direction**)

- Recommendations on Trailer Rental Fees and Seasonal Container Reservation Program.
- Payment Transaction Fee.
- Increased Fees for Front Load Container Services.

3.5. Updates on the Request for Proposal (RFP) for Feasibility Study Services: Pam Roberts, Evan Tyrrell and Rachel Anderson, Legal Counsel  
**(Information/Direction)**

3.6. Follow-up on West Jordan's Board Appointment: Pam Roberts **(Direction Requested)**

- 4. Closed Session (If Needed):** *The Board of Trustees may temporarily recess the meeting to convene in a closed session to discuss the character, professional competence, or physical or mental health of an individual, pending or reasonably imminent litigation, and the purchase, exchange, or lease of real property, or other legally applicable reasons as provided by Utah Code Annotated §52-4-205.*
- 5. Other Board Business:** *This time is set aside to allow Board Members to share and discuss topics.*
- 6. Requested Items for the Next Board Meeting, Monday, October 27, 2025, at 9:00 a.m.**
  - 2025 3rd Quarter Financial Report
  - Tentative Adoption of the 2026 Tentative Budget and Fee Schedule
  - Confirm the Date and Time for the Public Hearing to Allow Public Comment on the 2026 Budget and Fee Schedule currently scheduled for Monday, November 17th at 6:00 p.m.
  - General Manager's Report
  - Human Resources Policy Amendments
  - Status and Updates on RFP for Feasibility Study
- 7. Adjourn**

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
<b>Call to Order / Roll Call</b>			
	Board Chair Shelton called the meeting to order, and Catarina conducted the roll call.		
<b>1. Consent Items (Approval Requested)</b>			
1.1 August 25, 2025 Board Meeting Minutes	There were no questions or comments on the consent items.	<b>Motion to Approve:</b> Vice Chair Gray  <b>Second:</b> Board Member Sudbury  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved September 22, 2025</b>
1.2 Adoption of Public Treasurer’s Investment Fund (PTIF) Resolution Granting Authorization for WFWRD Executive Staff		<b>Motion to Approve:</b> Board Member Ohrn  <b>Second:</b> Vice Chair Gray  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved September 22, 2025</b>
1.3 Adoption of Zions Bank Resolution Granting Authorization for Executive Staff Acceptance of Treasury Management Agreement		<b>Motion to Approve:</b> Vice Chair Gray  <b>Second:</b> Board Member Houseman  <b>Vote: All in favor (no opposing or abstaining votes).</b>	<b>Approved September 22, 2025</b>

<p>1.4 Appoint Evan Tyrrell as Board Member of the UASD Board and Helen Kurtz as the Alternate Member Representing the District</p>		<p><b>Motion to Approve:</b> Board Member Barbieri</p> <p><b>Second:</b> Board Member Sudbury</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<p><b>Approved September 22, 2025</b></p>
-------------------------------------------------------------------------------------------------------------------------------------	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------

**2. Meeting Open for Public Comments**

	<p>Patrick Craig, the Executive Director of Salt Lake County Solid Waste, thanked Pam for her service, for her partnership with the Landfill and the Transfer Station, and expressed their appreciation for her and wished her the best for the future.</p> <p>There were no other public comments.</p>		
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

**3. Business Items**

<p>3.1 Retiring General Manager’s Recommendations and Considerations for Future Planning: Pam Roberts <i>(Information)</i></p>	<p>Pam stated that it has been her honor to serve as the Founding Executive for the Wasatch Front Waste and Recycling District, what we lovingly call WFWRD, since January 1, 2013. She gave her full attention to the organization’s creation and the successful launch. It was a bit rocky, but they made it. She did not take the transfer of 71 county employees, 72 including herself, to District employment lightly, nor did the Founding Administrative Control Board.</p> <p>She has dedicated her career and her heart, and much of her time, to WFWRD’s employees, their success, and focused on sustaining this organization for the long haul. As she gets set to retire, she expressed her appreciation for the Board’s and their predecessor’s support over the years.</p>		
------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--

She has learned many things and gained understanding of changes that will contribute to the longevity of WFWRD. The following are recommendations to the Board and considerations as they and the team face what she foresees as political and economic challenges.

Her first recommendation is to adopt a resolution to amend the District's charter to allow servicing for properties beyond a fourplex. WFWRD is limited to fourplexes and over the years we have learned with Herriman's growth and how tear down/rebuilds are happening in existing cities but in Herriman there is so much land out there. HOAs and developers started developing multiunit complexes. There are some complexes WFWRD had to let go, up to a fiveplex.

This could be limited to new buildings and complexes in the District, so existing business is not taken away from private haulers. She showed a map of the Mahogany Ridge Development in Magna City. The orange highlight at the top is single family homes WFWRD already started servicing in the HOA, a private development. The blue highlights on the map were sixplexes, similar to Herriman where we took on partial HOA complexes and got into where we couldn't and HOAs were pushing Herriman City for WFWRD services. It was a battle and the Board had adopted a policy in 2020 that restricted WFWRD from taking on any additional private roads.

Pam believes it is definitely a situation to look at so we can keep the economies and efficiencies of scale throughout the District. There was a situation when a gentleman in Holladay City asked if he could have

WFWRD services and the Board amended the policy to start it up again.

The next recommendation came from staff. Andy King, Asset Manager, also manages the trailer program. He has the thought of phasing out trailers for rental services and only keep enough trailers to provide annual reservations in the canyon areas. Trailers are more versatile in the canyons and it would be cheaper to go up there than a roll-off container. There is a higher cost with trailers because we have to insure and license them every year due to them being on wheels. A container is on the truck and considered part of the vehicle.

Evan acknowledged that he and Pam have reviewed all the recommendations and he is in support of them. It is important that the organization has the ability to evolve with the changing landscape and evaluate what it looks like to service beyond a fourplex. In often cases he learned there have been a lot of single family homes and duplexes that have been demolished and redeveloped into larger multifamily complexes. Having the ability to retain those services and maximize our economies and efficiencies of scale will go a long way with WFWRD's longevity throughout his next 20 years of service.

Pam continued with the recommendations of extending the Seasonal Container Reservation Program (SCRIP) services, which could be renamed to have year-round, and exploring charging for zones in relation to container/trailer rentals. Evan had experience in Moab where they would charge higher fees for outlying areas and may be considered down the road when reviewing what to charge each city. The

feasibility study that will be discussed later would give understanding of the costs for outlying areas.

The last recommendation is for planning for the District's own administration building on the District-owned property across the tracks where trucks are parked for fueling. There is an old truck barn built in the late 60's, early 70's but was not an option for parking when the WFWRD fleet went to CNG. We pay Salt Lake County for leasing space, utilities, and overhead. This is what Helen refers to as "good debt", paying ourselves, and having equity in the building. Planning such as this requires cash balances high enough to receive bond ratings. It would also allow WFWRD to have their own Crew Room and Training Room and reduce overlaps with County, Fleet, and Flood Control meetings. Pam believes it will also allow for a better sense of the Managers to control the culture of compassion, respect, and development that we desire for our team. They do a great job but having a controlled environment would also help.

Pam went on to review future considerations. One that hasn't been popular when staff have talked about it before, looking at charging a fee for the container program. Instead of reservations, perhaps there might be a charge. The other future consideration is different service levels and fees for municipalities where residents and the cities have that desire. Board Members Ohrn and Sudbury have brought this up before.

In closing, Pam added that the leadership team has dedicated the past six months to succession planning to ensure the success of the organization and a smooth transition between General Managers. Evan Tyrrell is

a very capable and competent person. She shared the Board's confidence in his ability to serve as the District's General Manager/CEO.

Pam replied to Board Chair Shelton that the District was created in 1977 and she guessed the cap on fourplexes was based on competition from private haulers. When the District was formed, it was for the entire unincorporated county which then included everything except the big cities that were already established; Sandy, Murray and anything not already in the District. It has always been allowed that the District, or then Sanitation, could service private communities under contract. Renee was able to dig out contracts from the late 90's and has since done a great job at finding those communities and getting contracts in place. They were transferred to a private hauler if it didn't make sense for the District to service them.

Board Chair Shelton said it is useful for the Board to understand the circumstances and reasoning behind the cap on fourplexes and why it was created in the first place.

Board Member Ohrn added that when [the Board] did the private lane policy, the biggest reason in her mind is that we don't get into too much multifamily is typically because in Herriman they are all HOAs that don't provide the same road sizes of other communities. There are very, very tight roads and very poor accessibility. It definitely increases the risk to the District dramatically because we do not have good visibility and access in those types of subdivisions that are really difficult to drive a garbage truck on.

	<p>Pam agreed that it was a safety risk. Board Member Sudbury noted that he and Pam discussed that, and Board Member Ohrn suggested being very careful due to the accessibility issues in those areas with parking and children running around.</p> <p>Board Member DeSirant believes that it may be worth considering expanding beyond fourplexes just as the county will start densifying more and more, a lot of our communities are seeing more larger multiplexes.</p> <p>Board Member Stringham commented that if we really needed to, we could have guidelines in writing on how wide the streets are and [they] meet certain qualifications where we know we can safely pick up garbage.</p> <p>Renee stated that thankfully, a few years ago she developed a weighted risk assessment where she goes out and measures roads, gate access, and that is when the contracts come in that are really important because then they literally check-mark every requirement so then if anything changes later, she can refer to the contract.</p>		
<p>3.2 Adoption of Resolution Expressing Appreciation to Retiring Founding General Manager/CEO, Pam Roberts, Retiring after 28 Years of Public Service: Greg Shelton, Board Chair (<i>Adoption Requested</i>)</p>	<p>Board Chair Shelton began by stating he met Pam in 2018 when he was on the community council and she would show up and talk about garbage and recycling, the do's and don'ts and he always thought she was such a smart lady, they ought to promote her or something. Then come to find out she is our CEO and General Manager so the joke was on him. Every interaction he had with Pam, she handled with grace and selflessness and she has even taken raises we have given her and spent that on the training for employees. Who does that? Someone who genuinely cares about</p>	<p><b>Motion to Adopt:</b> Board Member Stringham</p> <p><b>Second:</b> Board Member Piñon</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<p><b>Approved September 22, 2025</b></p>

this District. With that, Board Chair Shelton personally thanked Pam and read the resolution.

Pam introduced her wife Renee, their wonderful son Jordan and beautiful daughter Maggie Simmons. They have been supportive since 2015 when she and Renee first met and later married in March of 2018. She was appreciative they were there and shared how proud she was of her family. Renee retired last year after 38 years with the IRS. Pam referred to them as a service family. Maggie is working in the U of U Research Center in epilepsy and seizure prevention and Pam is proud of her. She is proud of Jordan who is starting his first semester at the University of Utah for the MSW program and works in a group home in Oakley. She is very proud of the family who have been very supportive of her and she thanked them. Renee has been patient when they are on vacation and Pam gets a call and pulls out her laptop. She thanked them very much.

Pam went on to thank the team she asked to come to the meeting and she wants them to introduce themselves because nobody does anything alone. She stated that we can't carry what we do every day alone.

Catarina conducted a roll call and the resolution was adopted. Board Chair Shelton noted that he spoke to everybody and they are all in support of Pam and the resolution even though they are not here to officially vote.

Board Chair Shelton said that appreciation of the District is one thing, but the Board felt Pam needed a little extra appreciation and presented her a gift representing Pam's team spirit and the culture she

	<p>built. It was a suggestion by Rae Groo-Parry, a WFWRD Operations Supervisor.</p>		
<p>3.3 Incoming General Manager’s Report: Evan Tyrrell (<i>Information</i>)</p>	<p>Evan pointed out a couple of items he has been working on with Pam and the amazing team she has built with her tenure and service. His first four weeks have been incredibly inspiring. Evan expressed his appreciation to the Board for the great model and example of succession planning and getting him on board to work with Pam prior to her official retirement. He is very much in a learning mode and has a lot still to learn.</p> <p>There have been a lot of events and Evan is actively working on getting to learn the team and understand the services WFWRD provides, building relationships and collective trust and respect amongst the team. He is focused on coming in as a supporter and not a disrupter. Evan and Pam attended seven council meetings to introduce him, with more scheduled this week.</p> <p>Evan showed pictures from the recent summer picnic and talked about the tours of Emigration Canyon, the Town of Brighton, and the Rocky Mountain Recycling Materials Recovery Facility tour. He will be reaching out to Mr. Craig to schedule a tour of the landfill.</p> <p>Evan has also been learning administrative, operational, financial, safety and health, customer service, and operational programs and services. He thanked Renee Plant for her work on the draft feasibility study RFP.</p> <p>Evan reiterated that it has been a very inspiring onboarding experience and showed the community newsletter he worked with Catarina on to introduce</p>		

himself, recognizing Pam for her years of service, and outlining upcoming events such as monthly billing.

The Board welcomed Evan and Renee Roberts came forward to second what Pam said about being on vacation and taking calls from customers, Board Members, employees, etc. She is inspired by Pam as the District is very important to her. All her work, dedication, and commitment are amazing to see even at home that Pam has for people, and for the organization. Renee shared a story of when she first met Pam and warned her of all the animals she had as well as two kids. Pam said she always wanted a big family. Renee is very proud of Pam and is glad she got to know all the members of the Board and staff.

Other Board Members commented on Pam's professionalism, integrity, how low maintenance she has made work for them, surrounding herself with really good people, she is so willing to teach and mentor, wanting to serve on the Board because of Pam and her leadership, her attention to detail, willingness to go the extra mile, embodiment of being a public servant, how much she genuinely cares, her years of dedicated service, how important and vital the work is that we do here, the Friday texts and calls to keep everyone updated, answer questions, and how much she would be missed.

Maggie Simmins added to what her mother said about how seriously Pam took her job, inside and outside of work, even at home, around their house making sure things were taking care of. They could tell how much Pam really loved her job and took so much pride and joy in everything that she did, the countless weekends she would work to get things done, she was so devoted

	<p>to her position and cares very much about everyone and put in a lot of work and effort to make sure everyone was taken care of so well. Maggie reiterated how much Pam cared about staff and the Board and how it really showed.</p> <p>Catarina reminded the Board about Pam’s retirement celebration.</p>		
<p>3.4 2026 Proposed Budget and Fee Schedule: Pam Roberts, Evan Tyrrell, and Helen Kurtz, Finance Director <i>(Information/Direction)</i></p>	<p>Pam began with a photo of the new “go paperless” (e-bills) truck wrap designed by James Kelsey and a Spanish version by Jorge Benitez.</p> <p>Helen and Renee replied to Board Member Barbieri that we now have 18,815 customers that have signed up for e-bills, which is 457 more than when we started advertising it. Helen believes when we started it was about 20% of customers on e-bill.</p> <p>Pam recognized Rachel Anderson, Legal Counsel, who is a big part of keeping the District in compliance and helping develop policies and procedures.</p> <p>Pam went on to talk about the team and how we have been absorbing increased costs to make sure we do not need to implement the \$1.50 per home per month fee increase in 2026 as previously recommended by Zions Financial Advisory firm.</p> <p>Pam asked staff to introduce themselves; Justin Tuft, Shane Norris, David Ika, Andre Perov, Sione Tuione, James Kelsey, Yael Johnson, Andy King, Hazel Dunsmore, Helen Kurtz, Evan Tyrrell, Renee Plant, Catarina Garcia, and Rachel Anderson [who had just entered the room].</p>		

Pam stated that the team is making sure we absorb increased costs to the best of our ability. WFWRD will sustain the weekly curbside garbage and recycling collections, Seasonal Container Reservation Program (SCRIP), in-house local customer service, seasonal services with central leaf bag collections and curbside Christmas tree collections, container repair and replacement within five to seven business days, landfill vouchers, monthly billing starting January 1, 2026 with the first monthly bill in February, and central glass sites.

Additional Services include discounted trailer rentals, keeping the subscription curbside green waste services at \$12.00 per month, and the curbside glass at \$8.50 per month.

2026 personnel budget highlights include our team working hard to absorb increased costs and looked at where we could cut expenses, resulting in a Reduction In Force (RIF).

Before David Ika left the meeting, Vice Chair Gray expressed her appreciation for not having to raise fees on our friends and neighbors and all the other work that is a lot of digging in ways to absorb costs. She commented on how much it helps the Board Members because they are the one who get the calls. They all know how hard it is when taxes go up and they talk to the people who it is a struggle for. WFWRD is making it possible so they don't have to do that.

Pam thanked Vice Chair Gray for being spot on. Personnel budget highlights include:

- Reducing FTEs, understanding that they were not drivers, it was the HR/Payroll Specialist and the

Apprentice Program Training Coordinator whose workloads are being absorbed by Shane Norris, Justin Tuft, Steve Whitney [Supervisor], HR and Payroll with Hazel, Catarina, and Lori. The savings before benefits were \$352,000. This will help absorb the increased cost with the 3.5% cost of living adjustment (COLA) that has been recommended by Melissa Kotter, Compensation Consultant. During the Pre-board Meeting with Board Chair Shelton and Vice Chair Gray, they asked for some history with COLAs. The past two years were 4% understanding that markets are starting to slow down. There have been significant dollars put into adjustments for CDL drivers and it is really helping to recruit and retain.

- WFWRD is proposing a 2% merit increase, continuing the one-time lump sum for those that are at the top of their pay range ensuring those employees are rewarded for their good efforts for a positive evaluation.
- Staff is looking to reclassify two (2) SCRPF Grounds Crew positions to SCRPF Driver positions to better meet the high demand of the program (\$14,000), moving from 10 drivers to 12.
- PEHP Health Insurance has given us an anticipated 7% premium rate increase.
- Other insurance products are not expected to experience rate increases for 2026.
- Utah Retirement Systems (URS) is decreasing by 1% after doing so for the prior two years, having caught up with the markets.

Operating expenses budget highlights include:

- Implement monthly billing starting January 1, 2026.

- The District is proposing to add up to a 3% payment transaction fee (for certain to be determined transactions) to reduce costs to the District and passing it on to the residents.
- Shift one FTE from the Trailer Rental Program to the Seasonal Container Reservation Program to add at least six more reservations per day. (Costs will not decrease; they will shift from trailers to SCRP.)
- 2026 on-going verification of missed pick-ups. Thanks to our Customer Service Team we have saved over \$61,000. 2026 projected savings: \$93,000. This includes education to residents when their can was out late. There are scheduled go-back days for verified misses.
- Continue light-duty right-sizing and save \$7,000 on truck purchases. (\$136,000 saved in 2025)
- Disposal fees will increase \$2.00 per ton at Salt Lake Valley facilities, which equates to approximately \$200,000 annually.
- Yard pavement preservation plan – WFWRD’s share of costs for 2026 totals \$107,000.
- Insurance premiums (general liability, worker’s compensation, auto, and property) increased 12% (\$50,000) due to our current loss ratio mainly due to auto claims. The good news is that our Workers Comp score has improved but we really took a hit with auto and liability.
- Maintenance fees from Salt Lake County Fleet will increase \$6.00 per hour resulting in a cost increase to WFWRD of about \$82k.
- CNG fuel is expected to rise approximately 9% in 2026, causing an approximate \$84,000 increase. It is interesting to see diesel prices decreasing. It is a wise financial move to consider diesel truck purchases in 2026 again.

- Andre [GIS Coordinator] is looking to master turn-by-turn routing technologies to improve efficiencies and reduce costs with purchasing software.

Pam turned the time over to Helen who emphasized the budget is preliminary and does not include any kind of fee increase for curbside services. Revenue highlights included:

- We budgeted \$27.823M in 2025 for residential waste collections and our estimated revenue through December 2025 is \$29M which will be the proposed budget for 2026. The difference is primarily due to the 2025 budget including the \$6.50 per home per month fee increase budgeted on a cash basis, where we will receive cash from the fee increase for three quarters because first billing with the fee increase was in March of 2025. However, we post revenue on an accrual basis, which includes all four quarters billed in 2025 for 2025 services.
- WFWRD plans to reduce the neighborhood trailer rental program \$165k in 2026 due to shifting resources to the SCRP.
- Miscellaneous revenues are budgeted at \$325k in 2026, the same as 2025. The 2024 actuals and 2025 estimates are over \$500k which includes the alternative fuel excise credit we received from the federal government. It expired in 2021, was extended year-over-year, and has now been discontinued. It amounted to \$137k per year.

Pam pointed out there is no need to budget for drawing down fund reserves.

Helen continued on with personnel expenses highlights:

- Wages and salaries include the 3.5% COLA and 2% merit increases.
- The \$449k overtime budget is reduced by \$100k.
- Retirement pension is reduced by half a percent based on information from URS.
- Health insurance has increased an estimate of 7%.
- Workers Compensation/claims insurance is increasing due to the increased premiums. The premium calculation is based on a three year Experience Modification Factor (EMOD) as well as a five year loss ratio. While our Worker's Compensation losses are decreasing, these averages include higher years and are causing our Worker's Compensation insurance to increase 28%.

Helen replied to Board Member Ohrn that the temporary labor for two years being \$210k and \$256k while we have budgeted over \$400k each year is because while actual expenses are low, we have been understaffed in temporary labor for the last couple years. The 3.5% COLA is included for temporary labor as well and we are hoping to be fully staffed going forward.

Operating expenses highlights:

- Helen included \$84k for the expected fuel increase for CNG.
- Maintenance/Fleet is adjusted due to their \$6.00 per hour labor increase totaling approximately \$82k.
- Disposal fees were adjusted \$200k with the \$2.00 per ton increase.
- Can purchases include a 3% projected increase.

- County IT charges will increase \$30k, 13%, based on 2025 usage.
- Yard pavement improvement plan increased \$35,619.
- Hook-lift rentals for the SCRCP will be updated to \$158,160.
- “Other” is \$1.7M and has been lower the past couple of years and includes bank fees.

Planned capital purchase highlights include:

- Carryover from 2024 and 2025. We are in the processing of purchasing a new hook-lift truck for the SCRCP that was ordered in 2024, a cabover delivery truck for the cans program, truck bodies for eight diesel (shown as CNG as that was what the Board approved) side load trucks, and a used hook-lift truck for \$40k.
- Planned purchases for 2026 include eight diesel side load trucks at an estimated \$429k each, another cabover for the cans program, and three light-duty trucks for \$194k.
- The total expected capital purchases for 2026 are \$5,509,998.

Evan mentioned diesel versus CNG vehicles, the cost differential for fuel, diesels are approximately \$50k less per unit, the replacement schedule to maximize the resale value, and the significant cost savings despite the purchase prices continuing to increase.

Helen went on to review the amended cash projections; highlights include:

- It is still assumed that WFWRD will spend 98% of the budget. Additional assumptions include 1% per year increase in revenue from growth, 3% per year increase in operating expenses, increases in costs

for monthly billing net of cost mitigating factors: double e-bill [paperless] customers, transaction fee on credit cards, and increase in interest revenue.

- We expect to see cash to operational expenses at 21% at the end of 2025 and staying above 20%, the Board’s policy, until it starts to drop in 2028. It does not include fee increases. Helen and Evan would ideally like to see 25%, which is 90 days and recommended by Zions Financial. She recommends considering a fee increase in 2028 due to the drop under the 20%.
- Helen showed four scenarios of fee increases – food for thought as we are not asking for any increases.

Helen turned the time over to Evan to review the 2026 proposed general fee schedule. He emphasized that the team brought forward ideas to reduce [absorb] operating costs and enhance efficiencies.

Evan reiterated that the trailer program is costing more than we are recovering for fees and staff is proposing a nominal \$10.00 per service increase for the green (\$80.00 to \$90.00), and bulk waste trailer programs (\$240.00 to \$250.00).

He mentioned potential zone pricing, phasing out the trailer program, removing the roll-off rental option to ramp up the SCRP, and tonnages per load fees.

Several Board Members agreed to phasing out the trailer program. Board Member Ohrn commented that if it was a business, we wouldn’t have a choice to continue to look at it and think about it more. A business would say no we can’t afford this anymore and it goes away.

Pam clarified for Board Chair Shelton that we are not required to have trailers for code enforcement; we are mandated to provide the black can. If the roll-offs were available as trailers start to phase out, keeping enough trailers for the canyons, code enforcement would still be an option and we still want to help our communities with issues that arise. There would still be enough options, keeping the bulk trailer for \$250.00 [per rental] and the green for \$90.00 [per rental]. If the SCRP is expanded year-long, it is another option for residents.

Evan stated it seems that we will phase the trailer program out where appropriate over time and asked if the proposed increase for the trailers is something that we should leave as proposed, not increase at all, or increase it further for 2026.

Board Chair Ohrn didn't understand what he said, over time; it is so ambiguous and means nothing to her. She asked for help understanding what he meant, what are his directives, what targets he is going to look at, how is he going to address it?

Evan replied that as he gets more familiar with the operations and financials throughout 2026 to further evaluate the programs, further increase the SCRP support with reallocations he will see how the trailer program is utilized and requested by the customers. Further understanding those requests, our capacity, and the amount of services to look at how much we can refine this by community and by area. He will be evaluating this throughout 2026 and bringing back further information and financial data for consideration purposes.

Pam added that the first trailer phase out will start in 2026 when it will only be half the availability. Board Member Barbieri said that the data is pretty clear how often they are used by each city for code enforcement. Renee was really good about breaking it out. It is clear [the program] is in the red and there was discussion about being a service to the cities, but even then, it's 1% of the residents that are using it. There was also discussion about increasing the revenue. She believes we just need to phase it out and start taking those funds and putting them elsewhere or on the bottom line.

Board Member Ohrn commented that sometimes we delay too long. Another year is another \$500k we are costing the residents and it doesn't make sense to her to delay that. She understands Evan's position but it is something the Board discusses a lot.

Pam added that if the Board gives the direction that [the program] goes away next year then that is the direction and policy the staff would carry out with direction from the entire Board. There would be a little revenue from selling the trailers.

Pam replied to Vice Chair Gray that this is the first step of phasing out the trailer program, moving one FTE to the SCRIP. If the Board wants to totally eliminate the trailer rental option, the team would determine the logistics.

Board Chair Shelton inquired with the Board if there were any concerns with moving forward with the direction to remove the fee-based trailer rental program in 2026.

Board Chair Shelton and Board Member Barbieri commented on cities paying for their own rentals, and Pam said there are options the team can explore and talked about deviated versus set routes, economies and efficiencies of scale, and cost shifts. Additional discussion ensued regarding the costs of the SCRIP and Trailer Programs with a request to bring back additional cost information during the October Board of Trustees meeting. Board Chair Shelton concluded that it looks like we are moving forward with eliminating the fee-based trailer program in 2026 but keeping in mind the needs of the outer-lying communities, including Emigration Canyon and Brighton.

Evan went on to talk about prospective new fees, one of which is a payment transaction fee. WFRD currently absorbs all fees and moving to monthly billing it is estimated there will be \$800k in fees. There is an open RFP for payment servicing vendors, and Helen added that the amount will depend on which vendor the District chooses and will not exceed 3%.

Board Member Ohrn asked that staff bring back what we are currently paying in transaction fees for comparison. It is also part of the service we are providing for customers and now we say they are going to pay that, it is a rate increase in a different way. We can't say that we are not going to increase fees, but we are going to charge you this because it is currently a service they are being provided. She is not suggesting that it is a bad idea, just that we have to understand it is still an increase to the services we are now providing to them.

Board Member DeSirant stated that he understands the need for the fee and when we are encouraging people to do everything online, we need to make sure there are options that do not incur a fee. Vice Chair Gray agreed and asked that we make sure it is very clear in our messaging that there is a no fee option.

Board Member Houseman shared the experience Sandy City had and believes they could have been more effective through a communication plan and empower those who take the phone calls and arm them with enough information. This will allow the person receiving the information to acknowledge that we did think through the impact and are arming them with choices. By the end of the call, they will understand the process and appreciate we are in tune to how it will impact them.

Helen replied to Board Member Turner that people can currently pay online with an ACH, with their credit card, autopay, come in the office to make a payment, pay by check, and call in to make a payment over the phone. All these options will still be available, it is just a matter of which would be charged a fee and which would not. It is a little over twice what we are paying now, which is \$442k in fees for taking payments.

Board Member Barbieri commented on the historical understanding of online payments and merchant fees that have never been on the balance sheet before.

Board Chair Shelton also agreed about communicating the options and Board Member Ohrn mentioned an alternate “payment convenience fee”.

	<p>Evan thanked the Board for their discussions and committed to bring a refined proposal to the October meeting.</p> <p>The two other items that Evan had for discussion were not to increase revenues but offset some of the costs for late set outs and recycling contamination. He explained the current process with contaminations and incurring costs we are unable to recover based on the existing fee schedule and noted that other municipalities already have these same provisions.</p> <p>Several Board Members were in favor of the ideas as long as there is an education piece.</p> <p>Evan reviewed the nominal 5% proposed fee increases for Special Services (front load) garbage only and 5% for special events garbage only, and no increase for recycling to incentivize recycling. Pam confirmed with Evan that we were behind with the CPI and did significant increases to both garbage and recycling in the past. This is basically keeping up with the CPI and the additional costs we will incur next year.</p> <p>One the last page of the fee schedule Evan showed the request to add the GRAMA fees, which are on the website, to the master fee schedule. There are nominal increases to help offset our costs [for records requests] that Catarina has recommended for 2026.</p>		
<p>3.5 Updates on the Request for Proposal (RFP) for Feasibility Study Services: Pam Roberts, Evan Tyrrell and Rachel Anderson, Legal Counsel (<i>Information/Direction</i>)</p>	<p>Evan updated the Board that the RFP is drafted and has been sent to Herriman for their review and comments. During the meeting Rachel and Board Member Ohrn received messages requesting a meeting on Wednesday, October 15<sup>th</sup>. Evan reviewed the projected timelines that go out to January 2026, and a high-level review of the scope of services.</p>		

	Board Member Ohrn commented that it will be very beneficial to the District to have the information to understand how much it costs to service each community.		
3.6 Follow-up on West Jordan’s Board Appointment: Pam Roberts ( <i>Direction Requested</i> )	Pam reported that the Board Appointment is on West Jordan’s meeting agenda for tomorrow night and Evan will report back to the Board next month.		
<b>4. Closed Session</b>			
	There was no closed session.		
<b>5. Other Board Business</b>			
	There was no other Board business.		
<b>6. Requested Items for the Next Board Meeting, Monday, October 27, 2025, at 9:00 a.m.</b>			
	<p>Board Chair Shelton reviewed the items for the next Board Meeting:</p> <ul style="list-style-type: none"> <li>• 2025 3rd Quarter Financial Report</li> <li>• Tentative Adoption of the 2026 Tentative Budget and Fee Schedule</li> <li>• Confirm the Date and Time for the Public Hearing to Allow Public Comment on the 2026 Budget and Fee Schedule currently scheduled for Monday, November 17th at 6:00 p.m.</li> <li>• General Manager’s Report</li> <li>• Human Resources Policy Amendments</li> <li>• Status and Updates on RFP for Feasibility Study</li> </ul>		
<b>7. Adjourn Board of Trustees Meeting</b>			
	With no further business, Board Chair Shelton entertained a motion to adjourn.	<p><b>Motion to Adjourn:</b> Vice Chair Gray</p> <p><b>Second:</b> Board Member DeSirant</p> <p><b>Vote: All in favor (no opposing or abstaining votes).</b></p>	<p><b>Approved September 22, 2025</b></p> <p><i>Meeting end time: 11:12 a.m.</i></p>