

WASATCH FRONT WASTE AND RECYCLING DISTRICT (WFWRD)

BOARD OF TRUSTEES | REGULAR MEETING AGENDA

To be held Monday, January 26, 2026, 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=m574487f1195ee605cd15b2f1c026c62d>

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 [9:00am]: Greg Shelton, Board Chair

Roll Call: Catarina Garcia, Board Clerk

1. Meeting Open for Public Comments

Members of the public wishing to provide written comments to the Board of Trustees may do so by submitting their comment to the Board Clerk at cgarcia@wfwrduah.gov before Sunday, January 25th at 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 (comments are limited to 3 minutes).

2. Board of Trustees Business

2.1 Welcome New Board Members: Nicole Handy, Millcreek City Council, Clark Bullen, Murray City Council, and Jared Henderson, Herriman City Council [5 minutes / 9:00am-9:05am]

- Nicole Handy Oath of Office: Catarina Garcia, Board Clerk
- Clark Bullen Oath of Office: Catarina Garcia, Board Clerk
- Jared Henderson Oath of Office: Catarina Garcia, Board Clerk

2.2 Appointment of 2026 Board Chairperson: Board Chair Shelton (**Motion Required**) [5 minutes / 9:05am-9:10am]

2.3 Nominations and Appointment of 2026 Board Vice-Chairperson: Board Chair (**Motion Required**) [10 minutes / 9:10am-9:20am]

2.4 Adoption of Resolution 4438, a Resolution Expressing Appreciation to Former Board Member Sherri Ohrn for their Years of Service as a WFWRD Board of Trustee Member (**Adoption Requested**) [5 minutes / 9:20am-9:25am]

2.5 Adoption of Resolution 4439, a Resolution Expressing Appreciation to Former Board Member Thom DeSirant for their Years of Service as a WFWRD Board of Trustee Member (**Adoption Requested**) [5 minutes / 9:25am-9:30am]

2.6 Adoption of Resolution 4440, a Resolution Expressing Appreciation to Former Board Member Diane Turner for their Years of Service as a WFWRD Board of Trustee Member (**Adoption Requested**) [5 minutes / 9:30am-9:35am]

2.7 Adoption of Resolution 4441, a Resolution Expressing Appreciation to Retiring WFWRD Employee Larry Chipman for 25 Years of Service with the District: Board Chair (*Adoption Requested*) [5 minutes | 9:35am-9:40am]

2.8 Special District Overview Presentation: Rachel Anderson, Legal Counsel, and Evan Tyrrell, General Manager (*Information/Discussion*) [15 minutes | 9:40am-9:55am]

2.9 Conflict of Interest and Financial Disclosure Requirements: Rachel Anderson, Legal Counsel (*Compliance Request*) [5 minutes | 9:55am-10:00am]

3. Consent Items (*Approval Requested*)

3.1 November 17, 2025 Public Hearing and Regular Meeting Minutes [5 minutes | 10:00am-10:05am]

4. Business Items:

4.1 General Manager's Report: Evan Tyrrell, General Manager (*Information/Discussion*) [15 minutes | 10:05am-10:20am]

- 2026 Priorities, Goals, and Initiatives

4.2 4th Quarter 2025 Financial Reports: Helen Kurtz, Finance Director, and Evan Tyrrell, General Manager (*Information/Acceptance*) [15 minutes | 10:20am-10:35am]

4.3 Job Description and Title Updates, Market Analysis, and Proposed Reclassification of Customer Service Representative and Customer Service Manager Positions: Evan Tyrrell, General Manager, Hazel Dunsmore, Human Resources Manager, and Melissa Kotter, Compensation Consultant (*Information/Discussion/Motion Requested*) [15 minutes | 10:35am-10:50am]

4.4 Landfill Voucher Program Overview and Fee Waiver Policy Provisions: Evan Tyrrell, General Manager, and Renee Plant, Administrative Manager (*Information/Discussion/Direction Requested*) [10 minutes | 10:50am-11:00am]

4.5 Waste Tire Post-Collection Facility Prohibitions and Prospective New Service: Evan Tyrrell, General Manager (*Information/Discussion/Direction Requested*) [10 minutes | 11:00am-11:10am]

4.6 Status of Merchant Services RFP and Payment Transaction Fee Considerations: Helen Kurtz, Finance Director (*Information/Discussion/Direction Requested*) [15 minutes | 11:10am-11:25am]

4.7 Prospective Mid-Year Public Hearing for Fee Schedule Updates (Waste Tire Service, Additional Pickup Service Fee, Payment Transaction Fee, and Special Services Collection Fee Corrections): Evan Tyrrell, General Manager, and Helen Kurtz, Finance Director (*Information/Discussion/Direction Requested*) [5 minutes | 11:25am-11:30am]

5. Closed Session (*If Needed*)

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

6. Other Board Business

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

7. Requested Items for the Next Board Meeting(s)

- Monday, February 23, 2026, Meeting:
 - General Manager's Report
 - 2025 Metrics and Accomplishments
 - Utah State Code and Special District Withdrawal Requirements Presentation
 - Review District Code of Ethical Conduct
 - Status and Updates on RFP for (a) Feasibility Evaluation and Impact Analysis and (b) Line-of-Service Financial Assessment by Geographic Service Area
 - Proposed Interim Policy Manual Updates
 - 2026 Seasonal Container Reservation Program (SCR) Planning Overview
 - Overview of New Cost and Service Comparison throughout the Tri-County Combined Salt Lake Metropolitan Area
 - Resolution Expressing Appreciation to Retiring WFWRD Employee Ryan Dyer for over 25 Years of Service with the District
 - TBD Overview of University of Utah Recycling Survey
 - TBD Program-Specific Overview Presentations

**A RESOLUTION OF
WASATCH FRONT WASTE AND RECYCLING DISTRICT
BOARD OF TRUSTEES
EXPRESSING APPRECIATION TO BOARD MEMBER SHERRIE OHRN**

RESOLUTION NO. 4438

ADOPTED JANUARY 26, 2026

BE IT KNOWN AND REMEMBERED THAT

WHEREAS, Wasatch Front Waste and Recycling District (the “District”), formerly known as the Salt Lake County Special Service District No. 1, was established in January 1977 by the Salt Lake County Commissioners, and renamed the Wasatch Front Waste and Recycling District effective as of January 1, 2013; and

WHEREAS, on November 10, 2009, the Salt Lake County Council created the Administrative Control Board (“Board”) to govern the District effective January 1, 2010; and

WHEREAS, on March 16, 2022, the County Council reorganized the District as a local district and the Board of Trustees was granted full governing authority as allowed under State Statutes; and

WHEREAS, Sherrie Ohrn was appointed to the Board by the Herriman City Council in February 2018; and

WHEREAS, this honorable board member has served their respective constituents faithfully and diligently; and

WHEREAS, the Board has been effective in governing the District and the waste and recycling collection services for its more than 86,000 households; and

WHEREAS, this honorable board member has retired from the Board; and

WHEREAS, the District wishes to express appreciation to this board member for their years of dedicated service; and

NOW, THEREFORE, BE IT RESOLVED by the Board, that this member is appreciated and recognized. We applaud all the efforts of the Board Members and District staff.

APPROVED AND ADOPTED this 26th day of January, 2026.

**WASATCH FRONT WASTE AND RECYCLING
DISTRICT BOARD OF TRUSTEES**

By: _____
Emily Gray, Board Chair
Board of Trustees

ATTEST:

Catarina N. Garcia
Board Clerk

**A RESOLUTION OF
WASATCH FRONT WASTE AND RECYCLING DISTRICT
BOARD OF TRUSTEES
EXPRESSING APPRECIATION TO BOARD MEMBER THOM DESIRANT**

RESOLUTION NO. 4439

ADOPTED JANUARY 26, 2026

BE IT KNOWN AND REMEMBERED THAT

WHEREAS, Wasatch Front Waste and Recycling District (the “District”), formerly known as the Salt Lake County Special Service District No. 1, was established in January 1977 by the Salt Lake County Commissioners, and renamed the Wasatch Front Waste and Recycling District effective as of January 1, 2013; and

WHEREAS, on November 10, 2009, the Salt Lake County Council created the Administrative Control Board (“Board”) to govern the District effective January 1, 2010; and

WHEREAS, on March 16, 2022, the County Council reorganized the District as a local district and the Board of Trustees was granted full governing authority as allowed under State Statutes; and

WHEREAS, Thom DeSirant was appointed to the Board by the Millcreek City Council in January 2022; and

WHEREAS, this honorable board member has served their respective constituents faithfully and diligently; and

WHEREAS, the Board has been effective in governing the District and the waste and recycling collection services for its more than 86,000 households; and

WHEREAS, this honorable board member has retired from the Board; and

WHEREAS, the District wishes to express appreciation to this board member for their years of dedicated service; and

NOW, THEREFORE, BE IT RESOLVED by the Board, that this member is appreciated and recognized. We applaud all the efforts of the Board Members and District staff.

APPROVED AND ADOPTED this 26th day of January, 2026.

**WASATCH FRONT WASTE AND RECYCLING
DISTRICT BOARD OF TRUSTEES**

By: _____
Emily Gray, Board Chair
Board of Trustees

ATTEST:

Catarina N. Garcia
Board Clerk

**A RESOLUTION OF THE
WASATCH FRONT WASTE AND RECYCLING DISTRICT
BOARD OF TRUSTEES
EXPRESSING APPRECIATION TO BOARD MEMBER DIANE TURNER**

RESOLUTION NO. 4440

ADOPTED JANUARY 26, 2026

BE IT KNOWN AND REMEMBERED THAT

WHEREAS, the Wasatch Front Waste and Recycling District (the “District”), formerly known as the Salt Lake County Special Service District No. 1, was established in January 1977 by the Salt Lake County Commissioners, and renamed the Wasatch Front Waste and Recycling District effective as of January 1, 2013; and

WHEREAS, on November 10, 2009 the Salt Lake County Council created the Administrative Control Board (“Board”) to govern the District effective January 1, 2010; and

WHEREAS, on March 16, 2022, the County Council reorganized the District as a local district and the Board of Trustees was granted full governing authority as allowed under State Statutes; and

WHEREAS, Diane Turner was appointed to the Board by the Murray City Council in January 2025; and

WHEREAS, this honorable board member has served their respective constituents faithfully and diligently; and

WHEREAS, the Board has been effective in governing the District and the waste and recycling collection services for its more than 86,000 households; and

WHEREAS, this honorable board member has retired from the Board; and

WHEREAS, the District wishes to express appreciation to this board member for their dedicated service; and

NOW, THEREFORE, BE IT RESOLVED by the Board, that this member is appreciated and recognized. We applaud all the efforts of the Board Members and staff.

APPROVED AND ADOPTED this 26th day of January 2026.

**WASATCH FRONT WASTE AND RECYCLING
DISTRICT BOARD OF TRUSTEES**

By: _____
Emily Gray, Board Chair
Board of Trustees

ATTEST:

Catarina N. Garcia
Board Clerk

**A RESOLUTION OF THE
WASATCH FRONT WASTE AND RECYCLING DISTRICT
BOARD OF TRUSTEES
EXPRESSING APPRECIATION TO RETIRING EMPLOYEE
LARRY CHIPMAN FOR 25 YEARS OF SERVICE**

RESOLUTION NO. 4441

ADOPTED: JANUARY 26, 2026

BE IT KNOWN AND REMEMBERED THAT

WHEREAS, Larry Chipman was hired in 1999 by Salt Lake County, returned to service in 2001, and transferred to the Wasatch Front Waste and Recycling District on January 1, 2013; and

WHEREAS, this dedicated public servant has served the District and its residents faithfully and diligently for 25 years; and

WHEREAS, throughout their tenure, this dedicated public servant served the District in various roles, including as an equipment operator, collections manager, and trailer program operator; and

WHEREAS, this honorable employee retired as of January 15, 2026, and the District wishes to express appreciation to Larry Chipman for his 25 years of dedicated service;

NOW, THEREFORE, BE IT RESOLVED by the Board that Larry Chipman is appreciated and recognized. We applaud all the great efforts of Larry and all the District staff.

APPROVED AND ADOPTED the 26th day of January, 2026.

**WASATCH FRONT WASTE AND RECYCLING DISTRICT
BOARD OF TRUSTEES**

By: _____

Emily Gray, Board Chair
Board of Trustees

ATTEST:

Catarina N. Garcia
Board Clerk



Special Districts 101

WASATCH FRONT WASTE & RECYCLING DISTRICT
BOARD OF TRUSTEES ORIENTATION
BY: RACHEL ANDERSON, WFWRD LEGAL COUNSEL
2026

Why Special Districts Exist



PROVIDE SPECIFIC PUBLIC
SERVICES



DESIGNED FOR REGIONAL
SERVICES CROSSING
MUNICIPAL BOUNDARIES



ACHIEVE ECONOMIES OF
SCALE



A STANDARD FORM OF
UTAH LOCAL
GOVERNMENT

What Is a Special District

“A limited purpose
local government
entity”

“A body corporate and
politic with perpetual
succession”

“A political subdivision
of the state”

“Separate and distinct
from and independent
from any other
political subdivision”

Local District vs. Special District

“Local district” was the former statutory term.

The Legislature later renamed these entities “special districts”.

Both terms refer to the same type of entity.



Special District vs. Special Service District



Special Service District (Title 17D): created
and controlled by a city or county



Special District (Title 17B): independent
political subdivision governed by its own
board

WFWRD Reorganization

WFWRD was originally a special service district

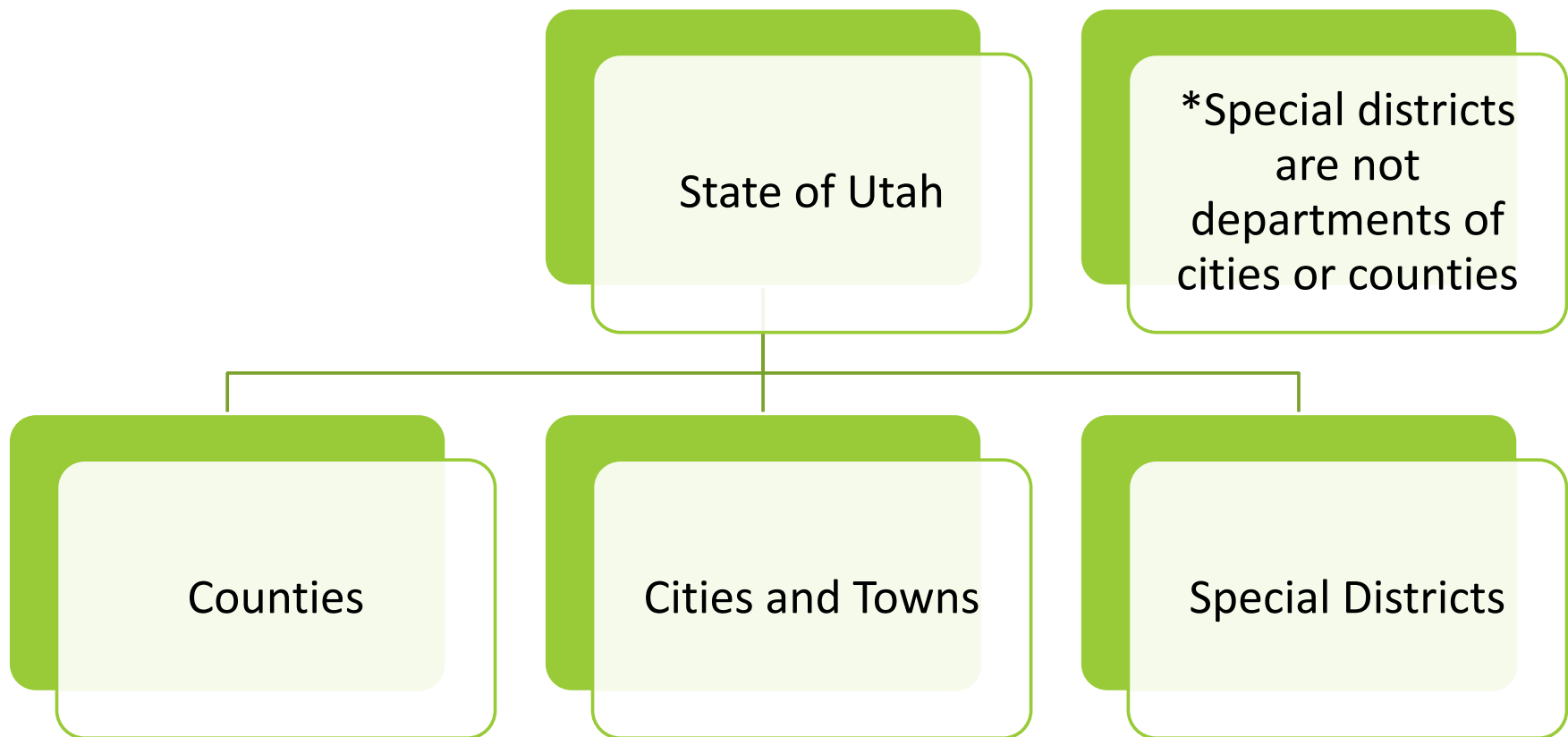


Reorganized in 2022 as a Title 17B special district



Reorganization resulted in full statutory independence

Special Districts as Political Subdivisions



Types of Special Districts (Title 17B)

Cemetery Maintenance Districts

Drainage Districts

Fire Protection Districts

*****Improvement Districts*****

Irrigation Districts

Metropolitan Water Districts

Mosquito Abatement Districts

Public Transit Districts

Service Areas

Water Conservancy Districts

A Special District May Provide Up to Four of these Listed Services

Airport operations

Cemetery operations

Fire protection, paramedic, and emergency services

*****Garbage collection and disposal*****

Health care services

Library operations

Mosquito abatement and control

Municipal services

Parks operations and recreational facilities

Sewage system operations

Street lighting

Right-of-way construction and maintenance

Transportation services

Water system operations

Acquisition or assessment of groundwater rights

Law enforcement services

Control or abatement of earth movement or landslide

Animal control services

Special District Service Area Geography



SERVICE AREAS MAY CROSS CITY
AND COUNTY BOUNDARIES



SERVICE AREAS NEED NOT BE
CONTIGUOUS



PROPERTIES MAY EXIST WITHIN
MULTIPLE JURISDICTIONS
SIMULTANEOUSLY

Powers of a Special District



Sue and be sued



Own real property



Borrow money and
issue bonds



Levy and collect
property taxes



Impose service fees
connection fees,
and impact fees



Enter contracts and
interlocal
agreements



Construct works
and facilities

Revenue Limitations



No authority to
impose sales or
income taxes



Primary revenue
sources are property
tax and service fees

(WFWRD does not levy a property tax.)

The Board of Trustees

Governing body of
the special district

Exercises
legislative
authority for the
district

Authority derives
from statute, not
from appointing
entities

WFWRD Board Composition

Board members are
appointed, not elected

Comprised of elected
officials from municipalities
and the county

Trustees may not appoint
proxies

Fiduciary Duty of Trustees

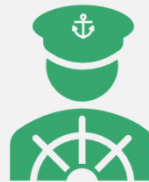
Trustees owe fiduciary duties to the special district.

A fiduciary duty is a legal and ethical obligation for one party (the fiduciary) to act in the best financial interest of another party (the beneficiary or principal), putting the beneficiary's needs above their own, involving loyalty, care, good faith, and avoiding conflicts of interest.

Board Role vs. Management Role



Board: policy direction, budgets, rates, major contracts, general manager oversight



Management: day-to-day operations, staff supervision, vendor management, implementation of board policy



Board member training once per term, within first 12 months of term. Can be taken on State Auditor's Website, or at UASD Convention in November.



Annual **Open and Public Meetings Act training**. Can be taken on State Auditor's Website but will also be done during a WFWRD board meeting.

Required Board Training

BOARD OF TRUSTEES – WASATCH FRONT WASTE AND RECYCLING DISTRICT (WFWRD)
PUBLIC HEARING & REGULAR MEETING MINUTES – *PENDING BOARD APPROVAL*

DATE/TIME	LOCATION	ATTENDEES
<p>Monday, November 17, 2025 6:00 p.m.</p> <p>Next Board Meeting January 26, 2026 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, Anna Barbieri-City of Taylorsville, Sherrie Ohrn-Herriman City, Zach Jacob-West Jordan City, Keith Zuspan-Town of Brighton, Thom DeSirant-Millcreek City, Matt Holton-Cottonwood Heights</p> <p><u>Participating Electronically:</u> Laurie Stringham-Salt Lake County, Patrick Schaeffer-Kearns City (<i>excused at 6:54 p.m.</i>), Robert Piñon-Emigration Canyon (<i>excused at 6:40 p.m.</i>), Diane Turner-Murray City (<i>excused at 6:45 p.m.</i>), Tessa Stitzer-Town of Copperton</p> <p><u>Excused:</u> Marci Houseman-Sandy City, Mick Sudbury-Magna City</p> <p><u>District & Support Staff:</u> Rachel Anderson, Legal Counsel Evan Tyrrell, General Manager Helen Kurtz, Finance Director David Ika, Operations Manager Hazel Dunsmore, Human Resources Manager Renee Plant, Administrative Manager Sione Tuione, Residential Recycling Collection & Sustainability Manager Justin Tuft, Residential Refuse & Special Services Collection Manager (<i>Webex</i>) Ken Simin, Customer Accounts Billing Administrator Catarina Garcia, Executive Assistant/Board Clerk</p> <p><u>Public:</u> Patrick Craig-Salt Lake County</p>

WASATCH FRONT WASTE AND RECYCLING DISTRICT
BOARD OF TRUSTEES PUBLIC HEARING AND REGULAR MEETING AGENDA

To be held on November 17, 2025 at 6:00 p.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.October 27, 2025, 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@wfwrdutah.gov before Sunday, November 16, 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.Review the 2026 Budget Presentation and Fee Schedule: Evan Tyrrell, General Manager, and Helen Kurtz, Finance Director
(Information/Discussion)

4. Public Hearing on the 2026 Budget and Fee Increases

4.1. Open the Public Hearing on the 2026 Budget and Fee Increases: Greg Shelton, Board Chair *(Motion Required)*

4.2.Public Comment (limited to 3 minutes per person)

4.3.Close the Public Hearing *(Motion Required)*

5. Continued Business Items

- 5.1. Consider the Adoption of Resolution 4437, a Resolution Adopting the 2026 Budget and Fee Schedule and Adopting Identified Fee Increases and New Fees: Board Chair Shelton (***Adoption Requested***)
- 5.2. Confirm or Cancel the Date for the Next Board Meeting & Budget Adoption scheduled for Monday, December 15, 2025, at 9:00 a.m.: Board Chair Shelton (***Board Action Requested***)
- 5.3. Approve 2026 Board Meeting Calendar: Catarina Garcia, Board Clerk (***Motion Requested***)
- 5.4. Considerations for the 2026 Board Vice Chair: Board Chair Shelton (***Discussion***)
- 5.5. Status and Updates on RFP for Feasibility Study: Evan Tyrrell, General Manager and Rachel Anderson, Legal Counsel (***Information/Discussion/Consent***)
- 5.6. Status of Financial Auditing Services RFP: Helen Kurtz, Finance Director (***Information/Approval Requested***)

6. 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.*

7. Other Board Business: *This time is set aside to allow Board Members to share and discuss topics.*

8. Requested Items for the Next Board Meeting(s)

- If Board Desires to Meet in December: Adoption of the 2026 Budget and Fee Schedule
- General Manager's Report
- Monday, January 26, 2026, Meeting:
 - Board Chair Succession and Vice Chair Formal Appointment
 - 2025 4th Quarter Financial Report
 - General Manager's Report
 - Status and Updates on RFP for Feasibility Study

9. Adjourn

TOPICS/ OBJECTIVES	KEY POINTS/ DECISIONS	ACTION ITEMS WHO – WHAT – BY WHEN	STATUS
Call to Order / Roll Call			
	Board Chair Shelton called the meeting to order at 6:05 p.m. and Catarina conducted the roll call.		
1. Consent Items (<i>Approval Requested</i>)			
1.1 October 27, 2025, Board Meeting Minutes	There were no questions or comments on the minutes.	Motion to Approve: Vice Chair Gray Second: Board Member Zuspan Vote: All in favor (no opposing or abstaining votes).	Approved November 17, 2025
2. Meeting Open for Public Comments			
	There were no public comments.		
3. Business Items			
3.1 Review the 2026 Budget Presentation and Fee Schedule: Evan Tyrrell, General Manager, and Helen Kurtz, Finance Director (<i>Information/Discussion</i>)	<p>Evan reviewed the following from the 2026 Budget Presentation:</p> <p>WFWRD’s Services Overview: Retaining the current Base Residential Rate of \$26.00 per home per month, retaining the Curbside Green Waste Reclamation Subscription Service at \$12.00 per month, and retaining the Curbside Glass Subscription at \$8.50 per month.</p> <p>Budget Highlights: A 3.5% Cost of Living Adjustment (COLA), 2% merit increases for employees with satisfactory performance ratings during annual evaluations, the one-time lump sum amount for employees at the top of their salary range, a PEHP Health Insurance 6.9% premium rate increase, URS</p>		

Retirement Plan Rate decrease of 1%, SCRP/Trailer program adjustments, and other administrative initiatives.

Operating Expenses Highlights: In 2026, WFWRD will continue to seek out opportunities to reduce costs, streamline organizational functions, increase efficiencies, and further optimize operations.

Evan turned the time over to Helen who briefly reviewed the Budget Revenues, Personnel Expenses, and Operating Expenses. He then reviewed Planned Capital Purchases, Planned One-time Purchases, and Proposed Fees for 2026.

There were discussions about an administrative pool vehicle, mileage reimbursements, and higher personal liability to employees using a private vehicle on District business. In response to an inquiry from Board Member Holton, Evan mentioned that several administrative efficiencies would be realized as part of a new administrative pool vehicle and that overall repair, maintenance, and fuel costs would be *de minimis* compared to the District's overall fleet of heavy-duty vehicles. The District is pursuing a hybrid-fueled vehicle and usage would be shared across all administrative staff.

Rachel replied to Board Member Ohrn's request to remind the Board about the insurance liability, and being able to manage insurance coverage on a District-owned vehicle rather than rely on each employee's personal insurance coverage in the event of an accident [especially something catastrophic]. She stated that a District vehicle is a good idea.

Evan went on to review staff's recommendations for the Feasibility Evaluation & Impact Analysis (FEIA) for Board Consideration of the Herriman Withdrawal Request to refine the scope that has become far too complex for a single solicitation. Staff desires to split out the Line-of-Service Financial Assessment by Geographic Service Area to be separate and independent from the FEIA. This will allow a more comprehensive, District-wide study that wouldn't be predicated on the withdrawal request. The strategy will yield better results and be more focused. Evan went on to say that the District currently has all available information and data to move forward with the FEIA.

Vice Chair Gray agreed it would make a lot of sense to split up the studies into two separate efforts. Board Member Barbieri agreed.

Evan touched on the previously requested Computer/Desk Chair Replacements. Board Member Holton talked about the increased fee in 2025 and asked if the list could be prioritized or if the budget is sound enough to handle all four one-time expenditures.

Vice Chair Gray stated the split of the line-of-service study is budget neutral, and Board Member DeSirant felt it was more budget positive as a one-time expense.

(At this point in the meeting the audio was lost for on-line participants. Once restored, Board Chair Shelton summarized the comments.)

Board Member Barbieri commented on the importance of first doing the FEIA study and how the separate financial assessment can be incredibly helpful for

short- and long-term planning and cost savings. Board Member Zuspan talked about how the line of service financial study by geographic area can help to maximize value for areas already serviced by WFWRD because we're already there. It is supported by the routes [mapping] and if it takes us by there, it is another opportunity to increase the cash flow.

Board Member Holton stated he had to ask the question so we are not coming back in three months saying we need more money. Evan replied that the one-time purchases were looked at objectively and talked about the budgeting philosophy he shares with Helen. Evan revisited the original budget v. the estimated actuals for 2025 and stated that he sees a lot of opportunities to maximize efficiencies and reduce costs in 2026 beyond. In the estimated 2025 budget, we are currently estimating coming in under budget by approximately \$2 million and that we have capabilities to absorb additional costs in 2026. One-time purchases were evaluated based on needs versus wants and cash flow projections are looking good. The short answer is yes, WFWRD can afford the proposed one-time purchases, which we determined through an objective, need-based process.

Catarina read a comment that Board Member Piñon sent in the chat before he logged off the meeting: "I want to strongly recommend we get the chairs to retain employees, provide a healthy work environment and allow the District to support the staff. In the business of design and construction we use the 3/30/300 logic: \$3/sf in design, \$30/sf in rent, and \$300/sf in salaries (PER YEAR). Justifying and supporting the \$30/sf in favor of supporting the most valuable asset: the staff. Thanks!"

	<p>Evan reviewed the Administrative Pool Vehicle Anticipated Utilization information and subsequently the New Proposed Fees for 2026, which are intended to reduce or recover some costs and provide the District leverage in driving District policies, procedures, and initiatives (not intended as a major source of revenue). New proposed fees include a payment transaction fee of up to 3%, a late set-out return pick-up fee of \$25.00 upon customer request; subject to availability and area, and a recycling contamination fee of \$25.00 after three or more documented occurrences. The payment transaction fee will not be implemented until the District brings a proposal to the Board for its consideration at a future 2026 public meeting for when and how to impose the fee.</p> <p>Several Board Members agreed to the payment transaction fee as long as there is an option to make a payment without a fee. There are legal restrictions that do not allow WFWRD to opt people out of a paper bill.</p> <p>Evan showed the marked-up general fee schedule and Board Chair Shelton moved on to the next item.</p>		
4. Public Hearing on the 2026 Budget and Fee Increases			
4.1 Open the Public Hearing on the 2026 Budget and Fee Increases: Greg Shelton, Board Chair (<i>Motion Required</i>)	Board Chair Shelton opened the meeting for public comments.	<p>Motion to Open: Board Member DeSirant</p> <p>Second: Board Member Holton</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	Approved November 17, 2025

4.2 Public Comment (limited to 3 minutes per person)	There were no public comments.		
4.3 Close the Public Hearing (<i>Motion Required</i>)	Board Chair Shelton closed the public hearing and moved on to continued business items.	Motion to Close: Board Member DeSirant Second: Board Member Ohrn Vote: All in favor (no opposing or abstaining votes).	Approved November 17, 2025
5. Continued Business Items			
5.1 Consider the Adoption of Resolution 4437, a Resolution Adopting the 2026 Budget and Fee Schedule and Adopting Identified Fee Increases and New Fees: Board Chair Shelton (<i>Adoption Requested</i>)	Board Chair Shelton entertained a motion to adopt the resolution adopting the 2026 budget and fee schedule and adopting identified fee increases and new fees.	Motion to Approve: Board Member DeSirant Second: Board Member Zuspan Votes: Board Chair Shelton: Aye Vice Chair Gray: Aye Board Member Barbieri: Aye Board Member DeSirant: Aye Board Member Holton: Aye Board Member Jacob: Aye Board Member Ohrn: Aye Board Member Stitzer: Aye Board Member Stringham: Aye Board Member Zuspan: Aye Absent: Board Member Turner, Board Member Schaeffer, Board Member Piñon, Board Member Houseman, Board Member Sudbury	Approved November 17, 2025

<p>5.2 Confirm or Cancel the Date for the Next Board Meeting & Budget Adoption scheduled for Monday, December 15, 2025, at 9:00 a.m.: Board Chair Shelton (<i>Board Action Requested</i>)</p>	<p>The Board cancelled the date for the previously noticed Board Meeting for Monday, December 15, 2025, at 9:00 a.m.</p>	<p>Motion to Cancel: Vice Chair Gray</p> <p>Second: Board Member Barbieri</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved November 17, 2025</p>
<p>5.3 Approve 2026 Board Meeting Calendar: Catarina Garcia, Board Clerk (<i>Motion Requested</i>)</p>	<p>Catarina presented the 2026 Board of Trustees Meeting Schedule.</p> <p>Board Meetings are scheduled for the 4th week of each month with the exception of May, which will be moved to the 3rd week, Monday, May 18 due to the holiday.</p> <p>A separate invitation will be sent for the November Board Meeting and Public Hearing on Monday, November 16th at 6:00 p.m., as well as a separate invitation should the Board choose to meet Monday, December 14th.</p> <p>Board Chair Shelton entertained a motion to approve the 2026 Board Meeting Calendar.</p>	<p>Motion to Approve: Vice Chair Gray</p> <p>Second: Board Member DeSirant</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	<p>Approved November 17, 2025</p>
<p>5.4 Considerations for the 2026 Board Vice Chair: Board Chair Shelton (<i>Discussion</i>)</p>	<p>Rachel explained that this will be scheduled for January based on elections and new Board members and she talked about the standard terms of service in that the Vice-Chair has typically served as the Chair in the subsequent year. Board Member Barbieri recommended that new Board of Trustee Member appointments be committed to a four-year term. Rachel Anderson clarified that this is typically the norm outside of special elections and rotating election years.</p>		

<p>5.5 Status and Updates on RFP for Feasibility Study: Evan Tyrrell, General Manager and Rachel Anderson, Legal Counsel <i>(Information/Discussion/Consent)</i></p>	<p>Evan showed the previously provided memorandum from Rachel that was an overview of withdrawal procedures and considerations.</p> <p>Rachel explained that there are statutory requirements of withdrawal requests and there were broad discussions amongst Board Members about resident petitions, gathering data, democracy, putting the cart before the horse, Board Members representing the entire District as a whole, using a survey as a tool/a guiding principle, asking the right questions, educating residents, and representative republics and democracies.</p> <p>Rachel stated that if we do initiate the process then ultimately when we get to the decision phase, the Board is required to say no if those conditions aren't met. Why initiate the process if it is going to be a no? Not exactly getting the cart before the horse but we are doing this analysis before the Board even decides if they want to pursue it.</p> <p>Board Member Jacob commented about how long it would be until other cities wanted to withdraw, and because he was new to the conversations, Rachel told him the effect of cumulative withdrawals is something additional that the Board does have to consider as part of the withdrawal evaluation criteria in accordance with Utah State Code. There is a lot of push and desire to keep special districts strong too and there have been lawsuits to prove (White City) that special districts are legally on par with municipalities.</p> <p>Board Member Holton does not believe it is worth spending any money on a survey. Evan added that the survey would be part of the RFP by an objective,</p>		
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impartial, third party using statistically significant data sets, and would be used as a tool, and additional resource, to gather as much information as possible for the Board to make the most informed decision possible. He mentioned losing service areas that are under the District's current purview, economies of scale, administrative efficiencies, and there are a lot of other impacts that would be part of this analysis while pointing out that Herriman has the third highest number of service accounts by City within the District's current service area and is continuing to grow with relatively high service density. The intent of this discussion item is to determine if the Board wants a survey as part of the RFP.

Board Member Holton stated that what Evan just said proves to him why we don't need a survey because what he just said earlier was one of the most compelling things of why Herriman has an uphill battle because all of those things that he just said are massively compelling on what is the impact going to be for the health of the District so that they can go to their residents to say we're not going be jacking up their prices a ton. That for him is what is really at the heart of all of this and to spend money on a resident survey of individuals in Herriman is for him not part of the calculation.

The Board agreed that a survey does not need to be part of the RFP.

Rachel stated that the District-wide cost analysis goes beyond the scope of the Herriman feasibility study and Evan explained the intent of splitting it out into two pieces and believes we have the basic information to evaluate the impact of the withdrawal request.

	Board Chair Shelton recommended the Board revisits the topic when there is more time.		
5.6 Status of Financial Auditing Services RFP: Helen Kurtz, Finance Director <i>(Information/Approval Requested)</i>	<p>Helen explained that Squire was the only vendor to submit on the RFP, the reasons given by other vendors for not submitting a proposal, and recommendations going forward.</p> <p>The Board agreed to move forward with Squire for another three-year contract.</p>	<p>Motion to Approve: Board Member</p> <p>Second: Board Member</p> <p>Vote: All in favor (no opposing or abstaining votes).</p>	Approved November 17, 2025
6. Closed Session (If Needed)			
	No closed session was needed.		
7. Other Board Business			
	<p>After the decision to cancel the December Board Meeting, Board Chair Shelton read the draft of Resolution 4438 Expressing Appreciation to Retiring Board Member Sherrie Ohrn for her dedicated years of service that will be formally adopted at the January 2026 meeting.</p> <p>There was no other Board business.</p>		
8. Requested Items for the Next Board Meeting Monday, January 26, 2026 9:00 a.m.			
	<p>Board Chair Shelton reviewed the items for the next Board Meeting:</p> <ul style="list-style-type: none"> • Board Chair Succession and Vice Chair Formal Appointment • 2025 4th Quarter Financial Report • General Manager's Report • Status and Updates on RFP for Feasibility Study 		
9. Adjourn			

	With no further business, Board Chair Shelton entertained a motion to adjourn.	Motion to Adjourn: Board Member Barbieri Second: Board Member Ohrn Vote: All in favor (no opposing or abstaining votes).	Approved November 17, 2025 <i>Meeting end time: 8:04 p.m.</i>
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Wasatch Front Waste and Recycling District
2026 Priorities, Goals, and Initiatives (PGIs)
ONGOING DEVELOPMENT

Identifier	PGI Description	Additional Information	Benchmark(s)/Current Status	Unknowns/Challenges/Constraints	Status Update	Qualitative Benefits Achieved	Quantitative Benefits Realized	Quantitative Benefits Notes
ORGANIZATIONAL								
ORG.1	Conduct a comprehensive review and update of the District's Policy Manual	The Policy Manual contains several historic items from when the District was previously tied to SLCo. Several items warrant updates and clarifications.	Last comprehensive review and update unknown	May take additional staff and legal resources, which may be hindered by day to-day needs and other priorities.				
ORG.2	Modify the District's Charter to update WFWRD's operational serviceability, adapt to our service area's changing landscapes (e.g., redevelopments and new developments), ensure WFWRD's long-term financial solvency, and enhance WFWRD's overall efficiencies and economies of scale	SLCo Resolution No. 5954, which created WFWRD as a Special (Local) District, including past resolutions, limits the District's 'serviceability' predominantly to residential properties up to a fourplex. Given the valley's changing landscape, redevelopments and new developments are routinely multifamily structures, thereby reducing significant revenue sources, efficiencies, and economies of scale for the District.	Not yet started. The outgoing General Manager, who served in their role for over 20 years, recommended pursuing an adjustment to the District's serviceability.	(1) May take additional staff and legal resources, which may be hindered by day to-day needs and other priorities. (2) Perceived competition from the private sector				
ORG.3	Begin conceptualizing the development of a long-term strategic plan for the District, including review of its mission and vision statements	A long-term strategic plan (est. 2027 or later) will aid the District in setting long-term goals with benchmarks and success indicators.	Expected to begin in 2027. Current PGIs in 2026 will help to establish benchmarks, goals, and other long-term initiatives.	TBD				
ADMINISTRATIVE								
ADM.1	Continually evaluate and optimize WFWRD's administrative processes in an effort to streamline workflows, enhance efficiencies, reduce costs, and maintain high-quality, essential public services and customer satisfaction							
ADM.1.1	Consolidate, where possible, the District's Standard Operating Procedures (SOPs) and create an Employee Handbook to streamline employee onboarding, provide a centralized document as an employee resource, reduce redundant information, and clarify policies, processes, and expectations	Approximately two dozen SOPs are anticipated to be incorporated into an Employee Handbook while ensuring consistency with the District's Policy Manual and that all necessary information is included. Resources from the District's membership with the Employers Council will be used to support the development of this Employee Handbook, including legal support from Fabian VanCott.	A standalone Employee Handbook does not currently exist and is complicated by dozens of SOPs, which sometime conflict with one another and create challenges in finding the information needed to support management, supervisors, and our frontline workers.	May take additional staff and legal resources, which may be hindered by day-to-day needs and other priorities.				
ADM.1.2	Optimize the Landfill Voucher Program request and redemption system, while collaborating with post-collection facilities to ensure the origination city/service area is able to be tracked.	Pending Board direction on the percentage of vouchers to be authorized by the GM based on the number of residential customers per city/service area.	The origination city/service area is not currently able to be tracked, but staff are working with our landfill partners to reinstitute tracking and reporting by city/service area.	The time and costs associated with voucher redemption tracking by service area may outweigh the benefits				
ADM.1.3	Maintain and update internal SOPs to ensure clarity, accurateness, and compliance with rules, regulations, and policies.	Several SOP updates are underway and a prioritization matrix has been developed. In some cases, updates are published as Interim Provisional Updates (IPUs) to streamline immediate adoption while a comprehensive review and update is performed.	60 SOPs are currently in place. Although several are planned to be consolidated into an employee handbooks, new SOPs are needed to specify procedural and operational tasks.	SOP updates require, in some cases, significant staff resources, which may be hindered by day-to-day needs and other priorities. Legal review and support is sometimes needed when developing and updating SOPs.				
ADM.1.4	Maximize data integration across District platforms to optimize real-time data consolidation, trend analysis, and support decision making	The District has a significant number of software and database platforms that track countless data points from payroll, administrative, financial, and operational facets within and outside of the organization.	Currently transitioning from Microsoft Power BI to another user friendly platform.	Time, support, and reviews				
ADM.1.5	Evaluate and implement new data visualization techniques to aid in presentations, consolidating data sets into readily interpretable figures, charts, graphs, and tables, and helping to more effectively tell the District's story	This is a work in progress and being conceptualized from a variety of data sets. ADM.1.4 will directly support this initiative. One pending technique is to graph the total cost of ownership (TCO) of each heavy duty truck owned by the District that will include total repair and maintenance costs and age of the vehicle to determine an optimal replacement schedule, among other things.	New data visualization techniques that consolidate thousands of data points into readily interpretable figures, charts, graphs, and tables are currently being developed. Some have already been utilized for presentations to Taylorsville, Sandy, and other partner cities.	Time, support, and reviews				
ADM.2	Solicit and complete the Withdrawal Feasibility Assessment and Impact Analysis (FEIA)	The FEIA will evaluate the criteria contemplated in Utah Code 17B-1-510 along with an impact analysis of Herriman City's request to withdraw from the District and cumulative successive withdrawal scenarios.	An RFP is near finalization in collaboration with Herriman City. The District portion is budgeted for up to \$30,000.	It may prove to be difficult to find a vendor that is experienced with this unique analysis that also understands solid waste management systems.				
ADM.3	Successfully solicit a Recycling Processing and Recovery RFP and award to one of more vendors using a high-quality/best value approach.	The District's current contracts with Rocky Mountain Recycling (RMR) and WM expire on December 31, 2026. All contract extensions have been utilized.	The District current contracts with the only two Materials Recovery Facilities (MRFs) in SLCo, WM and RMR. WM has a monthly tonnage goal of 300 tons and RMR has a monthly tonnage commitment of 1,000 tons.	(1) Recycling markets continue to be poor on a global scale, thereby resulting in rising processing and recovery costs from single-stream recycling systems (2) Negotiations on terms, conditions, rates, and minimum tonnage commitments				
ADM.4	Continue with education and outreach initiatives that support recycling knowledge and drive down recycling contamination rates	Routine material composition audits show continued decreases in recycling contamination rates with a much higher percentage of contamination at WM as compared to RMR. Contamination in recycling results in additional costs to the District, which are typically adjusted on a monthly basis.	Based on 2025 end-of-year rolling averages, contamination rates were: District-wide average: 18.94% RMR average: 18.02% WM average: 26.78%	This is an ongoing challenge across the United States, which is related to a variety of factors, including education and outreach resources, recycling complexity, and variation of acceptable materials throughout the U.S.				
ADM.5	Incorporate at least four (4) presentations from District staff into various Board of Trustees meetings throughout 2026.	Topics may include, but are not limited to: billing and account management; customer service and website management; waste diversion and recycling education and outreach; fleet management and analysis; data integration and visualization; and more.	Not applicable. A list of topics and a schedule is being developed by staff.	None anticipated				
ADM.6								
FINANCIAL								
FIN.1	Solicit and complete a line-of-service financial assessment by geographic service area	Line-of-service costs by geographic service area have not been necessitated in the past due to the District Policy Manual's provision for adopting a uniform fee structure (See Section 15.5 - Fees).	An RFP for a line-of-service financial assessment by geographic service area is under development and is budgeted for up to \$60,000.	This study will require a significant amount of staff resources in providing data and other information to a selected consultant. A consultant that understands solid waste management systems is highly desirable.				
FIN.2	Successfully implement and sustain monthly billing beginning in February 2026 while optimizing workloads, ensuring consistent cash flow, and supporting customer inquiries	The District has historically billed on a quarterly basis.	A recurring status update on this initiative is being discussed during weekly management team meetings, which identify progress, challenges, resolutions, and support needs. A significant amount of education and outreach on this transition has been taking place over the past 6+ months and flyers are being placed on residential containers throughout the District's service area.	(1) customer engagements may increase (2) late payments may increase; the District will need to evaluate when to apply late payment charges throughout the first several months. (3) transitioning to a new payment transaction provider may create additional challenges, staff workload, and customer dissatisfaction.				
FIN.3	Educate and incentivize additional customer enrollments in paperless, electronic billing services	Paperless billing reduces printing and mailing costs, energy, and staff time. The pending payment transaction fee can be used to incentive new sign-ups.	As of January 20, 2026, 19,487 out of 86,507 households serviced (22.5%) were signed up for electronic billing statements.	Some customers prefer paper bills that are mailed				
FIN.4	Evaluate and implement new means and methods to reduce printing and mailing costs for customer billing	The finance team is actively pursuing this initiative, which would reduce full-size 8.5x11 paper bills to postcard-sized bills with an estimated ongoing annual savings of at least \$200,000.	Under the current full-size paper bills, printing and postage estimates are nearly \$600,000 annually with monthly billing.	Payment stubs from postcard bills may pose challenges in the processing of payments by the District's financial institutions.				
FIN.5	Seek cost reduction and recovery options to reduce payment transaction fees to the District and its customers	The terms and conditions with a new merchant services vendor are currently being negotiated. This vendor has significant capabilities with integrating across the District's financial management program (i.e., Caselle) and is the highest-value/lowest cost option.	A new payment transaction fee is under development and was approved by the Board in November 2025 as part of its fee schedule public hearing.	TBD				
FIN.6	Effectively track and control personnel and operating expenses while ensuring, where practicable, that overall expenses do not exceed the approved 2026 budget	The 2026 approved budget allocated total expenses of \$31,877,590 (\$12.7M personnel and \$19.2M operational). An additional \$5.3M was approved for capital purchases.	Preliminary, unaudited 2025 total expenses were \$3.33M below budget (\$1.78M in personnel and \$1.55M in operating) due to RIFs and ongoing cost savings and efficiency initiatives. In 2026, cost savings measures and efficiency initiatives are being implemented on an ongoing basis, and the District has temporarily postponed filling a few driver vacancies in January 2026 due to retirements and natural attrition.	None currently anticipated. However, markets remain uncertain and volatile.				
FIN.7								

Wasatch Front Waste and Recycling District
2026 Priorities, Goals, and Initiatives (PGIs)
ONGOING DEVELOPMENT

Identifier	PGI Description	Additional Information	Benchmark(s)/Current Status	Unknowns/Challenges/Constraints	Status Update	Qualitative Benefits Achieved	Quantitative Benefits Realized	Quantitative Benefits Notes
OPERATIONAL								
OP.1	Using existing resources and budget allocations, maximize the capacity to better meet service demand for the Seasonal Container Reservation Program (SCRP)	2026 goal is to attain an average of at least 72 containers serviced per day throughout the SCRП season	~60 containers per day has been the service average for the past three consecutive SCRП seasons	Recruitment and retention of seasonal workers. The District will be holding a strategy recruitment session in early-February.				
OP.2	Obtain new subscriptions and grow the District's curbside green waste collection and reclamation program.	Growing the program would result in a higher percentage of waste diversion across the District's service areas while reducing overall disposition costs. Curbside green waste is delivered to the Salt Lake Valley landfill for composting, which is charged at a far lower rate per ton (i.e., \$17) than regular garbage (i.e., \$31 @ landfill & \$39 @ transfer station). Tipping fees at the Trans-Jordan Landfill are \$41/ton.	As of December 31, 2025, there were a total of 12,269 curbside green waste subscribers (with 320 additional green waste can subscribers). Total curbside green waste tons diverted for the 2025 calendar year were 5,958 at a total disposition cost of \$101,447.	(1) Extensive growth would require additional staffing and equipment resources. (2) the Salt Lake Valley landfill may not be able to accept a significant amount of new tonnage for their composting program. (3) the Salt Lake Valley Landfill is the only facility for which the District can deliver curbside green waste. This facility is located in an area that is far compared to the SLV transfer station and, in some cases, the Trans-Jordan Landfill.				
OP.3	Continually evaluate and optimize WFWRD's operational processes in an effort to streamline workflows, enhance efficiencies, reduce costs, and maintain high-quality, essential public services and customer satisfaction							
OP.3.1	Evaluate the District's bulky waste management program to identify means and methods to increase WFWRD's operational capacity to meet community demand, increase efficiencies, optimize productivity, and reduce costs	Goal is to seek potential service modifications to be implemented in 2027 that would maximize efficiencies, better meet service demand, and reduce operational costs.	SCRП is a unique program throughout the SLC metro area; most services are curbside with a variety of scheduling and limitations in the types of materials accepted.	(1) Major changes to the District's bulky waste program may require new equipment and capital expenses. (2) Major changes would require a large-scale education and outreach campaign, which may also include changes to acceptable materials. (3) Support and collaboration from the District's partner cities, including code enforcement, would be needed.				
OP.3.2	Seeks ways to maximize efficiencies and/or grow the District's front-load collection services	The District's front-load program has significant distances between collection points throughout Salt Lake County.	The District currently provides sporadic front-load service throughout Salt Lake County, including in Big and Little Cottonwood and Emigration Canyons. Total collection location counts as of December 31, 2025 were: ### collection locations for trash ### collection locations for recycle					
OP.3.3	Maximize the use of existing technology and explore new means and methods to maximize collection routing efficiencies and reduce missed pickups	The District is currently exploring routing software and other technologies to support this initiative, which are wide-ranging and complex. Our ongoing analysis is to determine needs versus wants to ensure the best value/lowest-cost option. An RFP would need to be developed prior to awarding any vendors to support this initiative.	The District currently uses Samsara for telematics and has a GIS Coordinator who helps support routing and many other operational items. Demonstrations have been held with a few prospective vendors to date.	(1) Implementation of routing software and integration with existing systems is incredibly time intensive and would require a dedicated Project Manager and other existing support staff. (2) Routing software comes at a high upfront cost, including tablets and other technology investments. (3) Any investment and implementation of routing software is not recommended until 2027. Funding was not included in the 2026 budget.				
OP.3.4	Review Seasonal Programs to determine cost-savings opportunities and increased efficiencies.	The District currently provides a central leaf bag drop-off program and a curbside Christmas tree collection program. As part of the leaf bag program, the District purchases and distributes leaf bags throughout its service area. Due to labor intensive requirements and costs, leaf bags are neither reclaimed nor diverted. They are landfilled. Acceptable Christmas trees are delivered to Diamond Tree where they are chipped into mulch for beneficial reuse and redistribution.	2024 leaf bag program * #,### tons * \$ total cost ***\$##,##\$ spent on leaf bags alone 2025 leaf bag program * #,### tons * \$ total cost ***\$31,864 spent on leaf bags alone	TBD				
OP.3.5	Deep dive into Fleet Repair and Maintenance Costs and determine how to reduce costs and minimize expensive repairs	Fleet repair and maintenance costs have shown consistent cost increases over the past several years. In 2026, the SLCo Fleet Department is increasing its labor rate by \$6 per hour and has a 26% markup on parts.	2024 actuals = \$4.34M 2025 unaudited = \$4.87M 2026 budgeted = \$5.25M	The District has a very large fleet of heavy duty commercial motor vehicles (CMVs). Optimizing fleet replacement timeframes before large repair costs are incurred would help in this expense category, but new CMV' refuse trucks cost >\$400k per unit. 2025 CMVs 58 side-load trucks 3 front-load trucks 2 rear-load trucks 3 hook-lift trucks				
OP.3.6								
OP.4	Continue to optimize the District's fleet composition while maximizing resale value and minimizing purchase prices while ensuring the District's fleet meets its needs in providing efficient, safe, and reliable services.	The District's has continued to right-size its light-duty fleet and has been purchasing diesel instead of CNG refuse trucks based on cost and resale factors. Over the past several years, new diesel trucks are listed at a reduced cost of \$50,000 per unit compared to CNG trucks. CNG trucks have also had dismal resale values over the past several years.	The District has purchased and deployed # of diesel side-load trucks as of December 31, 2025 and plans to purchase 8 new diesel trucks as approved in the 2026 capital budget with an estimated savings of at least \$400,000.	Lead time, market supply, and volatile markets remain challenging				
OP.5								
SAFETY								
SAF.1	Evaluate the District's safety culture, programs, training, and Health and Safety Plan (HASP) while identifying and implementing strategies to continually enhance District-wide safety culture and morale through employee engagement, recognition, accountability, and professional development							
SAF.1.1	Perform a comprehensive review and update of the District's Health and Safety Plan (HASP)							
SAF.1.2	Continue to provide staff training and hold safety-specific meetings							
SAF.1.3	In development							
SAF.2	Continually strive to reduce the District's Experience Modifier (EMod) by reducing losses and claims associated with incidents, accidents, and injuries.	The EMod is calculated based on a three-year running average of losses and claims, and directly affects the District's workers' compensation and liability premiums.	The District's EMod has been at the following numbers over the past four years (1.0 is a perfect score): 2022: 2.0 2023: 2.37 2024: 1.92 2025: 1.74					
SAF.3	Evaluate the District's Drug and Alcohol Testing Policy and consider a comprehensive review and update.	The District's D&A testing provider may have a DOT-approved and legal reviewed D&A Testing Policy that the District can adopt	The District's current D&A testing program is described in SOP 3.13 (last updated 4/29/2025) and may omit critical requirements and provisions to ensure organizational compliance and driver protection. Section 9.39 of the District Policy Manual includes some provisions for an alcohol and drug-free workplace.					
SAF.4	Evaluate the District's emergency response readiness, training, and planning program							

\$ - TOTAL COST SAVINGS



Wasatch Front Waste and Recycling District

Preliminary 4th Quarter Financial Report for the Period Ending December 31, 2025

Our Vision: A sustainable organization that provides for the welfare of our communities.

Our Mission: To provide sustainable quality integrated waste and recycling collection services for the health and safety of our community... because not everything fits in the can.



Our Goals: To provide World Class Customer Service, Achieve Excellent Employee Satisfaction, Environmental Stewardship, and Financial Stewardship.



Preliminary WFWRD Financial Report for the Year Ending December 31, 2025

Revenues Highlights: Revenues for Residential Waste Collection and Green Curbside are \$7,014,374 and \$278,586 higher than 2024 due to the fee increase implemented in January 2025. Revenue for Residential Waste Collection posted over \$2,000,000 higher than budget because the budget based on cash and revenue posts on an accrual basis.

	Actuals to Date 2025	Budget 2025	Budget less Actuals	Percent of Budget	Actuals to Date 2024
Revenues					
Residential Waste Collections	\$ 29,310,059	\$ 27,283,500	\$ (2,026,559)	107.43%	\$ 22,295,685
Nonresidential Waste Collections	666,436	731,200	64,764	91.14%	802,390
Neighborhood Trailer Rental	200,282	189,000	(11,282)	105.97%	175,669
Green Curbside (cans/fees)	1,809,002	1,644,000	(165,002)	110.04%	1,530,416
Gain/(Loss) on Sale of Assets (Trucks)	-	480,000	480,000	0.00%	(460,894)
Gain/(Loss) On Investments	23,552	-	(23,552)		46,722
New Home Can and Delivery	97,813	90,000	(7,813)	108.68%	110,653
Interest	288,140	350,000	61,860	82.33%	357,418
Miscellaneous Revenues	505,732	525,000	19,268	96.33%	795,760
Total Revenues	\$ 33,019,399	\$ 31,292,700	\$ (1,726,699)	105.52%	\$ 25,653,819



Preliminary WFWRD Financial Report for the Year Ending December 31, 2025

Personnel Expenses Highlights: The RIF from the beginning of the year along with other personnel changes resulted in budget savings from overall personnel expenses of \$1,781,265 over expectations . Overtime is down \$135,321 from 2024 due to being nearly fully staffed.

	Actuals to Date 2025	Budget 2025	Budget less Actuals	Percent of Budget	Actuals to Date 2024
Expenses					
Personnel Expenses					
Wages/Salaries	\$ 6,969,440	\$ 7,514,000	\$ 544,560	92.75%	\$ 6,855,132
Overtime	213,554	549,500	335,946	38.86%	348,875
Temporary Labor	220,128	435,000	214,872	50.60%	210,706
Benefits	111,350	408,400	297,050	27.26%	89,037
Social Security	16,080	27,000	10,920	59.56%	95,322
Medicare Tax	104,406	109,000	4,594	95.79%	103,109
Retirement Pension	1,097,444	1,298,400	200,956	84.52%	1,158,612
Supplemental 401(k)	518,537	541,000	22,463	95.85%	433,557
Health Insurance	1,593,043	1,589,200	(3,843)	100.24%	1,603,104
Retirees Insurance	10,522	38,000	27,478	27.69%	13,102
Workers Comp/Claims/Insurance	123,873	148,200	24,327	83.59%	183,715
State Unemployment Tax	44,058	21,000	(23,058)	209.80%	26,380
Pension (Benefit) Expense (GASB 68)	-	75,000	75,000	0.00%	(189,745.00)
Other Post Employment Benefits (OPEB)	-	50,000	50,000	0.00%	(42,919.00)
Total Personnel Expenses	\$ 11,022,435	\$ 12,803,700	\$ 1,781,265	86.09%	\$ 10,887,987



Preliminary WFWRD Financial Report for the Year Ending December 31, 2025

Operating Expenses Highlights: Fuel costs decreased by \$152,889 compared to 2024 due to lower fuel prices and fewer miles driven in 2025, while maintenance costs increased by 12% over the same period. Delays in receiving new trucks have required the District to continue operating older vehicles, which require more frequent and costly maintenance. Rising parts prices and shop labor costs also contributed to the increase in maintenance expenses.

	Actuals to Date 2025	Budget 2025	Budget less Actuals	Percent of Budget	Actuals to Date 2024
Expenses					
Operating Expenses					
Fuel	\$ 1,118,743	\$ 1,641,500	\$ 522,757	68.15%	\$ 1,271,632
Maintenance	4,870,755	5,078,600	207,845	95.91%	4,336,771
Disposal Fees SLValley Landfill	3,758,741	3,880,000	121,259	96.87%	3,860,951
Disposal Fees TransJordan and Other	707,290	770,700	63,410	91.77%	679,952
Vendor Recycling Fees	925,052	1,045,000	119,948	88.52%	842,057
Can Purchases	609,769	565,000	(44,769)	107.92%	558,762
County Interlocal IT/Phone Services	273,482	241,200	(32,282)	113.38%	230,481
Land Lease	11,500	11,900	400	96.64%	1,500
County Interlocal Shared Bldg Costs	352,872	370,900	18,028	95.14%	346,143
County Interlocal Operations/Truck Lease	137,409	143,800	6,391	95.56%	142,088
Attorney/Legal	45,166	37,300	(7,866)	121.09%	31,340
Property Insurance/Claims	389,734	330,500	(59,234)	117.92%	327,939
Other (mailing, postage, office, adv)	1,329,227	1,677,860	348,633	79.22%	1,242,450
Depreciation	2,361,207	2,620,000	258,793	90.12%	2,390,686
Interest Expense	48,249	74,740	26,491	64.56%	62,424
Total Operating Expenses	<u>\$ 16,939,196</u>	<u>\$ 18,489,000</u>	<u>\$ 1,549,804</u>	<u>91.62%</u>	<u>\$ 16,325,176</u>
Total Expenses	<u>\$ 27,961,631</u>	<u>\$ 31,292,700</u>	<u>\$ 3,331,069</u>	<u>89.36%</u>	<u>\$ 27,213,163</u>
Revenues Less Expenses	<u>\$ 5,057,768</u>	<u>\$ 044 -</u>	<u>\$ (5,057,768)</u>		<u>\$ (1,559,344)</u>



Preliminary WFWRD Financial Report for the Year Ending December 31, 2025

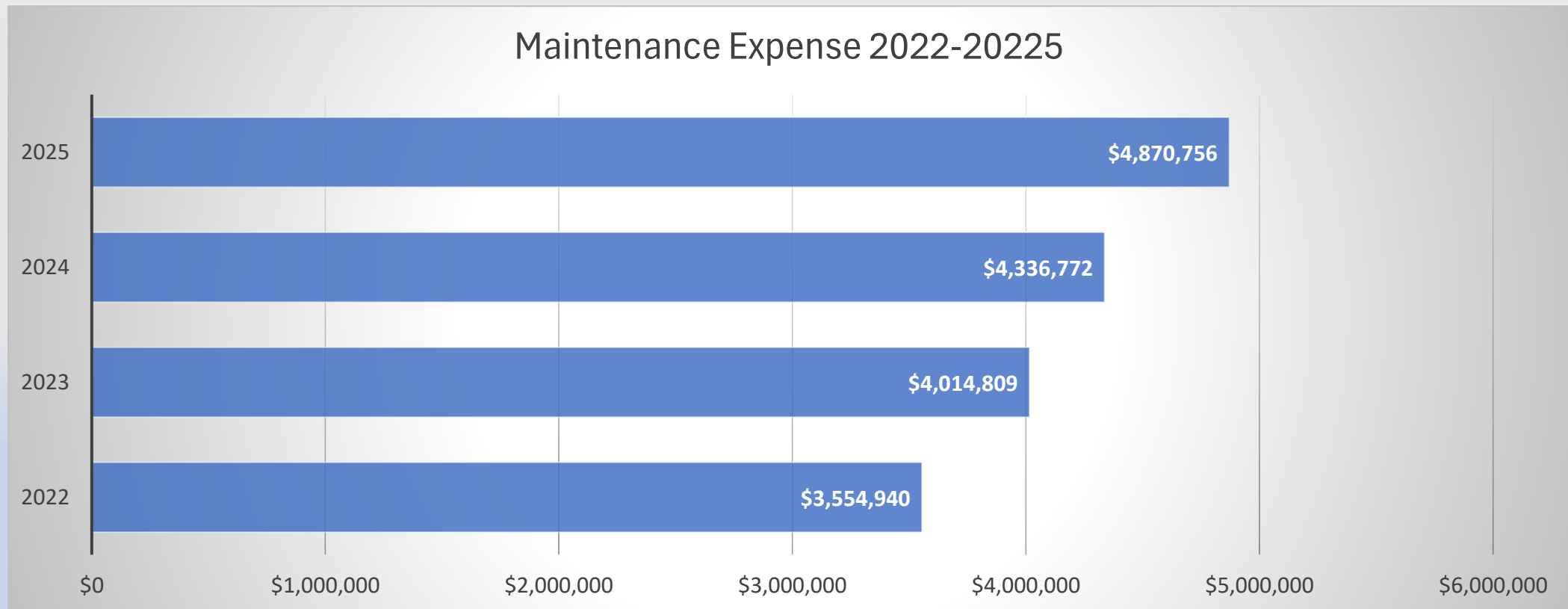
Note: We budgeted for eight CNG trucks but ordered eight diesel trucks instead, which cost \$27,144 less per truck than budgeted (\$217,152 total for the year) and \$50,000 less than the quoted price. The SCRP hook lift truck purchase is complete and came in \$6,465 over budget due to increased costs.

Capital Expenditures 2025				
Description	Budget Amount		Actual Amount	Variance
Eight CNG Side Load Trucks @ \$436,600 each	\$	3,275,648	\$ 1,801,792	\$ 1,473,856
One Used Hook-lift Truck SCRP & Rental		40,000		40,000
Subtotal	\$	3,315,648	\$ 1,801,792	\$ 1,513,856
Carry Forward from 2024				
Four Diesel Side Load Truck Bodies @ \$167,840 each	\$	671,360	\$ 671,360	\$ -
Three Light-Duty Trucks		213,000		213,000
One Hook Lift Truck - SCRP		180,000	186,465	(6,465)
One Cabover Delivery Truck - Cans		72,000		72,000
Subtotal	\$	1,136,360	\$ 857,825	\$ 278,535
Totals	\$	4,452,008	\$ 2,659,617	\$ 1,792,391



WFWRD Maintenance Costs as of December 31, 2025 and Comparisons

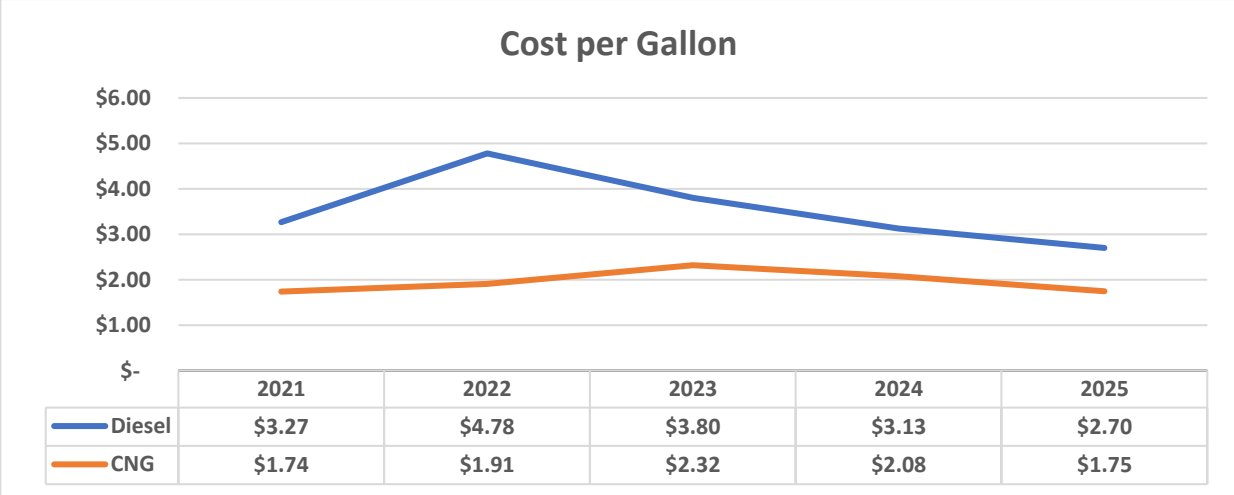
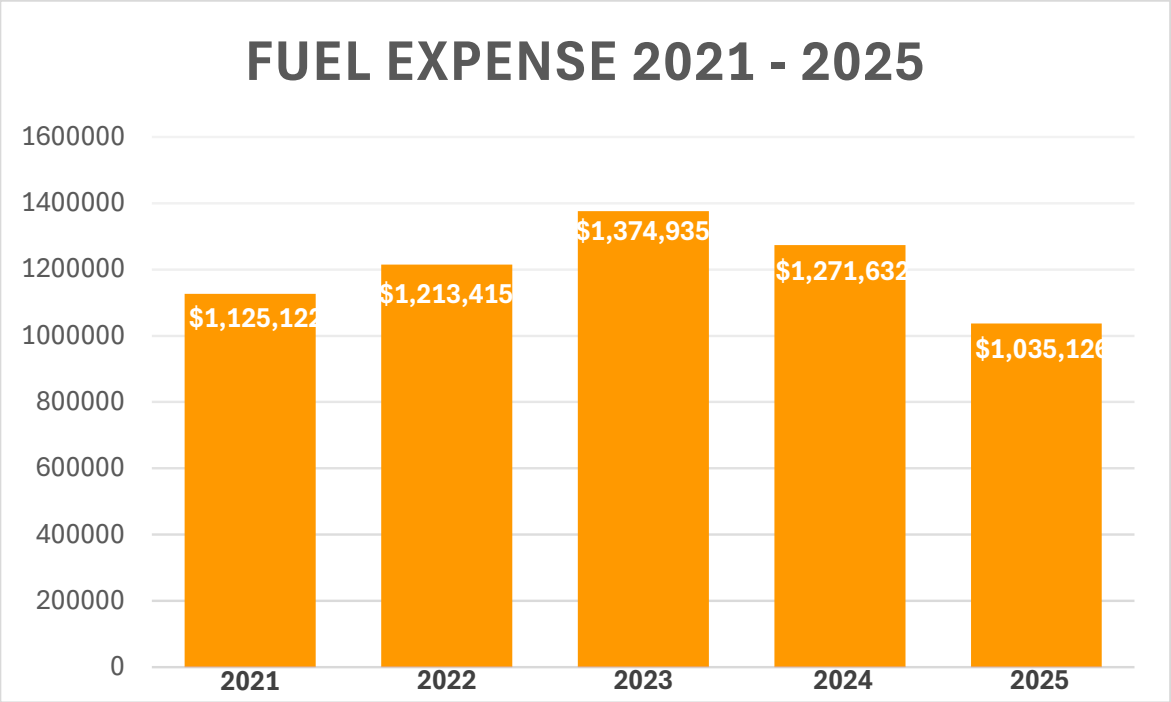
Maintenance Highlights: Maintenance costs increased by 12% over the same period in 2024. Delays in receiving new trucks have required the District to continue operating older vehicles, which require more frequent and costly maintenance. Rising parts prices and shop labor costs also contributed to the increase in maintenance expenses.





WFWRD Fuel Costs as of December 31, 2025

Fuel Highlights: Low per-gallon fuel prices and fewer miles driven are the primary reasons for the lowest fuel expense in five years. The price and proximity model, which optimizes tipping locations, reduced mileage by more than 150,000 miles in 2025 compared to the average of the previous four years.

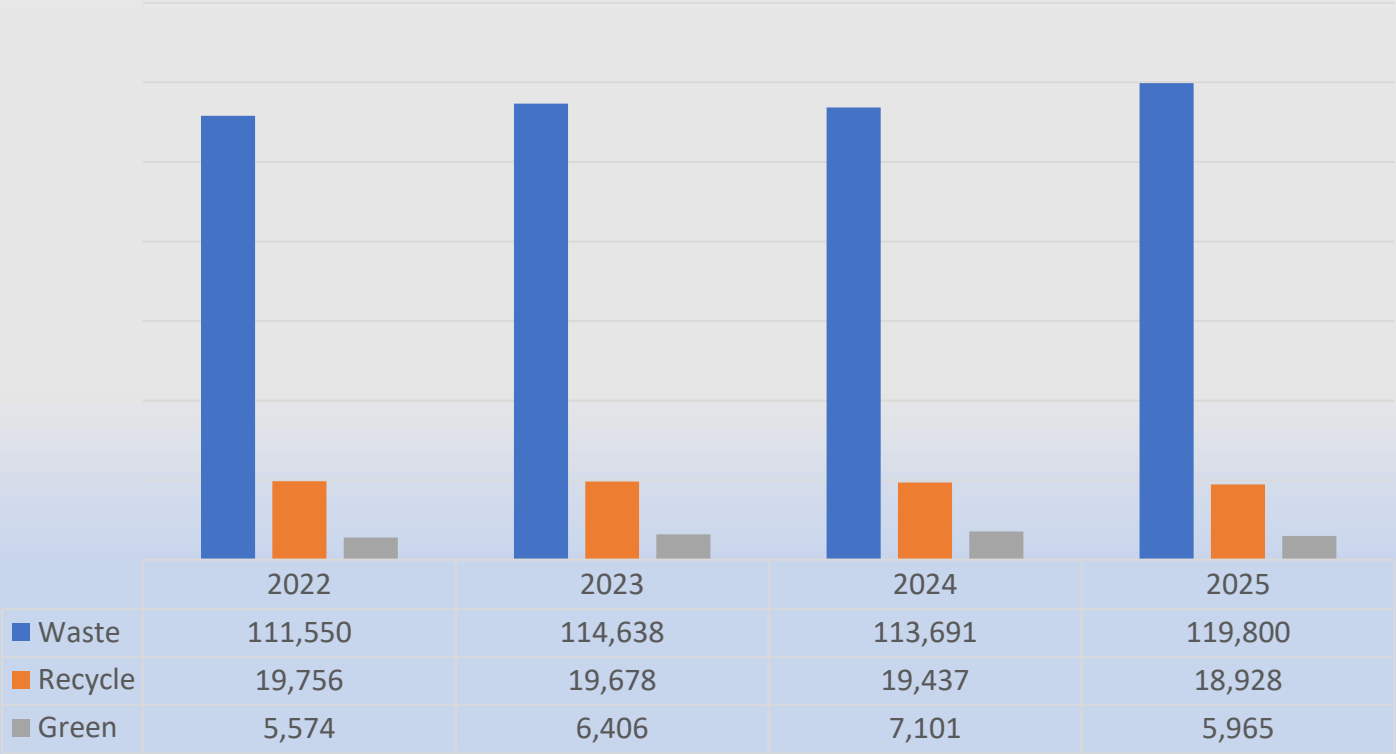


	MILES					
	2021	2022	2023	2024	2025	Percent
Diesel	354,931	283,632	302,211	297,734	264,737	25.73%
CNG	861,466	833,992	852,958	924,427	764,173	74.27%
Total	1,216,397	1,117,624	1,155,169	1,222,161	1,028,910	100.00%



WFWRD Commodity Tons Collected and Costs as of December 31, 2025

Annual Commodity Tons 2022-2025



Highlights:

- Commodity tons show a shift from recycling and green to waste during 2025, which are likely affected by economic trends, weather, and other factors.
- Average tipping fees paid by WFWRD are \$36/ton for waste, \$44/ton for recycling, and \$17/ton for green.



WFWRD Quarterly Financial Report Ending December 31, 2025

Refunds and Tax Certifications

Customer Refunds for the 4th Quarter 2025		
	Count	Amount
Xpress Billpay		
Overpaid	4	\$ 256
Paid on closed account	6	284
Payment in error	3	531
No additional can	3	292
Trailer refund	1	80
		<u>\$ 1,443</u>
Checks		
Refunds on closed accounts	7	\$ 1,182
Overpaid	7	2,978
Paid in error	6	4,042
		<u>\$ 8,202</u>
Total Refunds	37	<u>\$ 9,645</u>

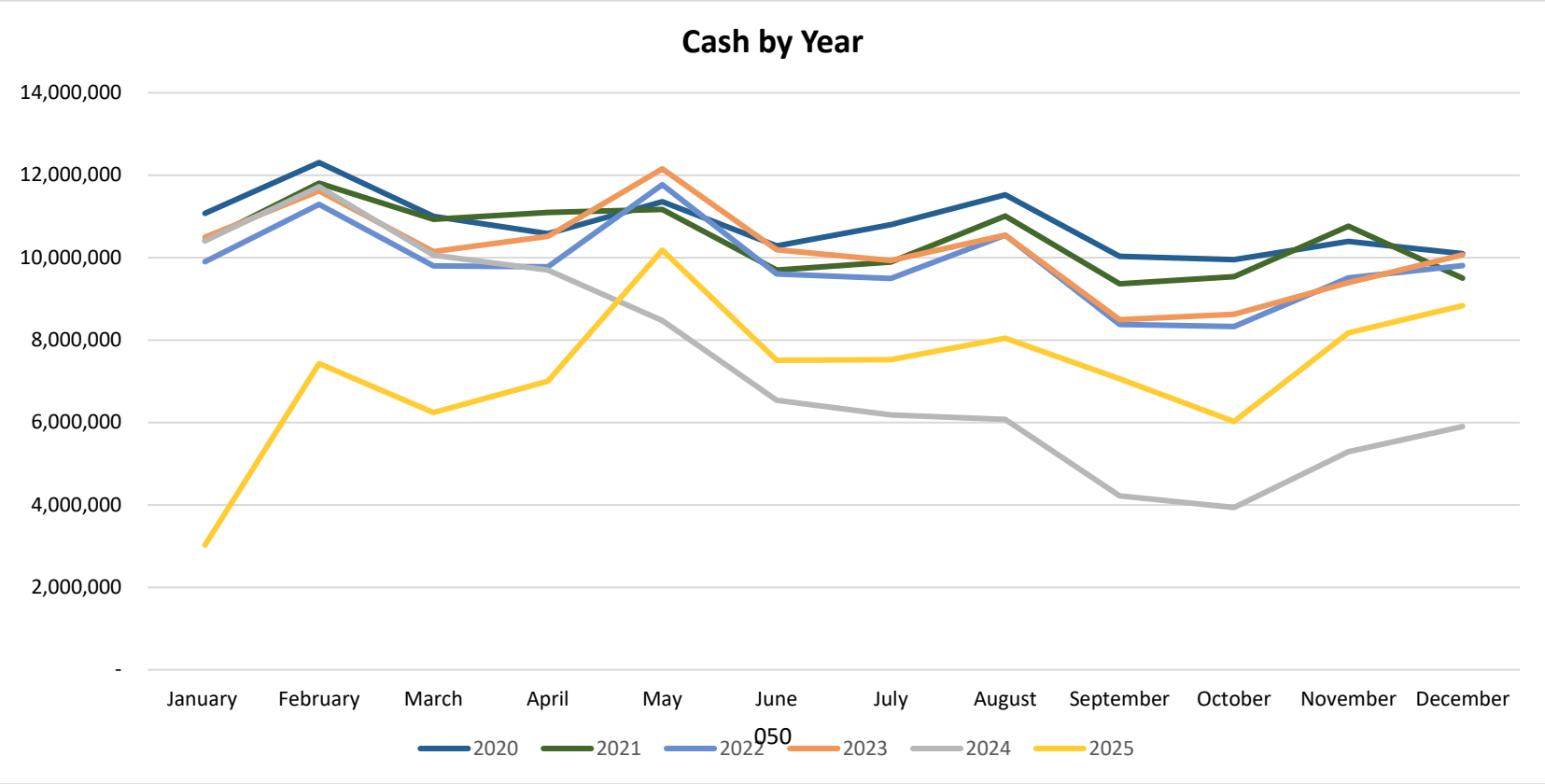
Certification Balances as of December 31, 2025					
Original			Outstanding		
Year	Parcels	Amount	Remaining Parcels	Outstanding Balance	Percent Outstanding
2016	16,475	\$ 2,335,155	1	\$ 233	0.01%
2017	14,492	\$ 2,071,924	1	\$ 230	0.01%
2018	14,443	\$ 2,401,876	1	\$ 222	0.01%
2019	14,049	\$ 2,120,178	2	\$ 416	0.02%
2020	14,175	\$ 2,231,894	5	\$ 701	0.03%
2021	13,137	\$ 2,172,454	25	\$ 6,445	0.30%
2022	13,067	\$ 2,226,732	63	\$ 14,867	0.67%
2023	13,823	\$ 2,547,967	127	\$ 35,132	2.63%
2024	13,588	\$ 2,697,714	250	\$ 66,754	2.47%
2025	13,682	\$ 3,141,356	846	\$ 227,042	7.23%
Total		\$ 23,947,250		\$ 352,042	



WFWRD Quarterly Financial Report Ending December 31, 2025

Cash Balances 2020-2025

	January	February	March	April	May	June	July	August	September	October	November	December
2020	11,075,932	12,303,502	11,003,405	10,582,811	11,358,486	10,282,519	10,799,516	11,521,886	10,032,020	9,950,471	10,388,794	10,092,102
2021	10,412,321	11,803,284	10,930,430	11,092,941	11,168,046	9,695,327	9,893,967	11,004,728	9,360,677	9,540,250	10,764,298	9,501,695
2022	9,897,559	11,288,565	9,797,267	9,776,303	11,768,179	9,600,581	9,492,680	10,540,815	8,376,093	8,325,177	9,510,545	9,808,175
2023	10,496,296	11,616,928	10,145,135	10,513,222	12,156,097	10,189,753	9,928,865	10,543,394	8,492,233	8,622,266	9,393,681	10,065,814
2024	10,408,239	11,719,018	10,055,352	9,694,873	8,472,732	6,534,297	6,179,028	6,072,477	4,216,290	3,931,715	5,293,080	5,900,402
2025	3,023,877	7,431,180	6,240,193	7,001,292	10,179,121	7,509,167	7,522,015	8,040,519	7,061,533	6,021,699	8,170,870	8,835,981





Thank You!

Any Questions?





BOARD OF TRUSTEES AGENDA ITEM SUMMARY

MEETING DATE: January 26, 2026

AGENDA ITEM: 4.3 – Job Description and Title Updates, Market Analysis, and Proposed Reclassification of Customer Service Representative and Customer Service Manager Positions

PREPARED BY: Hazel Dunsmore, Human Resources Manager

SUMMARY:

Staff request approval to update the Pay Plan for the Customer Service positions based on job description updates and a recent market survey. Additionally, staff request approval of new job titles for the Customer Service Representatives (CSR) and the Customer Service and Website Application Manager.

BACKGROUND:

Over the past couple of years, the duties of the CSR job description have evolved as the staff have taken on additional responsibilities and the nature of the work has changed. It became necessary to review the CSR job description to ensure it accurately reflects all the responsibilities and tasks the CSRs provide.

Yael Johnson and Renee Plant were able to provide the necessary information and assistance in updating the job descriptions. During this process a proposal was made to change the position titles to something that more accurately reflects their day-to-day work.

Staff recommend updating the job title for both the Customer Service Manager and the Customer Service Representatives to more accurately reflect the duties of their positions. The proposed titles are Customer Solutions Specialist and Customer Solutions and Communications Technology Manager.

ADDITIONAL INFORMATION:

The District has been conscientious in keeping up with the market for the operations frontline by conducting market analyses and ensuring the pay for Equipment Operators is competitive. Customer Service is the office frontline, and the intention is to be competitive in the pay for the Customer Service team. In conjunction with the job description and title updates, a market survey was initiated. The last time the Customer Service positions were reviewed for a market adjustment was during the agency-wide market adjustment in the Fall of 2022. Since that time, the job duties have continued to evolve, and it is anticipated the workload could increase in 2026 as a result of the change to monthly billing.

Staff contracted with OnTrack Solutions, to conduct an independent market analysis based on the proposed updated job description duties and responsibilities. The findings from the market analysis indicate that the pay range in the current District Pay Plan should be updated. Staff request the Pay Plan update become effective immediately, which would be as of January 25, 2026 (the beginning of this pay period).

The market data for the Customer Solutions Specialist position (formerly known as Customer Service Representative) indicate that the midpoint has increased by 7.6% from the 2026 Pay Plan (Table 1), which already includes the Board-approved 3.5% cost-of-living-adjustment.

Table 1. Customer Solutions Specialist Position – Current Pay Plan and Proposed Market Adjustment

	ANNUAL					HOURLY			
	MIN	25 TH	MID	MAX		MIN	25 TH	MID	MAX
2026 Pay Plan:	\$37,911	\$41,689	\$45,467	\$53,067		\$18.23	\$20.05	\$21.86	\$25.51
Pay Plan Market Adjustment:	\$40,786	\$44,853	\$48,922	\$57,075		\$19.60	\$21.56	\$23.52	\$27.44
Midpoint % Increase:			7.6%					7.6%	

The pay range for the Customer Solutions and Communications Technology Manager (formerly known as Customer Service and Website Application Content Manager), has increased by 4.7% from the 2026 Pay Plan (Table 2), which already includes the Board-approved 3.5% cost-of-living-adjustment.

Table 2. Customer Solutions Manager Position – Current Pay Plan and Proposed Market Adjustment

	ANNUAL					HOURLY			
	MIN	25 TH	MID	MAX		MIN	25 TH	MID	MAX
2026 Pay Plan:	\$70,999		\$85,186	\$99,416		\$34.13		\$40.95	\$47.80
Pay Plan Market Adjustment:	\$74,339		\$89,211	\$104,083		\$35.74		\$42.89	\$50.04
Midpoint % Increase:			4.7%					4.7%	
Midpoint \$ Increase:			\$4,031					\$1.94	

STAFF RECOMMENDATION:

Staff recommend approval of the new job titles and updated pay ranges for the Customer Solutions Specialist and Customer Solutions and Communications Technology Manager positions in the 2026 Pay Plan. These changes would be effective immediately, which would be as of January 25, 2026 (the beginning of this pay period).

ANTICIPATED IMPACTS:

ORGANIZATIONAL: No impact to workloads are anticipated. The incumbent employees are already performing the duties listed in the new job descriptions. Recognition of the Customer Solutions Specialist responsibilities will improve morale, retention, and future recruitment efforts.

FINANCIAL: The Finance Director has reviewed the compensation data and the total impact to the proposed budget and finds that the proposed increase can be accommodated. If approved by the Board, the change in pay for all incumbents would result in an annualized cost of **\$28,412** (includes benefits).

COMMUNITY: Increased morale is likely to positively affect customer relations due to improved interactions with the District's Customer Solutions team.

OPTIONS/ALTERNATIVES FOR BOARD CONSIDERATION:

1. Approve the new job titles and corresponding market-based pay ranges effective January 25, 2026
2. Direct staff to postpone making changes to the Pay Plan pending a more detailed discussion on financial impacts.
3. Direct staff to continue using the current job titles and not approve the proposed market-based Pay Plan changes.

MOTION/ACTION REQUESTED:

1. Approve the new job titles and 2026 market-based pay ranges for the Customer Solutions Specialist and Customer Solutions and Communications Technology Manager positions, and direct staff to utilize the District's existing Compression Management Matrix to calculate individual market pay adjustments for incumbents in these positions.

ATTACHMENTS:

1. Memo from compensation consultant Melissa Kotter, OnTrack Solutions, summarizing the market data analysis.
2. Proposed updated 2026 Pay Plan reflecting the new pay ranges for the Customer Solutions Specialist and Customer Solutions and Communications Technology Manager positions.
3. Redline comparisons from the preexisting job descriptions for the Customer Service Representative and the Customer Service, Website, and Application Content Manager positions and corresponding clean provisional draft updated job descriptions and new proposed position titles.

Market Analysis provided by Melissa Kotter, OnTrack Solutions

Customer Solutions Market Analysis

Recent updates to the job descriptions and position titles for the Customer Service Representative and Customer Service & Website Application Manager roles necessitated a market analysis for both positions. The findings from the market analyses indicate:

- The pay range midpoint for the updated Customer Solutions Specialist position (formerly known as Customer Service Representative) increased by 7.6% from the 2026 Pay Plan.
- The pay range midpoint for the updated Customer Solutions & Communications Technology Manager position (formerly known as Customer Service & Website Application Manager) increased by 4.7% from the 2026 Pay Plan.

To remain competitive in recruitment and retention efforts, adjustments to the 2026 Pay Plan are recommended.

Market Pay Adjustment Recommendations:

1. Increase the Customer Solutions Specialist pay range by 7.6% and utilize the Compression Management Matrix to calculate individual market pay adjustments.
2. Increase the Customer Solutions & Communications Technology Manager pay range by 4.7% and utilize the Compression Management Matrix to calculate individual market pay adjustments.

2026 Pay Plan Market Adjustment Calculations:

	ANNUAL					HOURLY				RANGE SPREAD
	MIN	25 TH	MID	MAX		MIN	25 TH	MID	MAX	
Customer Solutions Specialist (position starts at 25 th Percentile)										
2026 Pay Plan:	\$37,911	\$41,689	\$45,467	\$53,067		\$18.23	\$20.05	\$21.86	\$25.51	40%
Pay Plan Market Adjustment:	\$40,786	\$44,853	\$48,922	\$57,075		\$19.60	\$21.56	\$23.52	\$27.44	40%
Midpoint % Increase:			7.6%					7.6%		
Midpoint \$ Increase:			\$3,455					\$1.66		
Customer Solutions & Communications Technology Manager										
2026 Pay Plan:	\$70,999		\$85,186	\$99,416		\$34.13		\$40.95	\$47.80	40%
Pay Plan Market Adjustment:	\$74,339		\$89,211	\$104,083		\$35.74		\$42.89	\$50.04	40%
Midpoint % Increase:			4.7%					4.7%		
Midpoint \$ Increase:			\$4,025					\$1.94		

Budget Cost:

Market Pay Adjustment Annualized Cost above 2026 budgeted 3.5% COLA (does not include benefits): \$22,549.18

Wasatch Front Waste & Recycling District

2026 Pay Plan (with Proposed Changes for 1/26/26 Board Meeting)

POSITION TITLE	FTE	Hold	ANNUAL			HOURLY		
			MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM
General Manager/CEO - Appointed	1		\$ 185,468	\$ 222,561	\$ 259,655	\$ 89.17	\$ 107.00	\$ 124.83
Finance Director/CFO - Appointed	1		\$ 142,515	\$ 171,018	\$ 199,500	\$ 68.52	\$ 82.22	\$ 95.91
Operations Manager	1		\$ 107,877	\$ 129,448	\$ 151,019	\$ 51.86	\$ 62.23	\$ 72.61
Human Resources (HR) Manager	1		\$ 102,602	\$ 123,140	\$ 143,678	\$ 49.33	\$ 59.20	\$ 69.08
Administrative Manager	1		\$ 99,761	\$ 119,739	\$ 139,695	\$ 47.96	\$ 57.57	\$ 67.16
Collection Manager*	2		\$ 83,077	\$ 99,675	\$ 116,316	\$ 39.94	\$ 47.92	\$ 55.92
Asset Manager*	1		\$ 77,630	\$ 93,152	\$ 108,673	\$ 37.32	\$ 44.78	\$ 52.25
Accountant II/District Treasurer	1		\$ 76,251	\$ 91,500	\$ 106,750	\$ 36.66	\$ 43.99	\$ 51.32
Customer Solutions and Communications Technology Manager	1		\$ 74,339	\$ 89,211	\$ 104,083	\$ 35.74	\$ 42.89	\$ 50.04
Customer Service & Website Application Manager	0		\$ 70,999	\$ 85,186	\$ 99,416	\$ 34.13	\$ 40.95	\$ 47.80
Safety and Emergency Preparedness Coordinator	1		\$ 70,052	\$ 84,067	\$ 98,103	\$ 33.68	\$ 40.42	\$ 47.16
GIS Route Coordinator	1		\$ 67,275	\$ 80,730	\$ 94,185	\$ 32.34	\$ 38.81	\$ 45.28
Collection Supervisor*	4	1	\$ 66,780	\$ 80,127	\$ 93,496	\$ 32.11	\$ 38.52	\$ 44.95
Sustainability Coordinator	1		\$ 66,651	\$ 79,977	\$ 93,324	\$ 32.04	\$ 38.45	\$ 44.87
Customer Accounts Billing Administrator	1		\$ 66,543	\$ 79,869	\$ 93,152	\$ 31.99	\$ 38.40	\$ 44.78
Fleet Coordinator*	1		\$ 62,281	\$ 74,745	\$ 87,188	\$ 29.94	\$ 35.94	\$ 41.92
Quality Assurance Inspector*	1	1	\$ 60,838	\$ 73,001	\$ 85,165	\$ 29.25	\$ 35.10	\$ 40.94
Lead Equipment Operator*	9		\$ 60,063	\$ 72,097	\$ 84,110	\$ 28.88	\$ 34.66	\$ 40.44
Equipment Operator Apprentice Trainer*	2		\$ 60,063	\$ 72,097	\$ 84,110	\$ 28.88	\$ 34.66	\$ 40.44
Equipment Operator Apprentice	1		Tier 1 and Tier 2			Tier 1 and Tier 2		
Executive Assistant	1		\$ 56,425	\$ 67,684	\$ 78,986	\$ 27.13	\$ 32.54	\$ 37.97
Accounting Technician - Payroll	1		\$ 52,959	\$ 63,551	\$ 74,121	\$ 25.46	\$ 30.55	\$ 35.64
Equipment Operator*	53		\$ 52,227	\$ 62,690	\$ 73,152	\$ 25.11	\$ 30.14	\$ 35.17
Data and Program Specialist	1		\$ 48,373	\$ 58,083	\$ 67,727	\$ 23.26	\$ 27.92	\$ 32.56
Accounting Technician - Billing	1		\$ 45,424	\$ 54,509	\$ 63,594	\$ 21.84	\$ 26.21	\$ 30.57
Customer Solutions Specialist*	5		\$ 40,768	\$ 48,922	\$ 57,075	\$ 19.60	\$ 23.52	\$ 27.44
Container Specialist*	3		\$ 39,676	\$ 47,620	\$ 55,542	\$ 19.08	\$ 22.89	\$ 26.70
Customer Service Representative*	0		\$ 37,911	\$ 45,467	\$ 53,067	\$ 18.23	\$ 21.86	\$ 25.51

97 2

25 TH	
* BOARD APPROVED HOURLY STARTING WAGES	PERCENTILE
Asset Manager	\$ 41.05
Collection Manager	\$ 43.94
Collection Supervisor	\$ 35.32
Fleet Coordinator	\$ 32.94
Quality Assurance Inspector	\$ 32.17
Lead Equipment Operator	\$ 31.77
Equipment Operator Apprentice Trainer	\$ 31.77
Equipment Operator	\$ 27.62
Equipment Operator Apprentice Tier 2	\$ 26.97
Equipment Operator Apprentice Tier 1	\$ 26.32
Customer Solutions Specialist	\$ 21.56
Container Specialist	\$ 20.98
Customer Service Representative	\$ 20.05

SEASONAL PAY PER HOUR	
SCRP Lead	\$ 30.27
SCRP Equipment Operator	\$ 26.32
SCRP Ground Crew	\$ 19.98
Container Specialist	\$ 19.98



Applied 3.5% COLA as approved by BOT on 11/17/2025



Wasatch Front Waste and Recycling District

Customer Service- Representative Solutions Specialist

PROGRAM: Administration/Operations Administrative Services

JOB CODE:

FLSA STATUS: Non-Exempt

EFFECTIVE DATE: May 23, 2023 TBD

JOB SUMMARY

Provides ~~service~~ a variety of comprehensive and professional administrative support services to customers by responding to calls, emails, ~~chat~~ online chat communications, and walk-in traffic related to a wide variety of inquiries, including billing and ~~pro-ration~~ pro-ration, service changes, cancellations, and missed service inquiries. They will also be responsible for posting payments to customer accounts in the District's database system, creating ~~service~~ service orders, ~~assist~~ assisting in balancing the cash drawer, and ~~open~~ opening and ~~close~~ closing the front office.

The ~~customer service representative should expect to handle~~ Customer Solutions Specialist (CSS) role requires handling many calls ~~aper~~ day in a fast-paced, high-volume environment and to use while using multiple applications, applying knowledge ~~bases of differing processes and databases~~, tools, and calculators to research and resolve customer ~~queries~~.

~~The customer service representative inquiries. Representatives will handle several also manage~~ escalated calls. ~~The ability to and must~~ consistently provide an exceptional level of customer service, briefly explain complex issues in simple terms, and demonstrate ~~appropriate effective~~ de-escalation techniques ~~is critical to their success~~.

MINIMUM QUALIFICATIONS

At least one year of closely related work experience. High school diploma or equivalent. Preference may be given to candidates with previous billing specialist or billing clerk experience, or ~~post high school~~ education advanced or technical educational degrees and/or coursework in accounting or general business fields.

ESSENTIAL JOB FUNCTIONS

The following duties and responsibilities are intended to be representative of the work performed by the incumbent(s) in this position and are not all-inclusive. The omission of specific duties and responsibilities will not preclude it from the position.

Applicants must be prepared to demonstrate the ability to perform the essential functions of the job with or without a reasonable accommodation.

- Interacts with customers one-on-one in the office, via emails, chats, or over the phone to explain District services and policies, ~~or to resolve while resolving~~ billing concerns, service matters ~~and~~, or ~~service~~ complaints.
- Demonstrates appropriate active listening skills/confirms understanding of customer needs, issues, and requests.
- Provides standard information and education regarding service options, charges, and billing.
- Makes every reasonable attempt to resolve the customer's issue and exhausts all other solutions before escalating the customer's query.
- Meets or exceeds service and operational standards established for the role, including

attendance, quality, productivity, safety, and timeliness.

- ~~Receives~~ payments from walk-in customers or enters credit card payments from the phone.
- Updates customer accounts in the District's financial database system. Explains third-party receipting and available auto-draft payments.
- Creates adjustments for customers whose billing was in error or other related errors.
- Creates service orders for customers who are inquiring about a problem or to disconnect services to an account.
- Uses authorized systems to gather information, provide information, and/or update customer records. Enters account change of ownership, new customer account set-up, and cancellation of services. Verifies property ownership by paperwork from county records.
- Returns customer calls, emails, ~~chats and online chat communications~~. Handles assessments from title companies for people ~~that who~~ are moving. Takes information from previous owners, searches the County Records website for proper closing documentation. Finalizes billing and creates a new account upon confirmation of a change in ownership.
- Open and close the front office by locking or unlocking front doors, ~~bringing up computer~~ maintain the customer service area in an organized, clean, and retrieving or balancing the hazard-free condition throughout the day, and balance cash ~~drawer~~ drawers when needed. Checks phone system messages and takes appropriate actions. Prints needed reports for the following day's operation.
- ~~May investigate~~ Investigates accounts that are vacant properties, demolished properties, non-billed accounts, and paperless accounts, may be ~~task~~ tasked with other projects as needed.
- Handles returned mail.
- ~~Uses two-way radio systems and the Webex online communication systems~~ currently Webex to integrate and communicate with operations staff in the field ~~and~~, pass on information.
- ~~May handle trailer scheduling, and other tasks as assigned.~~ document and assist in resolving service issues (e.g., can placement, contamination).
- Supports planning and coordination for special collection services and special events.
- Review video footage for missed collection inquiries, validate go-back requests, and assess driver actions to determine the proper service action.
- Other tasks as assigned: may assist other departments with tasks as needed.

KNOWLEDGE, SKILLS, AND ABILITIES (KSA)

Knowledge of:

- General accounts ~~payables~~ payable and receivable methodologies.
- Customer Service techniques and problem resolution.
- Basic knowledge of the refuse and recycling industry preferred.
- General office procedures and practice.
- General use of two-way radios.
- ~~Ability to use dual monitors.~~
- ~~Great focus and attention to detail.~~
- ~~Ability to multi-task successfully.~~

Skills and Abilities to:

- Appropriately and professionally interact with customers.
- Apply District policies and operating procedures, collect data, and conduct analysis as required to solve problems.
- Learn and use billing software programs and adapt to new software or computer technology.
- Productively use Microsoft Office products such as Word, Excel, Outlook, and Live Chat.

- Excellent verbal communication skills-
- Work in an environment with multiple interruptions while accomplishing tasks-
- Operate general office equipment-
- Prioritize tasks effectively-
- Perform basic math calculations-
- Keyboard/Type 45+ WPM-
- Interpersonal and customer service skills-
- Analytical and problem-solving skills-
- Multitasking and organizational skills-
- Ability to answer a high volume of calls, emails, and chats daily-
- Ability to share work among a customer service team-
- Attentiveness and patience-
- Time-management skills-
- Ability to use dual monitors
- Great focus and attention to detail

WORKING CONDITIONS AND PHYSICAL REQUIREMENTS

Office environment, sitting standing, bending, and some light lifting of up to 25 pounds. Speaking, listening, and writing are essential.

IMPORTANT INFORMATION REGARDING THIS POSITION

BusinessWFWRD Office hours are 8:00 a.m. to 5:00 p.m. Monday to Friday, occasional Holidays. Must with this role having staggered shifts to cover multiple tasks. May be required to obtain emergency and disaster preparedness training. May as the customer service role may be required to work during an emergency or disaster.



Wasatch Front Waste and Recycling District

Customer Solutions Specialist

PROGRAM: Administrative Services

JOB CODE:

FLSA STATUS: Non-Exempt

EFFECTIVE DATE: TBD

JOB SUMMARY

Provides a variety of comprehensive and professional administrative support services to customers by responding to calls, emails, online chat communications, and walk-in traffic related to a wide variety of inquiries, including billing and pro-ration, service changes, cancellations, and missed service inquiries. They will also be responsible for posting payments to customer accounts in the District's database system, creating service orders, assisting in balancing the cash drawer, and opening and closing the front office.

The Customer Solutions Specialist (CSS) role requires handling many calls per day in a fast-paced, high-volume environment while using multiple applications, applying knowledge of differing processes and databases, tools, and calculators to research and resolve customer inquiries. Representatives will also manage escalated calls and must consistently provide exceptional customer service, explain complex issues in simple terms, and demonstrate effective de-escalation techniques.

MINIMUM QUALIFICATIONS

At least one year of closely related work experience. High school diploma or equivalent. Preference may be given to candidates with previous billing specialist or billing clerk experience, or advanced or technical educational degrees and/or coursework in accounting or general business fields.

ESSENTIAL JOB FUNCTIONS

The following duties and responsibilities are intended to be representative of the work performed by the incumbent(s) in this position and are not all-inclusive. The omission of specific duties and responsibilities will not preclude it from the position.

Applicants must be prepared to demonstrate the ability to perform the essential functions of the job with or without a reasonable accommodation.

- Interacts with customers one-on-one in the office, via emails, chats, or over the phone to explain District services and policies, while resolving billing concerns, service matters, or complaints.
- Demonstrates appropriate active listening skills/confirms understanding of customer needs, issues, and requests.
- Provides standard information and education regarding service options, charges, and billing.
- Makes every reasonable attempt to resolve the customer's issue and exhausts all other solutions before escalating the customer's query.
- Meets or exceeds service and operational standards established for the role, including attendance, quality, productivity, safety, and timeliness.
- Receives payments from walk-in customers or enters credit card payments from the phone.
- Updates customer accounts in the District's financial database system. Explains third-party receipting and available auto-draft payments.
- Creates adjustments for customers whose billing was in error or other related errors.
- Creates service orders for customers who are inquiring about a problem or to disconnect services to an account.
- Uses authorized systems to gather information, provide information, and/or update customer records. Enters account change of ownership, new customer account set-up, and cancellation of services. Verifies property ownership by paperwork from county records.

- Returns customer calls, emails, and online chat communications. Receives service orders and completes them. Handles assessments from title companies for people who are moving. Takes information from previous owners, searches the County Records website for proper closing documentation. Finalizes billing and creates a new account upon confirmation of a change in ownership.
- Open and close the front office by locking or unlocking front doors, maintain the customer service area in an organized, clean, and hazard-free condition throughout the day, and balance cash drawers when needed. Checks phone system messages and takes appropriate actions. Prints needed reports for the following day's operation.
- Investigates accounts that are vacant properties, demolished properties, non-billed accounts, and paperless accounts, may be tasked with other projects as needed.
- Handles returned mail.
- Uses two-way radio systems and online communication systems (currently Webex) to integrate and communicate with operations staff in the field, pass on information, and document and assist in resolving service issues (e.g., can placement, contamination).
- Supports planning and coordination for special collection services and special events.
- Review video footage for missed collection inquiries, validate go-back requests, and assess driver actions to determine the proper service action.
- Other tasks as assigned; may assist other departments with tasks as needed.

KNOWLEDGE, SKILLS, AND ABILITIES (KSA)

Knowledge of:

- General accounts payable and receivable methodologies
- Customer Service techniques and problem resolution
- Basic knowledge of the refuse and recycling industry preferred
- General office procedures and practice
- General use of two-way radios

Skills and Abilities to:

- Appropriately and professionally interact with customers
- Apply District policies and operating procedures, collect data, and conduct analysis as required to solve problems
- Learn and use billing software programs and adapt to new software or computer technology
- Productively use Microsoft Office products such as Word, Excel, Outlook, and Live Chat
- Excellent verbal communication skills
- Work in an environment with multiple interruptions while accomplishing tasks
- Operate general office equipment
- Prioritize tasks effectively
- Perform basic math calculations
- Keyboard/Type 45+ WPM
- Interpersonal and customer service skills
- Analytical and problem-solving skills
- Multitasking and organizational skills
- Ability to answer a high volume of calls, emails, and chats daily
- Ability to share work among a customer service team
- Attentiveness and patience
- Time-management skills
- Ability to use dual monitors
- Great focus and attention to detail

WORKING CONDITIONS AND PHYSICAL REQUIREMENTS

Office environment, sitting standing, bending, , and some light lifting of up to 25 pounds. Speaking, listening, and writing are essential.

IMPORTANT INFORMATION REGARDING THIS POSITION

WFWRD Office hours are 8:00 a.m. to 5:00 p.m. Monday to Friday, with this role having staggered shifts to cover multiple tasks. May be required to obtain emergency and disaster preparedness training as the customer service role may be required to work during an emergency or disaster.

PROVISIONAL DRAFT



Wasatch Front Waste and Recycling District

Customer Service, Website and Application Content Solutions & Communications Technology Manager

PROGRAM: Administrative Services

JOB CODE:

FLSA STATUS: Non-Exempt

EFFECTIVE DATE: ~~April 10, 2023~~ TBD

JOB SUMMARY

This position reports to the Administrative Manager and ensures customer satisfaction by supervising/managing the Customer Solutions team and overseeing/addressing customer escalations. Manages and maintains the content management and maintenance functionality of the company's/District's website and mobile applications with third-party vendors and managing the customer, including timely notifications of service team disruptions and responses on the District's website and social media platforms. In addition, works closely/collaborates with other departments within the organization/District to ensure quality control of customer accounts and office support for the Operations teams and the billing department. The Manager has a customer-focused mindset with a passion for delivering exceptional customer experiences. This position plays a key role in strategic planning, performance analysis, and continuous improvement of District customer engagement. This Manager role is critical to the District's customer experience strategy and digital modernization initiatives, providing leadership in aligning technology, communication, and customer engagement goals.

MINIMUM QUALIFICATIONS

This position requires a minimum of six (6) total years of relatable experience. Associate, or an Associates Degree and with four years of related experience, of which two years must have been in a supervisory capacity. Education may not be substituted for the two years of required supervisory experience. Related degree areas would be degrees or education include Business, Office Management, Public Administration, etc.

ESSENTIAL JOB FUNCTIONS

The following duties and responsibilities are intended to be representative of the work performed by the incumbent(s) in this position and are not all-inclusive. The omission of specific duties and responsibilities will not preclude it from the position.

Applicants must be prepared to demonstrate the ability to perform the essential functions of the job with or without a reasonable accommodation.

- Manages and supervises the customer service/Customer Solutions team, which includes of up to four/five full-time and two part-time employees.
- Approves schedules and weekly timesheets, assists in, including scheduling, timesheet review and approvals, performance evaluations, and corrective actions while also leading the interview and selection process, performance correction, and conducts annual performance reviews for direct reports.
- Develops and implements customer services/solutions policies and procedures to ensure a consistent service delivery, establishes the Customer Solutions team's expectations, including key performance indicators, while ensuring a consistent high level of customer satisfaction.
- Serves as an active team member of the management team and is directly involved in problem resolutions to improve services.
- Collaborate with other departments to ensure that customer feedback is incorporated into

product development and service delivery processes.

- ~~May suggest changes to district policies~~Addresses customer escalations from the Customer Solutions team in an attempt to reach resolution and customer satisfaction. Escalates unique and/or challenging issues, as necessary, while informing department Managers and District executive team members, where appropriate.
- ~~Identifies and procedures communicates trends in technology, customer (dis)satisfaction and District services to the District's management and executive teams.~~
- Provides training and orientation for new hires, ~~and including ongoing development and~~ training for staff to implement new or updated processes.
- ~~Assists in reviewing and implementing approved policies and procedures for personnel for all direct reports.~~
- ~~Provides advice and input concerning technical implications and practical application of policies under consideration by the General Manager and the Board.~~
- ~~Participates in district wide planning and development which may include the planning and advocating for additional resources to meet the service demands of customers.~~
- Provides input on District policies/procedures and participates in organizational planning to align customer solutions, digital communications, and service delivery strategies with operational and Board objectives.
- Leads cross-functional projects and coordinates implementation of new digital tools, communication systems, and customer service initiatives.
- Monitors and maintains statistical records, prepares monthly reports, and responds to requests for information from administrative ~~staff and executive staff.~~ Analyzes performance data and recommends process improvements to enhance efficiency, cost-effectiveness, and customer experience.
- ~~Creates and resolves services orders based on need from operations staff. Investigates service order issues while providing office support and reporting for the Operations unit where appropriate.~~
- Provides presentations and/or program information relating to responsible services to be reported to community councils and other government officials as needed.
- Apprises management of community needs, industry trends, and recommends innovative technologies to further assist customers, when needed.
- Manages administrative tasks related to the seasonal programs including the Seasonal Container Reservation Program (SCRP), leaf and Christmas tree pickup, and trailer reservation program.
- Oversees systems administration and vendor management for digital customer engagement platforms as part of the District's ongoing digital transformation efforts. This includes billing reconciliations and cost control measures for customer service-related programs (such as chat, QR code, website, and seasonal services) to ensure accuracy between services rendered and payments processed.
- Manages routine updates ~~for and~~ maintenance of customer-facing phone and voice messages ~~for the customer phone system during off-messaging systems, including urgent changes, when necessary, which may occur outside of regular business hours or (e.g., emergencies, weather delays).~~
- ~~Develop and monitor key performance indicators (KPIs) for customer service and the website and provide regular reports to the management team.~~
- ~~Monitors phone call distribution. This also includes working with County IT for phone set-up and management.~~
- May perform all ~~customer~~Customer Solution support functions during situations in which ~~customer service~~the Customer Solutions team is experiencing high call volume, or when a Spanish translation is needed.
- ~~Performs quality assurance of phone and walk-in transactions between staff and customers, assists in researching and responding to difficult account issues for staff and residents.~~

- Oversees and monitors reconciliation of billing and contracts for dedicated programs for trailer, seasonal and any additionally assigned programs. Manages the flow, processing and SOP monitoring of:
 - ✓ Returned mail which includes customer service processing for accuracy before re-billing as needed and requested from the finance team.
 - ✓ Past due paperless customer contact and resolution process
 - ✓ Invoice reconciliation for the chat, Momentum and Diamond Tree vendors to compare services performed and billing.
 - ✓ The landfill voucher distribution process, which includes the printing of and distribution of vouchers to appropriate communities.
 - ✓ Reviewing the assessor, and recorders websites for information pertaining to homes that have been demo'd (raw land or rebuilds).
- Assists the Carts team when needed with completion of service orders pertaining to vacancies, demos, returned mail and billing. This-
 - Develop and maintain a knowledge base of customer service best practices, including commonly asked questions and issue resolution procedures.
 - Manage the company's content on the website, chat, QR code, and BillPay applications, ensuring that they are user friendly, up-to-date, and engaging for customers. This includes any needed online forms and notifications.-
- Oversees, monitors, and updates content on the WFWRD website under the Administrative and General Manager's approval.
 - Collaborates with the management team and customers to ensure that the website and chat applications are optimized for ease of use.
 - Stay up to date with industry trends, technologies, and best practices related to customer service, website enhancements, QR codes, and chat application development. This includes attending the customer database annual conference.
 - Develop and maintain a content strategy for the website and mobile applications, ensuring that all content is accurate, up-to-date, and aligned with the company's brand voice and values.
 - Ensure that the website and mobile applications are compliant with relevant regulations and standards, such as data privacy laws and accessibility guidelines.
- Manage third-party vendors and service providers, such as web developers and hosting providers to ensure issues are tracked, fixed and billing reconciles with rendered services.
- Continue executing the agreed upon content strategy that aligns with the company's business goals and objectives.
- Collaborate with writers, designers, and other content creators to produce high-quality, engaging content for the website and applications.
- Manages the content creation process, including completing assigned tasks, reviewing drafts, and ensuring that deadlines are met.
- Edits and proofreads content to ensure that it is error-free and meets the brand's standards.
- Conducts keyword search on the site to optimize content discovery.
- Conduct regular audits of the website and applications to ensure that all content is up-to-date and accurate.
 - Conduct regular audits of the website and applications to ensure that all content is up-to-date and accurate. Supports content management and customer relations for the District's social media platforms, including timely notifications of service disruptions and responses due to weather, emergencies, natural disasters, and holidays.
- Coordinates and collaborates with the District's Sustainability Coordinator to ensure consistent messaging

- across the District's digital platforms and social media sites.
- Attend trainings and conferences specific to District-managed systems and technologies, including Drupal, BillPay, and other customer-facing platforms within scope of responsibility.

KNOWLEDGE, SKILLS, AND ABILITIES (KSA)

Knowledge of:

- Customer billing and account maintenance-
- General practices of management and supervision-
- District policies and procedures-
- General accounting procedures-
- Microsoft Office Suite-
- Web Development knowledge and skills-
- Experience using Drupal and Caselle Accounting Systems preferred
- Strategic planning and performance measurement
- Project management principles and change management
- Ability to translate customer data into actionable business intelligence and process improvements

Skills and Abilities to:

- Effective leadership and team building skills which includes leading cross-functional teams while managing complex digital projects
- Ability to be proactive and problem solve effectively
- Supervise and manage employees-
- Effectively communicate with all members of the public, customers, staff and vendors in person and in writing-
- Exhibit professional work behaviors and work well with the various District team-members-
- Meet deadlines in stressful situations-
- Manage multiple priorities effectively-
- Maintain confidentiality-
- Accurately prepare, update, and maintain custom reports using accounting and billing software-
- Spanish speaking preferred
- Analyze performance metrics and implement data-informed decisions
- Oversee, maintain, and enhance digital communication systems vital to business operations

WORKING CONDITIONS AND PHYSICAL REQUIREMENTS

Office Environment, some light lifting, bending, sitting, walking, listening and speaking. Assigned business hours, some stress dealing with billing issues with customers.

IMPORTANT INFORMATION REGARDING THIS POSITION

WFWRD Office hours are 8:00 a.m. to 5:00 p.m. Monday to Friday, with the customer solutions team having staggered shifts to cover multiple tasks. May be required to obtain emergency and disaster preparedness training as this role may be required to work during an emergency or disaster.



Wasatch Front Waste and Recycling District

Customer Solutions & Communications Technology Manager

PROGRAM: Administrative Services

JOB CODE:

FLSA STATUS: Non-Exempt

EFFECTIVE DATE: TBD

JOB SUMMARY

This position reports to the Administrative Manager and ensures customer satisfaction by managing the Customer Solutions team and addressing customer escalations. Manages and maintains the content and functionality of the District's website and mobile applications with third-party vendors, including timely notifications of service disruptions and responses on the District's website and social media platforms. In addition, collaborates with other departments within the District to ensure quality control of customer accounts and office support for the Operations teams and the billing department. The Manager has a customer-focused mindset with a passion for delivering exceptional customer experiences. This position plays a key role in strategic planning, performance analysis, and continuous improvement of District customer engagement. This Manager role is critical to the District's customer experience strategy and digital modernization initiatives, providing leadership in aligning technology, communication, and customer engagement goals.

MINIMUM QUALIFICATIONS

This position requires a minimum of six (6) years of relatable experience, or an Associates Degree with four years of related experience, of which two years must have been in a supervisory capacity. Education may not be substituted for the two years of required supervisory experience. Related degrees or education include Business, Office Management, Public Administration, etc.

ESSENTIAL JOB FUNCTIONS

The following duties and responsibilities are intended to be representative of the work performed by the incumbent(s) in this position and are not all-inclusive. The omission of specific duties and responsibilities will not preclude it from the position.

Applicants must be prepared to demonstrate the ability to perform the essential functions of the job with or without a reasonable accommodation.

- Manages and supervises the Customer Solutions team of up to five full-time employees, including scheduling, timesheet review and approvals, performance evaluations, and corrective actions while also leading the interview and selection process.
- Develops and implements customer solutions policies and procedures to ensure consistent service delivery, establishes the Customer Solutions team's expectations, including key performance indicators, while ensuring a consistent high level of customer satisfaction.
- Serves as an active member of the management team to ensure that customer feedback is incorporated into service delivery processes.
- Addresses customer escalations from the Customer Solutions team in an attempt to reach resolution and customer satisfaction. Escalates unique and/or challenging issues, as necessary, while informing department Managers and District executive team members, where appropriate.
- Identifies and communicates trends in technology, customer (dis)satisfaction and District services to the District's management and executive teams.
- Provides training and orientation for new hires, including ongoing development and training for staff to implement new or updated processes.

- Provides input on District policies/procedures and participates in organizational planning to align customer solutions, digital communications, and service delivery strategies with operational and Board objectives.
- Leads cross-functional projects and coordinates implementation of new digital tools, communication systems, and customer service initiatives.
- Monitors and maintains statistical records, prepares monthly reports, and responds to requests for information from administrative and executive staff. Analyzes performance data and recommends process improvements to enhance efficiency, cost-effectiveness, and customer experience.
- Provides presentations and/or program information relating to responsible services to be reported to community councils and other government officials as needed.
- Apprises management of community needs, industry trends, and recommends innovative technologies to further assist customers, when needed.
- Manages administrative tasks related to the seasonal programs including the Seasonal Container Reservation Program (SCRIP), leaf and Christmas tree pickup, and trailer reservation program.
- Oversees systems administration and vendor management for digital customer engagement platforms as part of the District's ongoing digital transformation efforts. This includes billing reconciliations and cost control measures for customer service-related programs (such as chat, QR code, website, and seasonal services) to ensure accuracy between services rendered and payments processed.
- Manages routine updates and maintenance of customer-facing phone and voice messaging systems, including urgent changes, when necessary, which may occur outside of regular business hours (e.g., emergencies, weather delays).
- May perform all Customer Solution support functions during situations in which the Customer Solutions team is experiencing high call volume, or when a Spanish translation is needed.
- Develop and maintain a knowledge base of customer service best practices, including commonly asked questions and issue resolution procedures.
- Manage the company's content on the website, chat, QR code, and BillPay applications, ensuring that they are user friendly, up-to-date, and engaging for customers. This includes any needed online forms and notifications.
- Collaborates with the management team and customers to ensure that the website and chat applications are optimized for ease of use.
- Stay up to date with industry trends, technologies, and best practices related to customer service, website enhancements, QR codes, and chat application development. This includes attending the customer database annual conference.
- Develop and maintain content strategy for the website and mobile applications, ensuring that all content is accurate, up-to-date, and aligned with the company's brand voice and values.
- Ensure that the website and mobile applications are compliant with relevant regulations and standards, such as data privacy laws and accessibility guidelines.
- Supports content management and customer relations for the District's social media platforms, including timely notifications of service disruptions and responses due to weather, emergencies, natural disasters, and holidays.
- Coordinates and collaborates with the District's Sustainability Coordinator to ensure consistent messaging across the District's digital platforms and social media sites.
- Attend trainings and conferences specific to District-managed systems and technologies, including Drupal, BillPay, and other customer-facing platforms within scope of responsibility.

KNOWLEDGE, SKILLS, AND ABILITIES (KSA)

Knowledge of:

- Customer billing and account maintenance
- General practices of management and supervision
- District policies and procedures
- General accounting procedures
- Microsoft Office Suite
- Web Development knowledge and skills
- Experience using Drupal and Caselle is preferred
- Strategic planning and performance measurement
- Project management principles and change management
- Ability to translate customer data into actionable business intelligence and process improvements

Skills and Abilities to:

- Effective leadership and team building skills which includes leading cross-functional teams while managing complex digital projects
- Ability to be proactive and problem solve effectively
- Supervise and manage employees
- Effectively communicate with all members of the public, customers, staff and vendors in person and in writing
- Exhibit professional work behaviors and work well with the various District team-members
- Meet deadlines in stressful situations
- Manage multiple priorities effectively
- Maintain confidentiality
- Accurately prepare, update, and maintain custom reports using accounting and billing software
- Spanish speaking preferred
- Analyze performance metrics and implement data-informed decisions
- Oversee, maintain, and enhance digital communication systems vital to business operations

WORKING CONDITIONS AND PHYSICAL REQUIREMENTS

Office Environment, some light lifting, bending, sitting, walking, listening and speaking. Assigned business hours, some stress dealing with billing issues with customers.

IMPORTANT INFORMATION REGARDING THIS POSITION

WFWRD Office hours are 8:00 a.m. to 5:00 p.m. Monday to Friday, with the customer solutions team having staggered shifts to cover multiple tasks. May be required to obtain emergency and disaster preparedness training as this role may be required to work during an emergency or disaster.



BOARD OF TRUSTEES AGENDA ITEM SUMMARY

MEETING DATE: January 26, 2026

AGENDA ITEM: 4.4 – Landfill Voucher Program Overview and Fee Waiver Policy Provisions

PREPARED BY: Renee Plant, Administrative Manager, and Evan Tyrrell, General Manager

SUMMARY:

This agenda item provides an overview of the District's Landfill Voucher Program, recent improvements in tracking and controls, and observed usage trends that exceed the current policy threshold. Staff is seeking Board direction on whether to adjust the existing fee waiver policy or enforce the current cap with additional cost-recovery measures at the city level.

BACKGROUND:

Per Section 16.5.1 of WFWRD's Policy Manual, "[t]he Board authorizes the General Manager to waive fees in *de minimis* amounts for promotional events and for the landfill voucher program. The voucher program shall waive fees for up to 2% of the number of households in each area or city for truck or trailer loads of waste delivered by residents to the landfills."

Upon a review of existing data, staff have identified that total District-wide voucher usage has exceeded the 2% policy threshold by total number of households serviced by the District over the past five (5) consecutive years:

Year	Households Serviced	Number of Vouchers Redeemed	Percentage of Households
2021	85,846	4,215	4.91%
2022	85,920	5,171	6.02%
2023	85,806	5,954	6.94%
2024	86,194	2,729	3.17%
2025	86,495	2,636	3.05%

These findings present a policy question regarding whether the existing 2% cap remains appropriate given actual usage patterns and resident demand, or whether the policy should continue unchanged with stronger city/service area limitations imposed by WFWRD in collaboration with the landfills and the District's partner cities.

As of January 1, 2026, redeemed vouchers are billed from the landfills to the District at the following cost per voucher: Salt Lake Valley Landfill (\$17), Trans-Jordan Landfill (\$15), and the Trans-Jordan Transfer Station (\$20). The Salt Lake Valley Landfill increased voucher costs by \$1 effective January 1, 2026; the Salt Lake Valley Transfer Station is not open to the general public.

ADDITIONAL INFORMATION:

In recent years, the District transitioned from paper vouchers to a primarily electronic voucher issuance system. However, some paper vouchers continue to be distributed at the request of the District's partner cities, including code compliance departments, at City Halls, and during WFWRD public relations events. Overall, the transition to an electronic-based voucher issuance system has significantly improved data accuracy and limited misuse by:

- Tracking requested voucher *issuance* by city/service area;
- Preventing voucher use by non-District residents; and
- Reducing misuse by contractors or households obtaining multiple paper vouchers.

As a result of these controls, the District has realized an estimated \$60,000 in cost savings over the past two years (approximately \$30,000 per year) compared to prior program performance.

Historically, landfills tracked voucher redemptions by city/service area; however, this practice was discontinued by the landfills to reduce administrative burden around the time when WFWRD moved to electronic vouchers. The District is able to track electronic voucher requests by city/service area, but is not currently able to identify the city/service area location when vouchers are redeemed.

Currently, the District is working with our landfill partners to re-establish city-level tracking to ensure accurate allocation and compliance with policy limits.

OPTIONS/ALTERNATIVES FOR BOARD CONSIDERATION:

1. **Option 1** – NO CHANGE with administrative enforcement: Maintain the existing 2% voucher cap per city/service area. Once a city reaches the cap, additional voucher requests from that city would be suspended for the remainder of the calendar year.
2. **Option 2** – Maintain current policy (2% Cap) with city reimbursement: Maintain the existing 2% voucher cap per city. Voucher usage exceeding the cap would be reimbursed to the District by the affected city.
3. **Option 3** – Amend policy to increase the allowable percentage and ensure policy compliance: Amend the Policy Manual to authorize a higher allowable percentage (e.g., 5%) of voucher usage, either District-wide or per city/service area, based on demonstrated demand and improved tracking and program controls.
4. **Option 4** – Continue to administer the Landfill Voucher Program with 100% reimbursement by city based on actual voucher use and direct cost per voucher.
5. **Option 5** – Discontinue the Landfill Voucher Program.

ANTICIPATED IMPACTS:

ORGANIZATIONAL: Improved alignment between policy, actual program usage, and data-driven oversight. Clearer expectations and transparency for staff, landfills, and cities/service areas. Depending on Board direction, may increase or decrease administrative workload for District staff.

FINANCIAL: Continued cost containment through electronic tracking and misuse prevention. Potential cost recovery from cities for usage exceeding policy thresholds, depending on Board direction.

COMMUNITY: Maintains resident access to the voucher program as a means for cost-effective and environmentally-sound disposal of unwanted bulky items, while ensuring equitable distribution and fiscal responsibility across service areas. Reduction in open dumping across WFWRD service areas.

STAFF RECOMMENDATION:

Staff recommends **Option 3:** Amend policy to increase the allowable percentage and ensure policy compliance. A 5% cap is recommended to ensure District residents have year-round access to the program, while continuing to limit repeat usage and reduce misuse by contractors and non-residents. This cap will need to be applied on a city/service area basis to ensure equity across the program, which requires further collaboration and support from WFWRD's landfill partners. Exceptions should be considered for small, unincorporated service areas such as 4B Lane and Big Cottonwood Canyon.

The Landfill Voucher Program originated when WFWRD was previously tied to Salt Lake County as a Special Service District, but continues to provide benefits to District residents who are unable to secure a container as part of the Seasonal Container Reservation Program (SCRП). Considerations in limiting usage for residents who have benefitted from the Seasonal Container Reservation Program (SCRП) during the current calendar year may be warranted, but would require additional programming and implementation time to track and enforce, with deployment anticipated in 2027.

As the District seeks to increase its capacity to better meet SCRП service demand, or even revamp the means and methods of delivering the District's bulky waste program, future cap reductions, changes to funding mechanisms, or elimination of the Landfill Voucher Program may need to be considered.

Assuming 86,500 households throughout the District's service area and an average direct cost of \$17 per redeemed voucher, the following costs are estimated if a 2%, 3%, and 5% cap is reached:

- 2% = 1,730 vouchers (\$29,410)
- 3% = 2,595 vouchers (\$44,115)
- 5% = 4,325 vouchers (\$73,525)

Until the District can maximize its bulky waste program to meet service demand, the 5% cap is recommended to provide cost-effective and environmentally-sound disposal options for unwanted bulky waste items for District residents.

MOTION/ACTION REQUESTED:

Provide direction to staff regarding the above options and considerations. Policy Manual updates, if directed, will be brought back to the Board during a future public meeting for consideration.

ATTACHMENTS:

1. Landfill Voucher Summary (2024–2025): Requested v. Redeemed Voucher Utilization

City	Year	Customers	Vouchers Redeemed	Vouchers Requested	% Requested by # of Homes
Salt Lake Valley	2024	75021	2360		
Trans-Jordan	2024	11173	369		
4B Lane	2024	5	0	0	0.0%
B.C.C	2024	13	0	23	176.9%
Brighton	2024	590	0	0	0.0%
Copperton	2024	285	0	0	0.0%
Cottonwood Heights	2024	9975	4	292	2.9%
Emigration Canyon	2024	609	0	10	1.6%
Granite	2024	435	0	10	2.3%
Herriman	2024	10677	0	387	3.6%
Holladay	2024	9082	1	219	2.4%
Kearns	2024	10022	6	688	6.9%
L.C.C	2024	34	0	0	0.0%
Magna	2024	7930	6	799	10.1%
Millcreek	2024	15760	3	436	2.8%
Murray	2024	2865	0	52	1.8%
North County	2024	20	0	0	0.0%
North SLC	2024	3	0	0	0.0%
Sandy	2024	1322	0	25	1.9%
Southwest	2024	211	0	0	0.0%
Taylorsville	2024	13782	6	780	5.7%
White City	2024	1825	0	57	3.1%
Willow Canyon	2024	248	0	2	0.8%
Willow Creek	2024	501	0	0	0.0%

Total Customers	Total Vouchers Redeemed	Total Vouchers Requested
86194	2729	3780

Vouchers Redeemed/Total Customers	Vouchers Requested/Total Customers
3.17%	4.39%

City	Year	Customers	Vouchers Redeemed	Vouchers Requested	% Requested by # of Homes
Salt Lake Valley	2025	75093	2229		
Trans-Jordan	2025	11402	407		
4B Lane	2025	5	0	0	0.0%
B.C.C	2025	13	0	14	107.7%
Brighton	2025	591	0	0	0.0%
Copperton	2025	285	0	0	0.0%
Cottonwood Heights	2025	9978	0	224	2.2%
Emigration Canyon	2025	607	0	3	0.5%
Granite	2025	435	0	9	2.1%
Herriman	2025	10906	0	272	2.5%
Holladay	2025	9091	0	148	1.6%
Kearns	2025	9538	0	465	4.9%
L.C.C	2025	34	0	0	0.0%
Magna	2025	7991	0	486	6.1%
Millcreek	2025	15748	0	353	2.2%
Murray	2025	2865	0	47	1.6%
North County	2025	22	0	0	0.0%
Sandy	2025	1325	0	17	1.3%
Southwest	2025	211	0	0	0.0%
Taylorsville	2025	13790	0	471	3.4%
West Jordan	2025	485	0	0	0.0%
White City	2025	1826	0	62	3.4%
Willow Canyon	2025	248	0	4	1.6%
Willow Creek	2025	501	0	0	0.0%

Total Customers	Total Vouchers Redeemed	Total Vouchers Requested
86495	2636	2575

Vouchers Redeemed/Total Customers	Vouchers Requested/Total Customers
3.05%	2.98%



BOARD OF TRUSTEES AGENDA ITEM SUMMARY

MEETING DATE: January 26, 2026

AGENDA ITEM: 4.5 – Waste Tire Post-Collection Facility Prohibitions and Prospective New Service

PREPARED BY: Evan Tyrrell, General Manager

SUMMARY:

This agenda item provides a background on waste tire prohibitions at post-collection facilities used by the District and the potential for the District to provide a residential waste tire collection service that would benefit the District's service area while seeking to reduce illegal dumping of waste tires and related health, safety, and environmental risks across Salt Lake County.

BACKGROUND:

Waste tires are problematic in many facets from collection to proper disposition and are, in most cases, prohibited from landfilling under state and federal regulations. Throughout the past several years, the District inadvertently hauls waste tires that are deposited in its containers used for the Seasonal Reservation Container Program (SCRIP), trailers, and sometimes in curbside cans. Although waste tires are not accepted in these programs, they are oftentimes hidden in containers that the District collects, and the District is in the process of updating its container agreements to ensure customers are aware of these restrictions. Towards the end of 2025, Salt Lake County Solid Waste Director Patrick Craig notified the District's General Manager that Salt Lake Valley facilities would begin more stringent enforcement efforts to eliminate waste tires from being deposited into its landfill, including at the transfer station, and that the District would need to begin physically removing tires from loads containing waste tires at the time of delivery to their post-collection facilities. This poses numerous health and safety risks to our drivers and needs to be avoided to the extent practicable. Also, if unaddressed, these requirements could result in load rejections and delayed routes associated with post-collection facility enforcement. Patrick Craig has offered to store a private District container at the transfer station to deposit and temporarily store waste tires that would need to be managed and maintained by the District.

Illegal dumping of waste tires is a real problem in [Salt Lake County](#) and in several communities across the United States. Illegal dumping of waste tires creates significant health, safety, and environmental risks, including becoming breeding grounds for disease-carrying mosquitoes (West Nile, Dengue), attracting vermin, and posing a major fire hazard that releases toxic smoke (VOCs, PAHs, heavy metals) into the air, water, and soil, polluting ecosystems and contaminating groundwater with hazardous residues.

ADDITIONAL INFORMATION:

Waste tires are only accepted from residents at the Salt Lake Valley and Trans-Jordan Landfills; waste tires are not accepted from businesses or commercial accounts. In 2024 and 2025, the District inadvertently hauled and deposited 186 and 157 waste tires, respectively, to Salt Lake Valley post-collection facilities. An overwhelming majority of these waste tires were received at the transfer station. We do not currently have data for the Trans-Jordan Landfill.

Residents are charged the following amounts for waste tires that they direct haul to landfills in Salt Lake County:

Post-Collection Facility	Cost per Tire	Limitations
Salt Lake Valley Landfill	\$4	12 tires max per load
Trans-Jordan Landfill	\$4 (off the rim) & \$5 (on the rim)	4 tires per day

Waste tires are managed at these post-collection facilities in accordance with federal and state requirements. Utah Administrative Code (UAC) R315-320 promulgates requirements for waste tire transporters, recyclers, and landfills. Utah also has a Waste Tire Recycling Fund that requires a \$1 fee to be added to the sale of new tires, which is designed to support the state's waste tire recycling industry by reimbursing costs for transporting, processing, and recycling tires, as well as covering administrative and cleanup expenses, managed under the Utah Division of Waste Management and Radiation Control.

Finally, there are two (2) prominent waste tire recycling facilities in Salt Lake County: Liberty Tire Recycling and GSL Tire Recycling. Their service costs are as follows:

GSL Tire Recycling: \$200 per ton

Pickup fee: \$925.00 per trailer.

(28 ft long Trailer) = 380-400 tires

**They can provide a trailer.*

Need a 3-5 day notice for pickup.

Address: 2174 S 7200 W, Magna, UT 84044

16.7 Miles from the District office

Liberty Tire Recycling: \$265 per ton.

Pickup fee: 100 tires minimum.

\$3.50 per tire

\$15.00 per truck tire

\$30.00 fuel & environmental fee

**They can come and load up the tires and haul them away.*

Address: 1398 North Beck St, Salt Lake City, UT 84116

14.1 Miles from the District office

Overall, there appears to be a gap and an opportunity for the District to develop and implement a waste tire collection program for residents located within our service area or even throughout Salt Lake County. Given the District's existing containers and hauling capabilities, we could temporarily store and direct haul waste tires to these facilities without incurring additional pickup fees. Based on industry standards, it takes approximately 100 scrap tires to make one ton (2,000 lbs), as the average scrap tire weighs about 20 pounds.

STAFF RECOMMENDATION:

Staff recommend developing and implementing a fee-based waste tire collection service for residents that need to get rid of scrap tires from their property. The program could even be expanded to residents throughout Salt Lake County. Initial thoughts include a program in which residents would request a waste tire pickup via phone or online that the District would fulfill with existing staff, including container/trailer drivers and our container specialist team. If approved, staff would initially implement this service as a limited-volume pilot to evaluate demand, operational impacts, and cost recovery prior to any broader expansion.

After collection, waste tires would be temporarily stored in our yard within a tarped and leak-proof trailer or SCRP container and direct hauled to GSL Tire Recycling once full for reclamation and recycling. Preliminary considerations include a (1) pickup fee along with a (2) charge for each tire collected. Pickup fees would be different for residents located in the valley and residents located in canyon communities. Based on the landfill fees for waste tires and to ensure the District would incur full cost recovery for administrative and operational costs, a charge of \$5 per tire is currently recommended. The charge per pickup would need to be evaluated, but priced to incentivize use of the program to deter illegal dumping and/or health and safety risks related to storing waste tires at residential properties.

ANTICIPATED IMPACTS:

ORGANIZATIONAL: *De minimis* impacts to administrative and operational workload are anticipated. An appliance and/or mattress collection program could be developed in addition to a waste tire collection program, adding additional benefits in driving economies of scale and cost recovery. Freon-containing appliances and mattresses incur additional costs and administrative burden as part of the District's Seasonal Container Reservation Program (SCRP). Upon initiation and until usage data are evaluated, no additional staff are anticipated to be needed as these programs would start at small volumes with limited usage in the near future. Nonetheless, the benefits would be expected to outweigh the costs for the District, its residents, and the communities it serves. Finally, as per the District origination documents (i.e., Salt Lake County Resolution No. 5954), these services would be in direct alignment with the District's purview of providing garbage and recycling collection and transportation services.

FINANCIAL: Additional analysis would be needed should the Board direct staff to pursue a waste tire, appliance, and/or mattress collection program. However, these programs would not be expected to provide or incur a significant source of revenues or expenses.

COMMUNITY: Enhanced public perception, community relations, and a reduction in illegal dumping. There are no known residential waste tire collection services currently offered throughout Salt Lake County.

LEGAL/REGULATORY: Under UAC-R315-320, the District may need to register as a Waste Tire Transporter with the Utah Department of Environmental Quality (UDEQ). Due to temporary, low volume storage of waste tires, the District does not anticipate overly burdensome regulatory requirements in the development or implementation of a waste tire collection program. Contact with UDEQ would be made to determine what controls, beyond temporarily storing waste tires in a tarped, leak-proof container, to be in full compliance in accordance with state and federal requirements.

OPTIONS/ALTERNATIVES FOR BOARD CONSIDERATION:

1. Direct staff to further evaluate and pursue a waste tire, appliance, and/or mattress collection program. A mid-year public hearing and fee schedule update would be required prior to implementation.
2. Direct staff to not pursue these new collection program concepts.

MOTION/ACTION REQUESTED:

Direction on the evaluation of a (1) waste tire, (2) appliance, and/or (3) mattress collection program for residents located within the District's service area, possibly including the entirety of Salt Lake County.

ATTACHMENTS:

1. Article: *UDOT battles rising problem of illegal tire dumping*. KUTV Salt Lake City. December 23, 2025.
2. Salt Lake County Resolution No. 5954: *Resolution Reorganizing the Wasatch Front Waste and Recycling District as a Local District*. March 22, 2022.



KUTV Salt Lake City

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UDOT battles rising problem of illegal tire dumping in Salt Lake

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UDOT battles rising problem of illegal tire dumping in Salt Lake City

The Utah Department of Transportation (UDOT) highlighted the growing problem of illegal tire dumping.

After they found roughly 50 tires dumped by an on-ramp in Salt Lake City on Tuesday, 2News talked with UDOT about how much it was costing taxpayers to clean up.

Just this year, UDOT said they've had to clean up seven illegal dumpsites around the Salt Lake City area—and it's becoming a big problem for them.

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MORE | UDOT

- [UDOT celebrates early opening of Mountain View Corridor connection to Utah County](#)
- [New bus stops, tolling system among solutions to ease traffic in Little Cottonwood Canyon](#)
- [UDOT plans multiple Provo Canyon closures for blasting, excavation](#)


"On 201 on the 900 West on-ramp going eastbound, we've had a lot of people—tire companies—let me be specific, tire companies—been going over there, dumping their used tires," said Robert Giolas, foreman of the downtown Salt Lake station for UDOT.

Giolas said it's becoming a big problem in multiple locations around the city.

"A lot of them are match sets and they're mixed with semi tires and regular tires," Giolas said. "That's only a tire company that's coming to do it."

With each of these dump sites made up of 40 to 80 tires each, he said it's costing them a lot of money.

"Well, we have a 15-yard dumpster, and every time we fill it, we have a company come get it. And they take it to Liberty Tire for tire recycling—and that usually costs us probably about \$1,300 to \$1,800 a load," Giolas said.

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Giolas said it's taxpayer money.

Over the past two years, Giolas said they've cleaned up 2,500 tires from the side of the freeway. The latest illegal tire dump filled up their whole dumpster and caused a crew fixing fences to be diverted.

Many online have asked: "Why not put up cameras to catch who is doing this?"

"I wish we could. We can't put cameras in every spot. It just gets too expensive," Giolas said.

They're asking for the public's help in keeping an eye out.

"Please help us find out who's doing it, and the people that are doing it: please stop. It doesn't cost tire companies that much to go do it—

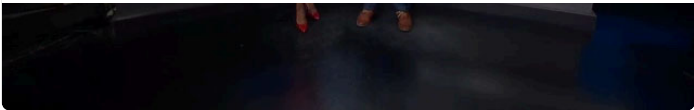
they get a huge break, and they're charging those customers to dispose of those tires," Giolas said.

UDOT urged people to call UHP or their local police officers if they see something suspicious.



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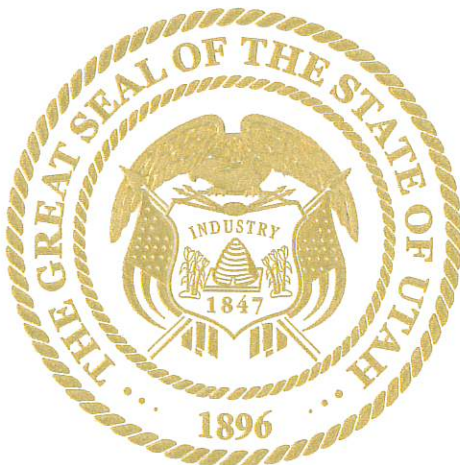


OFFICE OF THE LIEUTENANT GOVERNOR

CERTIFICATE OF CREATION

I, Deidre M. Henderson, Lieutenant Governor of the State of Utah, hereby certify that there has been filed in my office a notice of creation of the WASATCH FRONT WASTE & RECYCLING LOCAL DISTRICT, located in SALT LAKE COUNTY, dated May 16, 2022, complying with Section §17D-1-604, Utah Code Annotated, 1953, as amended.

Now, therefore, notice is hereby given to all whom it may concern that the attached is a true and correct copy of the notice of name change, referred to above, on file with the Office of the Lieutenant Governor pertaining to the _WASATCH FRONT WASTE & RECYCLING LOCAL DISTRICT, located in SALT LAKE COUNTY, State of Utah.



IN TESTIMONY WHEREOF, I have hereunto set my hand, and affixed the Great Seal of the State of Utah this 16th day of May, 2022 at Salt Lake City, Utah.

A handwritten signature in black ink, reading "Deidre M. Henderson".

DEIDRE M. HENDERSON
Lieutenant Governor



**SALT LAKE COUNTY
NOTICE OF INCORPORATION OF A LOCAL DISTRICT
FROM A REORGANIZED SPECIAL SERVICE DISTRICT
(Wasatch Front Waste and Recycling District)**

TO: DEIDRE M. HENDERSON, LIEUTENANT GOVERNOR OF THE STATE OF UTAH

Notice is hereby given that on March 22, 2022, the Salt Lake County Council adopted Resolution No. 5942, (the "Resolution"), for the purpose of reorganizing the Wasatch Front Waste and Recycling District from a special service district to a local district, as authorized by Utah Code Ann. § 17D-1-604. The reorganization is further described in the Resolution and is also described and depicted in the final local entity plat which accompanies this Notice, or which will be forwarded to you separately. It is requested that the Lieutenant Governor issue her certificate of incorporation of a local district in accordance with the requirements of Utah Code Ann. §§ 17D-1-604(9) and 67-1a-6.5.

In satisfaction of the requirements of Utah Code Ann. § 67-1a-6.5(3)(e)(i), the Salt Lake County Council hereby certifies that all requirements applicable to the annexation have been met.

This notice is accompanied by a copy of the Resolution by an approved final local entity plat as defined in Utah Code Ann. § 67-1a-6.5 and meeting the requirements of Utah Code Ann. § 17-23-20 (unless the final local entity plat is submitted separately).

The address of Salt Lake County is as follows:

2001 South State Street
Salt Lake City, Utah 84114

DATED this 29th day of March, 2022.

Salt Lake County Council

By: 
Laurie Stringham, Council Chair

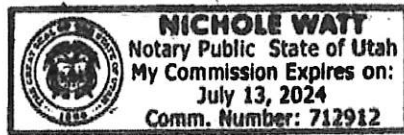
ATTEST:


County Clerk

Salt Lake County Government Center
2001 South State Street, Suite N2-200 PO Box 144575 | Salt Lake City, UT 84114-4575
Tel: 385.468.7500 | Fax: 385.468.7501 | www.slco.org

STATE OF UTAH)
 : ss.
COUNTY OF SALT LAKE)

On this 29th day of March, 2022, personally appeared before me Laurie Stringham, the signer of the foregoing instrument, who duly acknowledged to me that she is the Chair of the Salt Lake County Council, duly authorized to execute the same, and who verified under oath the accuracy of the said instrument.



Nichole Watt
Notary Public

4853-6088-4504, v. 1

SALT LAKE COUNTY, UTAH

RESOLUTION NO. 5954

March 22, 2022

**RESOLUTION REORGANIZING
THE WASATCH FRONT WASTE AND RECYCLING DISTRICT
AS A LOCAL DISTRICT**

WHEREAS, on January 19, 1977, the Salt Lake County Commission established a special service district known as Salt Lake County Special Service District No. 1 (the "Sanitation District") for the provision of garbage collection services in the unincorporated area of Salt Lake County; and

WHEREAS, much of the original area of the Sanitation District was subsequently incorporated into or annexed by municipalities, while remaining within and continuing to receive services from the Sanitation District; and

WHEREAS, the Salt Lake County Council established an Administrative Control Board to govern the Sanitation District and appoint members representing both Salt Lake County and the municipalities served by the Sanitation District; and

WHEREAS, by its Resolution No. 4670 (later amended by Resolution No. 5100 on July 12, 2016) (the "Governing Resolution"), as of January 1, 2013, the Salt Lake County Council delegated to the Administrative Control Board full governance of the functions and activities of the Sanitation District; and

WHEREAS, the Governing Resolution renamed the Sanitation District the Wasatch Front Waste and Recycling District ("WFWRD"), and WFWRD has exercised and been subject to all the rights, powers, duties, governance, and responsibilities of a special service district under the provisions of the Special Service District Act, Title 17D of the Utah Code; and

WHEREAS, on February 8, 2022, the Salt Lake County Council adopted a resolution indicating its intent to reorganize WFWRD into a local district, governed under the Local District Act, Title 17B as provided under Section 17D-1-604 of the Utah Code; and

WHEREAS, on March 22, 2022, the Salt Lake County Council held a public hearing to take comment on its proposed reorganization of WFWRD from a special service district to a local district; and

WHEREAS, the legislative bodies of each of the municipalities located within the WFWRD's service area, namely the Town of Brighton, the cities of Cottonwood Heights, Holladay, Millcreek, Taylorsville, Herriman, annexed portions of Murray and Sandy; and the metro townships of Copperton, Emigration Canyon, Kearns, Magna, and White City, have adopted a resolution or ordinance consenting to the reorganization; and

WHEREAS, the Salt Lake County Council now desires to reorganize WFWRD into a local district.

NOW, THEREFORE, it is resolved by the Salt Lake County Council as follows:

1. The Salt Lake County Council hereby reorganizes Wasatch Front Waste and Recycling District as a local district, pursuant to the reorganization rules set forth in Section 17D-1-604. The type of local district that WFWRD will be is an improvement district, subject to all the rights, powers, duties, governance, and responsibilities of an improvement district under the provisions of Title 17B, Chapter 2a, Part 4—Improvement District Act, the Utah Constitution, and other applicable state law.

2. The name of the local district will be the Wasatch Front Waste and Recycling District.

3. WFWRD's boundaries will encompass the unincorporated portions of Salt Lake County; the Town of Brighton, the cities of Cottonwood Heights, Holladay, Millcreek, Taylorsville, Herriman, annexed portions of Murray and Sandy; and the metro townships of Copperton, Emigration Canyon, Kearns, Magna, and White City. A map of the service boundary is attached hereto as Exhibit "B."

4. WFWRD is authorized to provide garbage and recycling collection, transportation, and processing services for all persons owning property units (defined below) within the geographic boundaries of WFWRD (the "Services"). The Services may include curbside garbage and recycling service as well as temporary trailer services, area clean-up, green waste services, and other related services as are currently provided or which may be provided in the future (so long as they relate to the core service of garbage and recycling collection, transportation, and processing) as determined by the Board of Trustees of WFWRD.

- a. For the purposes of this Resolution, "property unit" shall have the same meaning as it does in the Governing Resolution: "a residential, single-family dwelling, each separate dwelling of a duplex, triplex, or fourplex, and each separate apartment house or complex, up to and including four apartments, and including upstairs, basement, garage or detached apartment or housing units; and shall exclude commercial, manufacturing, or industrial property used for those purposes."

5. WFWRD's Board of Trustees shall be appointed, rather than elected. WFWRD's current Administrative Control Board will serve as the first Board of Trustees. The current board consists of 14 members: one elected councilperson or mayor from each of the member municipalities and Salt Lake County (representing the unincorporated areas of Salt Lake County). The number of board members shall automatically adjust if the number of member municipalities changes; otherwise, the board composition may only be amended in accordance with Utah law.


6. All existing resolutions, rules, regulations, policies, and contracts adopted and executed by WFWRD's Administrative Control Board, or its officers, shall continue in full force

and effect after the reorganization from a special service district to a local district, unless such has been rendered moot by the reorganization.

ADOPTED this 22 day of March, 2022.


Laurie Stringham, Chairperson

ATTEST:


Sherrie Swensen
Salt Lake County Clerk

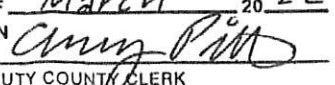
Voting:

Council Member Alvord	"Aye"
Council Member Bradley	"Aye"
Council Member Bradshaw	"Aye"
Council Member DeBry	"Aye"
Council Member Granato	"Aye"
Council Member Newton	Absent
Council Member Snelgrove	"Aye"
Council Member Stringham	"Aye"
Council Member Theodore	"Aye"



STATE OF UTAH)
COUNTY OF SALT LAKE) ss

I, THE UNDERSIGNED, DEPUTY COUNTY CLERK OF THE COUNTY COUNCIL OF SALT LAKE COUNTY, UTAH, DO HEREBY CERTIFY THAT THE ANNEXED AND FOREGOING IS A TRUE AND FULL COPY OF AN ORIGINAL DOCUMENT ON FILE IN MY OFFICE AS SUCH CLERK.

WITNESS MY HAND AND THE SEAL OF SAID COUNTY
THIS 31 DAY OF March, 2022
SHERRIE SWENSEN
By 
DEPUTY COUNTY CLERK

088



BOARD OF TRUSTEES AGENDA ITEM SUMMARY

MEETING DATE: January 26, 2026

AGENDA ITEM: 4.6 – Status of Merchant Services RFP & Payment Transaction Fee Considerations

PREPARED BY: Helen Kurtz, Finance Director

SUMMARY:

This agenda item provides RFP results for Payment Servicing Solutions and includes information on the corresponding customer payment transaction fee.

BACKGROUND:

In April 2025, the Board of Trustees (BOT) approved WFWRD's transition in 2026 from quarterly to monthly billing. At that time, the estimated cost increase was \$776,000, which included additional estimated printing, mailing, and payment transaction/processing fees, and staff committed to minimizing expenses to help offset this impact. To that end, in the fall of 2025 WFWRD issued a Request for Proposal (RFP) for payment services solutions in an effort to reduce payment processing costs, which were \$409,865 in 2025 under quarterly billing and were projected to increase by more than \$303,000 in 2026 under monthly billing.

We received 10 proposals and conducted four product demonstrations with finalists. After a thorough evaluation, including cost analysis, we selected Point & Pay (P&P) over our current provider **resulting in an annual estimated savings of \$139,000 in processing fees** (Table 1), assuming all other factors remain the same.

Table 1. Annual Estimated Savings with New P&P Payment Services Vendor

Savings Details:	P&P	Current	Savings
Absorbed ACH Fees	\$ 0.55	\$ 0.74	\$59,454
IVR (Pay by Phone) Fees	N/A	1.25	76,808
Returned Payment Fees	Waived	\$7 - \$30	3,542
			\$139,804

To further reduce costs to WFWRD, the BOT approved a customer payment transaction fee with the 2026 budget of up to 3%, with specific details to be finalized after selecting a vendor and understanding their technology capabilities and fee structure.

ADDITIONAL INFORMATION:

Point & Pay offers a revenue-neutral, or convenience fee, model in which they charge and retain customer transaction fees and, in return, do not assess processing fees to WFWRD. Under this model, Point & Pay determines the transaction fee amount. Their proposal sets fees at \$1.50 for credit/debit card payments and \$1.00 for ACH payments, which would exceed the Board-approved 3% cap for most monthly payments.

The Board has indicated a shared interest with WFWRD staff in providing fee-free payment options for customers. To support this goal, three potential scenarios are outlined in the attached document.

Scenario Summary		
Scenario 1	Scenario 2	Scenario 3
Customer pays \$1.50 fee on credit/debit card payments. No fee is charged for ACH payments. No fee is charged on cash, check, or bank bill pay payments	Customer pays \$1.50 fee on debit/credit card payments. Customer pays \$1.00 on ACH payments <u>unless they are enrolled in E-Bill</u> No fee is charged for <u>E-Bill Customers</u> paying with ACH. No fee is charged on cash, check, or bank bill pay payments	Customer pays \$1.50 fee on debit/credit card payments Customer pays \$1.00 fee on ACH payments No fee is charged on cash, check, or bank bill pay payments

STAFF RECOMMENDATION:

Staff recommend changing payment providers to Point & Pay with a target go-live date of April 1, 2026.

Staff recommend accepting the proposed payment transaction fees of \$1.50 for credit/debit cards and/or \$1.00 for ACH payments, depending on the preferred scenario from the attachment. A subsequent agenda item addresses the need to have a public hearing and amend the fee schedule for this and other matters.

An additional fee to consider for the amended fee schedule is a convenience fee for payments taken by District staff over the phone. Point & Pay provides a secure, encrypted, automated phone payment system (IVR) that allows customers to enter or speak their payment information at no additional cost to the District beyond standard processing fees. Staff recommend considering the implementation of an additional convenience fee for payments processed directly by District staff to encourage customers to use alternative payment methods, including the IVR system, helping to free Customer Service time to manage the anticipated increase in call volume associated with the transition to monthly billing, which should decline over time.

To continue encouraging E-Bill (paperless billing), **staff recommend Scenario 2**, which allows E-Bill customers to pay by ACH with no transaction fee. While disincentivizing card payments, this approach naturally incentivizes enrollment in paperless billing, saving the cost of bill printing and mailing, which is currently \$0.72/bill. Cash, check, and bank bill pay payments are also fee free under this and all scenarios.

ANTICIPATED IMPACTS:

ORGANIZATIONAL: Changing payment vendors and introducing a transaction fee will temporarily increase call volume for Customer Service Representatives as customers adapt to the change. Implementing a new payment provider will require the Finance and Customer Service teams to learn the new system, adjust account, accrual, deposit, and bank reconciliation processes, and ensure proper integration with existing accounting and billing systems. While the transition may involve additional effort initially, the new platform, particularly under a revenue-neutral fee model, will simplify daily deposit reconciliation, improve reporting accuracy, and reduce processing-related tasks and costs over time. Finance staff will also support Customer Service during the adjustment period and ensure adherence to internal controls, PCI compliance, and audit standards.

FINANCIAL: Changing payment vendors will provide ongoing annual payment processing cost savings of at least \$139,000 if no other changes are made. Implementing the customer transaction fee will increase these savings to between \$487,957 and \$660,062 annually depending on the chosen fee scenario. Additionally, selecting Scenario 2 offers the potential to save an additional \$0.17 per ACH transaction paid by E-Bill customers by eliminating the cost of printing and mailing bills for those customers. *Note: \$0.17 additional savings equal \$0.72 to print and mail minus \$0.55 absorbed ACH processing charge.*

COMMUNITY: An adjustment period is expected, as some customers may find adapting to a new payment system frustrating. However, Point & Pay is anticipated to offer a more user-friendly online portal, which could enhance the overall customer experience. The introduction of a transaction fee will increase the cost per payment, potentially influencing customers' choice of payment method. Clear communication will be essential to explain the new portal, the reason for any transaction fees, and available payment options that may help customers avoid the fee.

OPTIONS/ALTERNATIVES FOR BOARD CONSIDERATION:

1. Direct staff to implement the payment transaction fee based on one of the presented scenarios, including a phone payment convenience fee, which will need to be formalized during a future fee schedule public hearing.
2. Direct staff to implement the payment transaction fee based on one of the presented scenarios, but not a phone payment convenience fee, which will need to be formalized during a future fee schedule public hearing.
3. Direct staff to request an absorbed fee model for the payment transaction fee from Point & Pay where WFWRD can set the fee. This is not a desirable solution because credit card interchange fees are unpredictable and staff workload will increase.
4. Direct staff not to charge a payment transaction fee.

MOTION/ACTION REQUESTED:

Provide direction for staff to pursue a scenario choice for payment transaction fees.

ATTACHMENTS:

1. Payment Processing Fees & Potential Payment Transaction Fee Scenarios

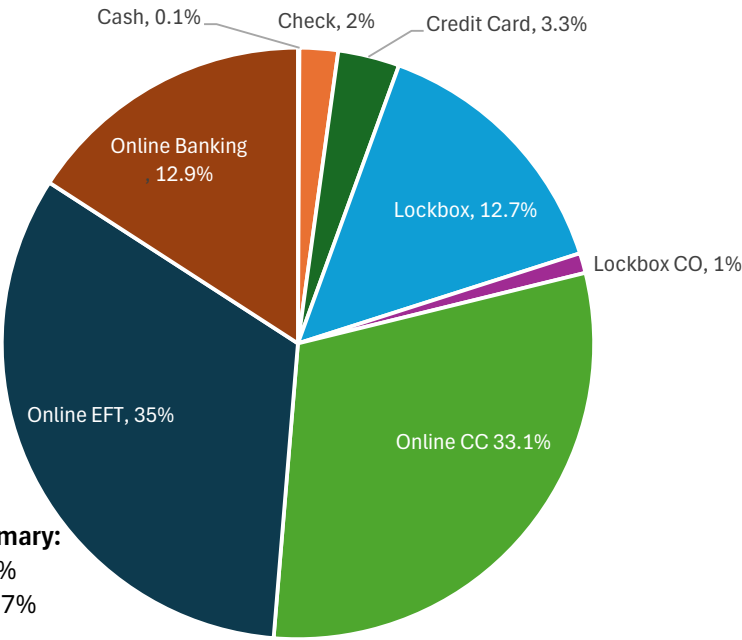
PAYMENT PROCESSING FEES & POTENTIAL TRANSACTION FEE SCENARIOS

Payment Processing Fees

			SCENARIO 1			SCENARIO 2			SCENARIO 3		
			Tx Fee on Cards Only (No Fee for ACH)			Tx Fee on Cards & ACH (E-Bill ACH Fees Waived)			Tx Fee on ALL Cards & ACH		
Fee Type	2025 Processing Fees	Annual Projections for Monthly Billing	WFWRD		WFWRD	WFWRD		WFWRD	WFWRD		WFWRD
			Annual Processing Fees Recovered	Processing Costs after Tx Fees (2026 Projected)	Processing Costs after Tx Fees (2027 Projected)	Annual Processing Fees Recovered	Processing Costs after Tx Fees (2026 Projected)	Processing Costs after Tx Fees (2027 Projected)	Annual Processing Fees Recovered	Processing Costs after Tx Fees (2026 Projected)	Processing Costs after Tx Fees (2027 Projected)
Zions Lockbox	\$ 8,171	\$ 24,513	\$ -	\$ 24,513	\$ 24,513	\$ -	\$ 24,513	\$ 24,513	\$ -	\$ 24,513	\$ 24,513
Payment Vendor	\$ 198,768	\$ 688,971	\$ (487,957)	\$ 299,837	\$ 201,014	\$ (531,448)	\$ 267,218	\$ 157,523	\$ (660,062)	\$ 170,758	\$ 28,909
Card Processor	\$ 202,926	\$ -	\$ -	\$ 50,732	\$ -	\$ -	\$ 50,732	\$ -	\$ -	\$ 50,732	\$ -
Total Online	\$ 401,694	\$ 688,971	\$ (487,957)	\$ 350,568	\$ 201,014	\$ (531,448)	\$ 317,950	\$ 157,523	\$ (660,062)	\$ 221,489	\$ 28,909
Grand Total	\$ 409,865	\$ 713,484	\$ (487,957)	\$ 375,081	\$ 225,527	\$ (531,448)	\$ 342,463	\$ 182,036	\$ (660,062)	\$ 246,002	\$ 53,422

Current E-Bill Customers: 19,487 as of 1/20/26

2025 Payments by Method



Payment Method Summary:
Online Payments, 80.9%
Checks to Lockbox, 13.7%
In Person/Phone, 5.4%

Fee Paid by Customer (set by Point & Pay)

Credit/Debit Card	\$1.50
ACH	\$1.00

Absorbed Fees (paid by WFWRD)

Credit Card	Cost+.15%+.05
ACH	\$0.55
Bank Bill Pay	\$0.25

Number of Transactions by Payment Method - 2025

Online Card	98,668	33.1%
Online ACH	104,306	35.0%
Online Banking	38,545	12.9%
Lockbox	40,855	13.7%
Card (in office)	9,767	3.3%
Check (in office)	6,057	2.0%
Cash (in office)	234	0.1%
	298,432	100.00%