

WASATCH FRONT WASTE AND RECYCLING DISTRICT (WFWRD)

BOARD OF TRUSTEES REGULAR MEETING AGENDA

To be held Monday, May 18, 2026, at 9:00am 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]: Emily Gray, 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@wfwrdutah.gov before Sunday, May 17th 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 Member: Lise Brunhart, Town of Brighton [3 minutes / 9:00am-9:03am]
 - Lise Brunhart Oath of Office: Catarina Garcia, Board Clerk
- 2.2 Adoption of Resolution 4447, a Resolution Expressing Appreciation to Former Board Member Keith Zuspan for their Years of Service as a WFWRD Board of Trustees Member: Emily Gray, Board Chair **(Adoption Requested)** [2 minutes / 9:03am-9:05am]
- 2.3 Nominations and Appointment of Replacement 2026 Board Vice-Chairperson: Emily Gray, Board Chair **(Motion Required)** [5 minutes / 9:05am-9:10am]
- 2.4 Adoption of a Proclamation Recognizing the Week of June 17 as National Waste and Recycling Worker's Week: Emily Gray, Board Chair **(Adoption Requested)** [3 minutes / 9:10am-9:13am]

3. Consent Items **(Approval Requested)** [2 minutes / 9:13am-9:15am]

- 3.1 March 23, 2026 Board of Trustees Regular Meeting Minutes
- 3.2 April 27, 2026 Board of Trustees and WFWRD Leadership Staff Retreat Minutes

4. Business Items:

- 4.1 General Manager Report: Evan Tyrrell, General Manager **(Information/Discussion)** [15 minutes / 9:15am-9:30am]
- 4.2 1st Quarter 2026 Financial Report: Helen Kurtz, Finance Director **(Information/Acceptance)** [15 minutes / 9:30am-9:45am]
- 4.3 Overview of University of Utah Recycling Survey: Renee Plant, Administrative Manager **(Information/Discussion)** [10 minutes / 9:45am-9:55am]

4.4 2025 Waste Diversion and Recycling Analytics Report Presentation: James Kelsey, Sustainability Coordinator **(Information/Discussion)** [20 minutes | 9:55am-10:15am]

4.5 Authorization to Withdraw Properties from the Final 2026 May Tax Sale: Helen Kurtz, Finance Director **(Information/Discussion/Approval Requested)** [5 minutes | 10:15am-10:20am]

4.6 Looking Forward – 2027 and Beyond: Fleet Repair and Maintenance, Telematics, and Information Technology Considerations: Evan Tyrrell, General Manager, and David Ika, Operations Manager **(Information/Discussion)** [15 minutes | 10:20am-10:35am]

4.7 Herriman City Withdrawal Status Update: Rachel Anderson, District Legal Counsel **(Information)** [5 minutes | 10:35am-10:40am]

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 relevant topics.

7. Items for Subsequent Board Meetings

- General Manager Report
- 2025 Annual Comprehensive Financial Report (ACFR) Presentation
- Boundary Adjustment for the Northern Salt Lake County Service Area Annexed by Salt Lake City
- District CDL Driver Drug and Alcohol Testing Policy
- Looking Forward – 2027 and Beyond: District Land, Buildings, and Offices

8. Adjournment

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

RESOLUTION NO. 4447

ADOPTED: May 18, 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, Keith Zuspan was appointed to the Board by the Town of Brighton in January 2020 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 over 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, this member is appreciated and recognized. We applaud all the efforts of the Board Members and staff.

APPROVED AND ADOPTED this 18th day of May, 2026.

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

By: _____
Emily Gray, Board Chair
Board of Trustees

ATTEST:

Catarina N. Garcia
Board Clerk



WASTE & RECYCLING WORKERS WEEK PROCLAMATION

WHEREAS: The nation celebrates the week of June 17 as National Waste & Recycling Workers Week; and

WHEREAS: National Garbage Man Day began in 2012 to show community appreciation for the local people of the garbage, sanitation, and recycling industry and later changed the official name to Waste & Recycling Workers Week; and

WHEREAS: The earliest garbage regulation efforts began in 3000 B.C. when the first landfill was developed in Crete, where large holes were dug for refuse; and

WHEREAS: Since that time, solid waste workers have worked selflessly and tirelessly in all types of environments (weather, pandemics, civil unrest, war) and at risk to themselves, to provide solid waste services to protect communities and residents, prevent disease, and keep our communities clean, safe, and beautiful; and

WHEREAS: The people employed by Wasatch Front Waste & Recycling District make significant contributions to the safety, health, and welfare of our residents by properly collecting and hauling over 250 million pounds of garbage, recycling, and composting annually; and

WHEREAS: With an area spanning over 750 square miles of land and thousands of miles of roads, the residents of Salt Lake County depend on the collection and proper disposal of waste, recyclables, and compostables; and

WHEREAS: The proper collection, disposal, and maintenance of waste, recyclables, and compostables are vital to preventing disease and unsightly litter; and

WHEREAS: The solid waste industry employs thousands of people around the United States, and they should be recognized and elevated because they provide essential services to the communities they serve; and

WHEREAS: Wasatch Front Waste & Recycling District values and celebrates our local solid waste industry workers for their commitment to our residents, businesses, and communities and we want to elevate solid waste history, workers, and the profession as a whole.

NOW, THEREFORE: I, Emily Gray, by virtue of the authority vested in me as the Chairperson of the Board of Trustees of Wasatch Front Waste & Recycling District, do hereby proclaim June 14-20, 2026 as Waste & Recycling Workers Week in the Wasatch Front Waste & Recycling District and encourage all residents to join me in thanking the hardworking people who ensure our communities are kept safe, clean, and healthy.

Emily Gray
Board Chair

Attest:

Catarina N. Garcia
Board Clerk



**WASTE & RECYCLING
WORKERS WEEK**

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

Held Monday, March 23, 2026, at 5:00pm at the District Offices located at 604 West 6960 South, inside the Salt Lake County Public Works Administration Building Training Room. The meeting was also held electronically via Webex.

Emily Gray, Board Chair, called the meeting to order at 5:00pm and Catarina Garcia, Board Clerk, conducted the Roll Call.

Board Members: Anna Barbieri-City of Taylorsville, Emily Gray-City of Holladay, Greg Shelton-White City, Lyndsay Longtin-Kearns City, Mick Sudbury-Magna City, Clark Bullen-Murray City, Nick Griffith-Emigration Canyon, Zach Jacob-West Jordan City, Matt Holton-Cottonwood Heights (*arrived at 5:18pm, departed at 6:31pm*)

Participating Electronically: Laurie Stringham-Salt Lake County, Tessa Stitzer-Town of Copperton, Keith Zuspan-Town of Brighton, Marci Houseman-Sandy City

Excused: Jared Henderson-Herriman City, Nicole Handy-Millcreek City

District & Support Staff: Evan Tyrrell-General Manager, Helen Kurtz-Finance Director, David Ika-Operations Manager, Hazel Dunsmore-Human Resources Manager, Renee Plant-Administrative Manager, Yael Johnson-Customer Solutions Manager, Catarina Garcia-Executive Assistant/Board Clerk, Rachel Anderson-Legal Counsel

Webex: Sione Tuione-Collection Manager

Public: Patrick Craig-Salt Lake County, Abby Evans-Salt Lake County, Terry George-Magna City, Christopher Bell-Salt Lake County, Zach Hamblin-unknown

1. Meeting Open for Public Comments

Catarina read a public comment submitted to the County Council via email on March 17, 2026 by Lorin Twede, 8155 Westbury Drive, Magna, Utah, and forwarded to Catarina by Abby Evans, County Council Senior Advisor on March 19, 2026.

“The semiannual container program has historically been a highly effective and appreciated service. When multiple containers were placed throughout neighborhoods, residents had ample opportunity to dispose of unwanted items, and the containers were consistently well utilized. The changes implemented during the COVID period appear to have reduced the program’s accessibility without a clear ongoing need. The previous model did not present significant safety concerns and was widely beneficial to the community. The current approach, which often relies on placing a container at a private residence, can limit participation. In many cases, the container reaches capacity quickly, preventing other residents from having the same opportunity to use the service. Given the program’s past success, I respectfully request that you consider returning to the previous model or expanding access so that it better serves all county residents. This service was both efficient and highly valued, and restoring it would be greatly appreciated by the community.”

There were no further public comments.

2. Board of Trustees Business

2.1 Follow-up on Scheduling a Board of Trustees and Leadership Staff Retreat

Evan informed Board Chair Gray that the overwhelming availability was May 28, 2026 from 1:00pm-5:00pm, however, there were also discussions about postponing the regular meeting on April 27, 2026 and holding the retreat during that time. The goal is 100% Board Member attendance to discuss goals, initiatives, challenges, resident concerns, and how we move forward to ensure we are providing the best service at the best possible rates and meeting customer service demands.

Board Chair Gray directed staff to send out a final poll requesting availability Monday, April 27, 2026 from 8:00am-12:00pm and/or Thursday, May 28, 2026 from 1:00pm-5:00pm.

3. Consent Items

3.1 March 2, 2026 Regular Meeting Minutes

There were no questions or comments on the minutes.

Board Member Sudbury motioned/Board Member Griffith seconded to approve the March 2, 2026 Regular Meeting Minutes. Motion passed unanimously.

4. Business Items:

4.1 General Manager Report

Evan began with updates on the payment processing vendor transition from Xpress Bill Pay to Point & Pay. Helen responded to Board Chair Gray that residents currently on auto-pay must sign up for auto-pay with the new vendor because they cannot transfer over payment information. Evan noted that WFWRD is forecasting a significant savings with the transition to the new vendor. Staff are also exploring moving from a full-size paper bill to a postcard bill with an annual savings of \$192,000 in printing and mailing costs. Savings for 2026 are projected at \$128,000.

In response to Board Member Sudbury's question last month about possible savings for not providing collection services on WFWRD's four premium holidays, Evan reported that Helen calculated the fully-burdened impact for the half-time hours for 2025 were \$31,480. We would want to survey drivers as most prefer to work the holiday and not work the subsequent Saturday. Given the relatively limited impact, Evan does not see a need to make the shift that could negatively impact morale and offset the gains. Board Chair Gray stated the Board wants drivers to feel happy and supported.

Evan then reported on the shared costs with several county departments for the maintenance and lease of the Mahogany Radio Tower on the county's west side mountain that helps with communications with our CB radios in our trucks. The equipment there is beyond end of life and uses obsolete technology. The tower has gone down twice and is currently down, parts are difficult to find. The total estimated upgrades are \$650,000, WFWRD's share would be roughly \$115,000. This also requires the replacement of fleet radios from analog to digital projected at roughly \$300,000 which combined, is the cost of a single side load truck, roughly \$415,000. Details are

being worked through, a budget amendment is not necessary for these essential capital upgrades, and, although alternative options have not been identified at this time, the team is looking at prospective alternate options.

Evan also talked about the number of new Board Members and scheduling a virtual meeting to review WFWRD's history, organizational structure, budgets, etc., hopefully in the next month or two.

Evan continued with updates to the 2026 Priorities, Goals, and Initiatives (PGIs) that included qualitative and quantitative benefits, and one-time and ongoing benefits. The Board agreed with staff's recommendation to forego the purchase of leaf bags for the seasonal leaf bag program for an ongoing annual savings of \$25,000. There are 1,400 rolls from 2025 that will be available for pickup at the District's offices in 2026.

Overall, total one-time savings for 2026 are currently calculated at \$500,000 with ongoing (annual) savings in 2027 and forward of \$193,000. Cumulative cost savings for 2026 are forecasted at \$1.7M, with ongoing (annual) savings in 2027 and forward of \$1.4M. Evan closed by stating that more cost savings are anticipated to be identified throughout the year and that PGI updates would be brought back to the Board on a regular basis (e.g., quarterly).

Board Chair Gray stated that she really liked how the information was organized to highlight all of the efforts, appreciated the structure, and that it was significant and impressive. She asked Evan to pass on the Board's appreciation to everyone who helped work on it.

4.2 Prospective Central Bulk Loading and Public Drop-Off Dates and Locations for the 2026 Seasonal Container Reservation Program (SCRP)

Evan reported that WFWRD intends to ramp up the SCRCP capacity from 60 containers per day to a minimum of 72 containers per day for this year's season. He asked the team to over-hire two seasonal positions (14 total) for SCRCP based on four FTE vacancies we have not backfilled. There will be no budgetary impact.

He talked about the table of Prospective Central Bulk Loading and Public Drop-Off Dates and Locations, and initial logistics.

The Board was in favor of staff's request to move forward with the Central Bulk Loading and Public Drop-Off initiatives. Board Chair Gray stated that she liked seeing these new, fresh ideas and the way that staff is looking at being innovative and cost aware.

4.3 2026 Capital Replacement Update and Consideration for the Purchase of a Rear Load Refuse Truck

Evan reviewed Helen's updates to the 2026 Planned Capital Purchases slide that showed a projected savings with lower-than-budgeted light-duty replacement costs combined with \$1.8M in deferred savings for reducing the amount of new side load trucks from eight to four, and proposal for adding a new rear load truck for \$352,000. It would not require a budget amendment, rather the use of cost savings. He responded to Board Chair Gray that we are unsure of the resale value of

a rear load truck, but it will be better than what we are seeing for the resale of a CNG side load trucks. Even if the rear load truck is ordered this year, it is unlikely we would not receive it until early next year.

Regarding the public comment at the beginning of the meeting, Board Member Barbieri asked if we could put the containers back on the street and allow and pick up the overflow with a rear loader and skidster. Evan replied that first and foremost we are addressing how we can maximize our capacity in the service areas. Second is efficiencies. In 2025 we hauled over 7,400 containers that were less than one ton per container on average [which have a four-ton capacity] and is inherently inefficient.

Board Member Holton commented about the steep driveways and streets in Cottonwood Heights which would be more reason to create a drop off option. Board Chair Gray recalled that the reason we have not gone back to containers in the street is due to costs and attaining seasonal drivers. Board Member Shelton stated it would double the cost of the current program. Evan talked about the huge reliance on seasonal CDL drivers and that the street clean-up utilized seasonal grounds crews which positions were reallocated to additional seasonal CDL drivers or eliminated this year. There is still a lot to evaluate and there may not be a one-size-fits-all model.

Board Member Barbieri motioned/Board Member Holton seconded to approve the purchase of one new rear load truck. Motion passed unanimously.

4.4 Customer Solutions Program Presentation

Renee Plant, Administrative Manager, introduced Yael Johnson, Customer Solutions & Communications Technology Manager, to the Board, noting that she has been managing the front office for 12 years and the WFWRD website for the past few years. Yael constantly blows Renee away looking for cost savings, ways to improve customer interactions, and always thinking ahead.

Yael thanked the Board for their time and allowing her to present on her role as the Customer Solutions & Communications Technology Manager, the Customer Solutions Team, Technology Management, Communications, and Key Responsibilities. She talked about the communication channels managed by the Customer Solutions team that include phone calls, emails, live chats, and walk-ins.

This item was continued after the Public Hearing.

5. Public Hearing on the Proposed 2026 Mid-Year Fee Schedule [6:00pm]

5.1 Open the Public Hearing for the Proposed 2026 Mid-Year Fee Schedule

Board Member Shelton motioned/Board Member Sudbury seconded to open the Public Hearing for the Proposed 2026 Mid-Year Fee Schedule. All Board Members in attendance voted Yes/Aye.

5.2 Public Comment:

There were no public comments on the Proposed 2026 Mid-Year Fee Schedule.

5.3 Close the Public Hearing

Board Member Shelton motioned/Board Member Stringham seconded to close the Public Hearing for the Proposed 2026 Mid-Year Fee Schedule. All Board Members in attendance voted Yes/Aye.

5.4 Consider the Adoption of Resolution 4445, a Resolution Adopting the 2026 Mid-Year Fee Schedule

Board Member Bullen motioned/Board Member Sudbury seconded to adopt Resolution 4445 2026 Mid-Year Fee Schedule. All Board Members in attendance voted Yes/Aye.

Evan pointed out that the formerly proposed transaction fees as part of the mid-year fee schedule were removed and that they would likely be revisited as part of the future 2027 budget and fee schedule.

Yael continued her presentation from agenda item 4.4. Customer Solutions Program. She reviewed the Gateway for Resident Services where the Customer Solutions team connects residents with District services and field operations when needed, and How Issue Requests Move Through the Office. Handling even simple requests requires a structured process to ensure accurate documentation, consistency, and proper routing.

Yael reviewed Daily Alignment Practices and talked about the team's daily huddle which is a key component of ensuring timely responses and strong alignment between office and field operations, and the Impact of the Customer Solutions Office and key responsibilities.

Yael stated she is very proud of the team and how they enjoy talking to customers, how amazing it is to see the team grow and finding new ways of doing things. They are always open and willing to change. She expressed her appreciation to the Board for the opportunity to show off her team.

Board Chair Gray expressed the Board's appreciation to Yael and the Customer Solutions team, who are the forward-facing people that our customers interact with. We have all had bad customer experiences, and good customer service experiences make a big difference for everyone and really affect how people feel about the organization.

5.5 Overview of New Residential Cost and Service Comparison throughout the Tri-County Combined Salt Lake Metropolitan Area

Evan introduced the new fee and service comparison that Renee Plant, Administrative Manager, has worked very hard to develop. What we have been seeing for quite some time is that it is impossible to compare one city to another based on the types and frequency of services provided, and those that are provided through user fees or subsidized through general funds are different in every circumstance. He explained WFWRD was designed to provide services unlike any other service provider. Everything is managed holistically by WFWRD without ever receiving a penny from property or tax monies, all services are included with and funded entirely from the base service rate. Our services eliminate any need from our partner cities to allocate resources or time

in managing billing, new builds, property ownership changes, customer service, etc.

Renee explained the information layout, shapes and color legends, and methodologies.

Evan replied to Board Member Sudbury that 100% of the recycling that WFWRD collects is delivered to recycling facilities and recovered to the maximum extent that is practical. Any contamination (items that do not belong in the bin) gets pulled and sent to the landfill. There were brief discussions about recycling commodity market fluctuations and volatility.

Evan replied to Board Member Sudbury that staff is planning to explore bi-weekly recycling as part of this year's line of service financial assessment. It may be a decision based on each city, including the potential rate reduction.

Board Member Jacob recommended assigning a weight or score to every service to enable the ability to score them head-to-head.

Evan replied to Board Member Barbieri that the bi-weekly recycling shown on the chart for other cities is determined by the city or by contract, not by individual. WFWRD could potentially offer that each city determines their own level of service. We are also beginning to track the set-out rate (the percentage of recycle cans placed at the curb) by service area.

Board Member Gray stated that she is glad we are evaluating each of our services.

Renee replied to Board Member Bullen that the city most comparable to WFWRD is likely Salt Lake City but it shows how we are comparing apples to pineapples. Board Member Holton commented on policy making; every community decides what is most important to them which is different for everyone.

Evan noted Salt Lake City's rate includes mandatory green waste but they do not offer landfill vouchers or separate leaf bag collections, for example. He replied to Board Member Sudbury that we are moving towards transitioning to on-line vouchers but still offer paper vouchers upon request. Online vouchers will help us understand the requested and redeemed vouchers by area.

Renee further explained data related to base services and additional services, and Evan added that it was nearly impossible to determine what services in other cities were being subsidized or offset with general funds. He talked about Trans-Jordan member cities who receive 35-37% discounted tipping rates, those that receive limited discounted tipping rates (0% at Trans-Jordan, 14% at the Salt Lake Valley Landfill, 9% at the Salt Lake Valley Transfer Station), and other discounted rates.

Board Member Gray commented that it is very helpful to see the information organized this way and appreciated Board Member Jacob's recommendation about weighing the value of each service. She expressed her gratitude to Renee for the amount of work she put into this report.

Several Board Members requested a copy of the report. Evan noted that one of our partner cities recently did a comparison of WFWRD services and costs to West Valley City and the results were very favorable towards WFWRD.

Board Member Sudbury added that through research, they have found they can go out and get cheaper service but then have to pay for the billing. The service provider bills the city and the city has to bill the customers, which all comes with a cost.

Evan said that staff will continue to provide more information, update the PGIs, and track all the savings. A lot of this was spearheaded prior to his tenure and staff will continue to be creative to find areas to save costs, keep rates where they are, maximize our services, and remain open to considering varying tiers of services and possible future adjustments.

Board Member Sudbury agreed with Board Member Holton's comment that each city's needs are totally different. Board Member Gray commented that these are the type of long-term things that need to be discussed at the retreat, the areas in which each Board Member feels we need to review and reevaluate.

Evan reiterated that you cannot compare the cost or the rate of the service to other providers. There are so many other things to consider. He and Renee will put the information in a shareable format to distribute to the Board.

6. Closed Session (If Needed)

No closed session was needed.

7. Other Board Business

There was no other Board business.

8. Items for Subsequent Board Meetings

- Monday, April 27, 2026 Regular Meeting
 - General Manager Report
 - 1st Quarter 2026 Financial Report
 - Utah Association of Special Districts (UASD) Presentation
 - Regional Bulky Waste Program Comparison
 - Boundary Adjustment for the Northern Salt Lake County Service Area Annexed by Salt Lake City
 - District CDL Driver Drug and Alcohol Testing Policy
 - Overview of University of Utah Recycling Survey
 - Waste Diversion and Recycling Contamination Presentation

9. Adjournment

Board Member Jacob motioned/Board Member Shelton seconded to adjourn. Motion passed unanimously.

WASATCH FRONT WASTE AND RECYCLING DISTRICT (WFWRD)
BOARD OF TRUSTEES & WFWRD LEADERSHIP TEAM RETREAT MINUTES
PENDING BOARD APPROVAL

Held Monday, April 27, 2026, at 8:00am in the Multipurpose Room at Millcreek City Hall located at 1330 E Chambers Avenue. This meeting was also held electronically via Webex.

Emily Gray, Board Chair, called the meeting to order at 8:21am and Catarina Garcia, Board Clerk, conducted the Roll Call.

Board Members: Anna Barbieri-City of Taylorsville, Clark Bullen-Murray City, Emily Gray-City of Holladay (*excused at 11:30am*), Keith Zuspan-Town of Brighton, Laurie Stringham-Salt Lake County, Lyndsay Longtin-Kearns City, Matt Holton-Cottonwood Heights, Nick Griffith-Emigration Canyon, Nicole Handy-Millcreek City, Terry George-Magna City, Tessa Stitzer-Town of Copperton

Participating Electronically: n/a

Excused/Absent: Jared Henderson-Herriman City, Greg Shelton-White City, Zach Jacob-West Jordan City, Marci Houseman-Sandy City

District & Support Staff: Evan Tyrrell-General Manager, Helen Kurtz-Finance Director, David Ika-Operations Manager, Hazel Dunsmore-Human Resources Manager, Renee Plant-Administrative Manager, Catarina Garcia-Executive Assistant/Board Clerk, Rachel Anderson-Legal Counsel

Webex: Sione Tuione-Collection Manager, Justin Tuft, Collection Manager

Public: Stan Lockhart-WFWRD Lobbyist, Justun Edwards-Herriman City, Lise Brunhart-Town of Brighton, LeGrand Bitter-UASD, Heather Anderson-UASD

1. Meeting Open for Public Comments

There were no public comments.

2. Board of Trustees Business

2.1 Welcome New Board Member: Terry George, Magna City

Board Chair Gray introduced Terry George and Catarina conducted his Oath of Office.

2.2 Adoption of Resolution 4446, a Resolution Expressing Appreciation to Former Board Member Mick Sudbury for their Years of Service as a WFWRD Board of Trustee Member

Board Member Barbieri motioned/Board Member Holton seconded to Adopt Resolution 4446. Motion passed unanimously.

3. Board of Trustees and WFWRD Leadership Team Retreat

3.1 Welcome – Purpose and Goals of Retreat

Board Chair Gray welcomed everybody and invited Hazel to begin the next item.

3.2 Ice Breaker Activity

Hazel Dunsmore, Human Resources Manager, led the group in a laughing yoga activity, and Renee Plant, Administrative Manager, asked everyone to share one thing they were looking forward to this year, personally or professionally.

3.3 Utah Association of Special Districts (UASD) Presentation

Due to a scheduling conflict, this item followed item 3.5.

LeGrand Bitter, UASD Executive Director, began with a story about receiving a call from a citizen in northern Utah County asking how they can create a district. It was regarding services from a private water district that does not hold open meetings. They can't get copies of minutes. They can't listen in, they have NO input on the pricing. They want to actually create a district in order that they might have the state statue to protect them allowing them to go and attend these meetings, have input on the costs, to actually be elected to a board and have feedback.

He talked about a legislative audit and their feedback on some things that boards can do, their performance criteria, and working for a very large district where some people were very happy with the service and others that were not for whatever reason. They created some committees that were focused on certain areas such as budget, finance, government operations, or citizen groups. They were involved, an ad hoc committee where there might be a board member or two and some staff but inviting citizens as well to come in and give feedback that helped them in improving their performance and educating key people.

LeGrand shared a story about Ben Franklin creating the first district in the east, and districts being created in situations where a city or a county is either unable or unwilling to buy the service the citizens want and achieving economies of scale. He talked about historic burn barrels, landfills, and dumps that pushed waste over the field and lit it on fire, an eternal burn. The EPA passed solid waste rules in the seventies that cities would have complete responsibility for eternal care of that facility and remediation. By that date, in Davis County and Morgan County there were 15 cities and counties that joined into a district in order to avoid all these little entities having liability for everything that's going on. They had one facility and all worked together because they wanted to achieve economies of scale.

He went on to explain that Board Members have a responsibility to represent the interest of the District, whether they were appointed or elected, and the fiduciary responsibility to represent the best interest in the District. Sometimes that's challenging when they have responsibilities with respect to their city and the citizens they represent, but collectively when they come together, it's representing the best interest of all the citizens.

Board Member Griffith commented that he thinks it's very easy for districts to be a punching bag for private interest and is a central threat to special districts. It is something that is not going away anytime soon and it is a concern to him, not what districts do, but rather what people think districts do and that perception, and how we address it.

LeGrand agreed that districts can become a punching bag, everything mentioned earlier with respect to private industry and their ability to subsidize and doing a variety of different things and

not comparing apples with apples are critical as well as competition. It is important to make sure there's understanding and transparency. Communications are important and involving committees with key citizens. He recommended considering some resources of professional help we might have access to and that they have access to some help from California, Oregon, and Florida. By virtue of districts being members of the Utah Association of Special Districts, they are automatically a member of the NSDA, which gives them representation in Washington DC. UASD can talk about some of the things we're experiencing and ask for feedback on experiences they have had on how they effectively communicated and overcome some of these problems, particularly in competition with private industry. LeGrand thinks they can come up with some ideas and things where other states have experienced that might be helpful to WFWRD.

Heather Anderson, UASD Director of Legislative Affairs, added that the Washington County Water Conservancy District has an incredible model that they've been utilizing for over a decade where they regularly invite all of the law makers to come to the district and have a lunch and provide information and answer questions and will give tours of the facilities whenever asked. There's constant communication, not only between the board members and the Washington County Water Conservancy District, but also their state representative because they'll have a board member from each individual city and they'll invite all of the county councils, mayors and city councils, whoever can attend and because they hold them so regularly, eventually most of them do show up. That's just a great way to keep everyone in the loop of knowing what you're doing.

Board Member Holton commented on LeGrand's statement that Board Members need to look after the best interest of the District and we've had a debate about that over the last year or so. With what the legislature did this last session in regard to this specific district alone, changed that that dynamic a little more. We're talking collectively right now about what the good things are and the good things we are doing but we also have to acknowledge the elephant in the room, which is each community has different needs and the fact that under impending state law, if his community doesn't feel like their needs are being met, they have the ability to leave the District without approval of this forum. During this retreat, it's important that we all figure out what we like collectively, but it's true that the needs of Emigration Canyon and its residents are going to be clearly different than the needs or desires of Herriman of what those elected officials believe. Maybe it's a one on one with Evan, he encouraged each Board Member to be blatantly honest and say, "I don't feel like this is being met for my community." because if we all come together and agree on 90%, and that 10% matters the most to your community, they may want to leave. We need to at least address what those things are so that we don't have people that splinter off because if some of those communities do, it then makes it very expensive. Dependent on how many residents, proximity to the District, fuel, etc., but that's something that he doesn't think they should shy away from. They should be 100% forward and honest so that we can address these things because if we don't do that today, we're going to be caught off guards six months from now. The dynamic has changed a little bit.

LeGrand replied that it is an interesting tug and pull because they do represent their cities and have needs, yet they do have the fiduciary responsibility of someone who serves on the Board. That doesn't eliminate the fact that the city council is an independent political subdivision that has needs, and it doesn't illuminate the fact that our fiduciary responsibility of someone appointed to represent another political subdivision. There's a tug and pull, not a separation of them. It's an interesting dynamic to work through.

Board Member Barbieri stated that she has heard it said sometimes we get on boards we just become bobbleheads. It has happened to her a couple of times and they pay the price for that. She is not afraid to hear any of the conflicts that they have with their city. It's really healthy to find out what Emigration [Canyon] needs, she is not offended by anything. She's not offended by the fact that Magna, just opening up the city, their needs are going to be very different and if there's any way that we can meet the special needs of individual cities, let's try and do that because it keeps the Board and this organization healthy. Board Member Stitzer added that it strengthens our relationships. Board Member Barbieri agreed, but it weakens the Board if we are bobbleheads. We need to know so that we can strengthen the organization.

LeGrand responded that yes, it is hard to solve the problem if you aren't aware of the problem. He put a point of emphasis on what Heather said and the importance of communicating with legislators and other representatives couldn't be overstated.

There were no further comments.

3.4 WFWRD Organizational Background: Administrative, Financial, and Operational Programs and Services

This item was not discussed and the Board moved on to item 3.6 2026 Plans and Initiatives.

3.5 Brainstorming Discussion

Emily Gray, Board Chair, led the discussion and made notes on flipcharts:

- What does WFWRD do well:
 - Board Member Holton: Reliable.
 - Board Member Griffith: Wide coverage area.
 - Communication. Board Member Longtin appreciated always getting updates and mailers for when the SCRP was happening. The communication has been great.
 - Board Member Stitzer: App and website development. Board Member Barbieri asked if there was an app. Board Chair Gray replied yes, and it is so cool. She can enter items to find out if they can be recycled. Board Member Stitzer added that it will give you service dates, recyclable items, and SCRP information. Board Member Holton commented we better cross off "communication" and Board Chair Gray said that could be a gap. It was noted that the app could be found on the website.
 - Board Member Handy: Team and staff that care. She has been impressed to see that as a newer Board Member. They take real pride in their work.
 - Board Member Barbieri: WFWRD can think outside the box and be creative with services where most companies can't.
 - Board Member Bullen: Good value, a lot of services for the price. He showed his council the

spreadsheet of services and they were surprised how much WFWRD does for the fee. He noted that only one third of Murray is on WFWRD services. The other portions of Murray feel like they need to talk to their Public Works and up their game so they are comparable to WFWRD.

Board Member Griffith said his community finds value in the trailer program. Board Member Stitzer commented that it goes with the basic service that Board Member Griffith described (below) and value because a lot of times the perception is that they want all of that at the same cost. Communication, basic service, and value are right in the middle. She believes the Board understands it but is unsure of the best method to get residents to understand it.

- Public and City Perceptions, areas we might be misunderstood or invisible, not acknowledged or seen for what we are doing:
 - Unaware of the app.
 - Board Member Holton: Too expensive, or they want a different type of service. Some may want recycling every other week, or wish glass was included, or curbside bulky pick up. What we do and plan on doing is reliable, just other options about wanting to do it differently.

Board Member Bullen commented about [them] wanting those things at the same cost, and Board Member Barbieri provided an example, “I don’t want to pay for recycling.”

Board Member Griffith talked about waste removal as a basic function, it is not a premium service and something that people feel they should not pay a lot for. As an example, Board Member Griffith stated, “I should be able to put my trash at the curb and it goes away because I am a citizen of the United States of America.”

- Board Member Bullen: At the Utah League of Cities and Towns he heard someone say in passing that special districts are unnecessary in Utah with the options and competition in the open market. He had never heard something like that before and believes it may be a misperception why we support special districts like WFWRD.
- Gaps: Board Chair Gray asked about identifying the gaps between what we are doing well and what the perceptions are. Is it a services gap – we need to change our services, or a communications gap – we need to let our residents know about what our app is?
 - App being unknown: Board Member Handy believes there is a communication piece. Catarina does a great job at reaching out to their PIO and communications team and for the most part we are relying on the cities to share it. She received the email about the payment process, so who are we missing? That is an issue that cities have as well and they are always talking about how they are reaching people.

Board Chair Gray commented about how often Board Members would really be checking the city’s website and following them on social media if they weren’t involved in city government.

Because only one third of Murray is with WFWRD, Board Member Bullen stated that they can't just say what WFWRD is doing because it just confuses people. New changes are hard to message out. Board Chair Gray believes that is important for WFWRD to keep in mind because if we are really relying on the cities, we need to look at other avenues to ensure the information is getting out.

- Board Member Holton: Telling our story, a subset of communication. He gave huge props to Evan [Tyrrell] for coming in and turning over every stone and looking at every single way that we can make improvements. We had this discussion earlier this year [telling our story] and Board Member Holton put that gap on Board Members. He believes it is their job to tell the story to their colleagues and residents. He said that for his turn in the Cottonwood Heights newsletter, he talked about the District how over this next year, we're going to do everything we can to be as competitive as we can, because on these community forums, the people that take over are talking about is too expensive, the more negative side, but if we don't tell the story about how we're rolling up our sleeves and really trying to make a difference, that will help residents be a little more patient and let things unfold and improve. If we don't say that though, they're just going to be ticked. He reiterated putting that gap on them as Board Members. They have to do that.

Board Member Stitzer talked about how they always take a specific amount of time on the agenda in their monthly meetings for their liaison to explain what has happened, any new changes, any big upcoming things like the app or SCRP or postcards that are going out. They post the newsletters to all the different areas people look in their town and, on their website, so that the information is actually going up in time.

To echo Board Member Holton's comment, Board Chair Gray reiterated the importance of Board Members communicating with their cities/towns.

- Value versus expense: When people say it's too expensive, Board Chair Gray asked what they were comparing it to.

Board Member Stringham commented that the very active private market is actually making that statement. They are asking for the opportunity to present to local cities and towns believing they can do it cheaper, getting in the ear of local leaders and parties. She has heard several places that they tell [residents] they don't need local government services, they can do it cheaper. People don't understand what actually happens. Historically when the private industry comes in, they underbid every single time. They underbid for a period of time and then they jump it up and you end up paying more long-term because they can't sustain it. Their costs are the same and they take it out in other ways where they have cost savings, and your services actually go down. It's really interesting to actually look and compare a private industry to local. There's a lot who believe it's cheaper to go to a private industry, but in actuality you lose services. It's a balance of do you want local control for your cities? Do you want to be able to have a say or do you want to go to private industry and have zero say in your services? They can change it on a whim and your contracts are year to year. The Board has a say in all those things because they have a say in the budget versus a private industry where you're just signing a contract and hoping they don't screw you in the end.

Board Member Stringham believes that people don't understand the difference between those two things. She has worked with special districts for many, many years and has seen it cycle through. You see people leave and come back.

Board Member Barbieri commented that [competitors] are at every chamber meeting and she is a free market person, having her own business. She understands when government gets involved in business it is not always the best way route to go. The fear is that there really isn't a lot of competition out there, and if we jump ship and leave this one, whether we're government sponsored, government bureaucracy, whatever you want to call it, we are the competition to the private market. If we leave, that leaves just them. One thing she has said over and over to the people in Taylorsville is that they have a voice at the table, and with our competitors, we're not going to have a voice at the table, and [they] have made it abundantly clear. Sometimes [they] don't know who she is at meetings, they just think she's with Taylorsville, and they made it very clear "I'm coming after your business, what can we do?". She believes that today is really important because she wants to see competition in the market for garbage collection, and she *likes* the way WFWRD runs. She *likes* the services and thinks it's a good deal, and so does Taylorsville.

Board Chair Gray summarized it is in some ways a communication gap because people are focusing on money and the private sector, but what we're really seeing is we're offering competition which is what they're really wanting and we're also offering a voice at the table so that their representatives can be involved in making those decisions on pricing and on services so that they can then have a voice.

Board Member Holton commented that Sandy City uses Waste Management. Part of it obviously uses WFWRD and you'll get people that will post and compare Sandy and Cottonwood Heights who are very, very common on many different levels. They will say that it's just cheaper. Having been on the Board for a couple of years, he has been able to use a bunch of different approaches and see what works. The one that is getting most people to just stay calm and calm down and trust the process is when he is just blunt with them. In his article he said over this next year, we're going to look at XXX over the last year we've done XXX. If after a year from now, we are not more competitive with the marketplace, then we're going to have a problem. Herriman was on the call and Board Member Holton explained he had a conversation with Mayor Palmer and told him the best thing would be for Herriman is for the District to actually be pretty healthy because it then keeps competition in the marketplace which then helps those that have gone to the private market. Instead of trying to explain the local control argument, which worked with some, some are just too nuanced. Is it a dollar amount? It is that simple, and we have got to be more competitive, but in that, the only way that we're going to be able to pull this off (he thanked Board Member Barbieri for her comments and for mentioning all of those great things about WFWRD) is we have to all band together and give it our best shot that over this next year we are going to create a better District that is more competitive, more responsive to our residents, which then they're not going to want to leave. But if we just say we do this and they don't do this, we do the tree pickup and they don't do that. The majority of people, you've lost them, it's done, and they're just upset that it's too expensive.

Board Member Griffith commented about the communication having to show residents that they have the access, the seat at the table, and a voice in what those decisions are or all they're going to hear is somebody say, "I can do it for you cheaper."

Board Member Bullen suggested considering a short video that highlighted some of the great things that WFWRD does and also told the story of why it's important to have a special district. Combined, we are like a really, really big city with a lot of purchasing power, but individually, we can't really have necessarily the same effect. Any marketing piece they could read to people, something quick and easy, to explain what we're talking about and why it's important to have us in the marketplace.

- Vocal private market, communication, Board Members have a say in services and pricing.
- Competitive pricing/services: When Board Member Holton first came on the Board, competitiveness was not discussed, it was "look at all the great things we do." That clearly hasn't worked for some communities. Evan frankly is the one that did this was we're going to have to be more competitive. He loved it when he shared at his council meeting recently the fact that you can pay for a pickup of a fridge or a washer. You would be surprised how many people were so excited about that. He shared an experience when he called a junk removal company before this was offered and it was super expensive to pick up a single fridge. People reached out and said, "How do I do this? This is super cool!". It's a great advantage and those are real tangible things, but we have to communicate that.
- Ownership – change the language we use. Board Member Stringham commented that one of the things people don't understand is that they are owners. Special districts are made up of the boundary and every person that lives in the boundary owns a piece of the special district, and that really is what it comes down to. We're not a bunch of cities that are members of the district. We are a boundary and we are representatives of those boundaries that live in that district, which is why you have some cities where they're only partially part of that. The beauty of special districts is they were started as those services and had to start that district. Maybe we have to stop calling them residents and we need to call them special district owners or investors or whatever they are, but we need to talk about who they are really differently and maybe that's the language we need to change because technically they're owners of this district.

Rachel's concern is that in any form of government, not just this one, residents don't have ownership in that when they leave, they get some sort of equity payout. That's been of contention recently, so she really wanted to make that clear because we don't believe that that's the case.

Board Member Stringham understood and reiterated that they're in the boundary. They've chosen to do this. Which gives them that kind of say.

Board Member Griffith commented to consider the broader perspective too, we are one of many different special districts and we all face many of the same challenges and it would be really important to consider what those others special districts are doing. How they are managing districts. A lot of Board Members have roles in those in those other districts too.

Keep in mind, we're not doing this alone. There's a lot of other organizations that are going to face the same pressures. How can we capitalize on each other?

- Cost – council meetings, council visits, media, PR contract, ambassadors/citizen schools. Board Chair Gray talked about budget seasons, new members on the council, and being members of UFA and UPD. They do presentations about their offerings and why their service is beneficial to their community. Evan has been doing an excellent job of going around to cities and doing the same thing, but she wondered if that is something that we need to do more regularly or have on our regular rotation right before budget season before we're having to make these kind of decisions.

She went on to talk about UFA's fire school which was very compelling to make their case. When she was appointed to WFWRD's Board, it was helpful for her to go to the recycling plant and maybe that's something that we need to offer to our councils is to invite not just members of the Board, but members of the city councils, to see the different services that we are providing and give them a more in-depth experience.

Board Member Stitzer mentioned multimedia so that in WFWRD's absence, they have something else that can be shared whether it's on WFWRD's website, on the app, whether it's on all of their websites, but having that in conjunction, in addition, because she was unsure if Evan has the time to attend every meeting every month to make sure that that's done in person and they have an incredibly small population. Some of those people are listening to the recording or seeing the minutes rather than being there in person.

Board Member Holton commented on how people take information different ways and Board Member Stitzer talked about using the MSD, so when they do the bulletins, people were at least getting the information secondary to Facebook or Instagram or just doing it on their own.

Board Chair Gray recapped that in addition to what Evan is already doing by attending the council meetings for all of our different municipalities, also inviting councils to visit WFWRD in some capacity to see what we're offering and see the different services that are provided, and then also with media.

Board Member Griffith believed that it would be worth exploring at least the cost benefit versus the cost or benefit of hiring some expertise to look at the case and to figure out the best way to fill those gaps, to communicate those gaps to people. Maybe there are professionals here that can influence media campaigns. He thinks it would be worth seeing what it would cost to hire that expertise.

Board Member Stringham feels that we also need ambassadors, maybe a trash and recycling citizen school where they come and learn and they become ambassadors for the communities. An idea of a sitting in a school where we can bring in anybody from the team, not just the leaders. Board Chair Gray liked having people come in and are experiencing what we're involved in.

Board Member Stitzer loved the ideas but we also have something that keeps coming up on things that the residents don't like and that's cost. So anytime we have more involvement, more studies, more times that people can come out and see recycling, we also have to consider the amount of time and money that's being put into it. And we have to make sure that we have a good explanation of where that's coming from, how it's being used, because when they see fee increases, those are going to be the first things they want eliminated.

Board Member Holton commented that is why the most powerful thing is for Board Members to actually speak because they are the ones who have been selected as a source to represent for information. They all get calls. "What's happening with taxes? What's happening with this? What's happening with the police? I saw a fire here, what's happening?". That happens everywhere. Board Members are already built into the structure to be able to communicate, we have to tell the story.

Board Member Stitzer stated that if they can get that information first and make sure that that is super transparent and explained ahead of time, these types of things are very easy to move forward with. She wanted to ensure it was noted that that's going to be the number one. People are going to ask because they already aren't aware, so they're in the dark, and the very first thing they're going to think of is money, costs, especially if right now they aren't understanding all of the benefit, they're not going to. If we say, "But we have this and this and this going", they're going to automatically assume those things are tied to their fees. Finding a way to separate those and adequately communicate them before we do those types of things is going to be really important.

Board Chair Gray commented about making sure that we're trying to reach out, we're trying to increase our communication, also not hoping that Evan has eight arms and trying to be a one man show and running everything. She was not saying that he doesn't have an amazing team but she knows and talked with Evan and they are all operating at 110% these days with all of these new initiatives that we have going on. We need to be conscious of that because we don't want to burn anybody out.

Vice-Chair Zuspan said that a lot of the cities that that are using other services, that they actually offset part of the public costs that the public doesn't see, "I'm going to pay this, you're going to pay that." because the city contributed X funds from the general fund in order to keep the cost low. We do a comparison looking at the display number but you don't know the back end of that number. Board Chair Gray agreed it is really difficult to make a direct comparison because of that.

Heather Anderson commented that Taylorsville did an excellent job at a board meeting recently and talked about their staffer who actually did a comparison and did a fantastic job of showing that part of their property taxes are paying for [this], which is why it's less expensive for the homeowner when in reality it's not. She feels water has the same issue with the State of Utah being compared to other states because states like Nevada will use water, clean it up and put it back into the system, and therefore it looks like they're using a different number than Utah does because we don't put the amount of water that we're sending down the Jordan River that's clean back into our numbers, and so they're not comparing apples to apples and it looks bad, so that really is a communication that Taylorsville City did.

The specific board meeting where their staffer explained it was really helpful. Even if other cities don't do a direct comparison, even being able to take numbers like what Taylorsville did and using that when they are talking to their city councils, would go a long way.

It was obvious to Board Chair Gray there's a lot more that we need to communicate. Internally we're doing a lot to make sure that we're offering the best service at a competitive price and then externally it looks like what we're trying to do is make sure that as Board Member Holton said that we're telling our story and as Board Member Barbieri said, our story is pretty great. We offer a lot of services and we need to dial in and making sure that our services are the best, and that we're making our story easy to tell so that people want to stay with the District because what we provide is so great. It's about connecting those dots.

Evan expressed his appreciation for all of the open, candid feedback which is exactly what we wanted [as part of this retreat]. To hear what's good, what's bad, and what's the misperception. He explained he has been focusing on telling our story when communicating or presenting to the various councils that we are a sole enterprise fund and emphasizing to them that we don't ask for any of their resources. There's no contract management, they're not having to deal with the billing, new account changes, [delinquent payment]collections, etc. That comparison and part of the story is critically important. UFA and UPD are asking for money from that city's purse, their general funds. Everything that we do is entirely funded from the fees that we collect which are limited by nature of our design. There are other services that we're providing beyond basic trash and recycle collection that are above and beyond what a typical waste collection provider would provide. Understanding what those are and are there different funding mechanisms, is there a different model possibly for that? He was not suggesting that there is, but that part of the story and understanding that everything we're doing including the leaf bag program, including managing our website, including our billing, etc., is all funded from user fees, there's no other monies coming into the system.

The meeting returned to agenda item 3.3 Utah Association of Special Districts (UASD) Presentation.

3.6 2026 Plans and Initiatives

Board Chair Gray invited the Board to attend one the following breakout sessions:

- **BREAKOUT GROUP #1:** Evan Tyrrell, General Manager, and Helen Kurtz, Finance Director
 - Ongoing Cost Savings and Rate Retention Initiatives
 - Line-of-Service Financial Assessment by Geographic Service Area
- **BREAKOUT GROUP #2:** Renee Plant, Administrative Manager
 - Customer Relations, Satisfaction, and Partnership Building
 - Education, Outreach, and Information Dissemination across Service Areas
- **BREAKOUT GROUP #3:** David Ika, Operations Manager, and Hazel Dunsmore, HR Manager
 - Service Models and Geographic Service Areas: Needs, Wants, Challenges, and Opportunities
 - Uniformity in a Diverse Service Landscape

When the groups reconvened, each group spokesperson gave highlights from their session.

BREAKOUT GROUP #1: Board Member Holton reported on cost saving measures related to postcard billing. It costs \$600,000 annually to send bills to each home, but moving to the postcard in 2026, we will save a \$112,000. In 2027 we will save \$200,000 simply by switching to a different method of mailing.

They talked about some of the bylaws and other things that we're going to need to address as a Board on allowing us to go after some different multi-family homes and businesses to try to get more people in the District to gain economies of scale to keep costs down, which he thinks is the goal of everyone in this room.

Board Member Barbieri added considering some contests to get people to sign up for paperless billing. Board Member Holton said \$400,000 is a substantial amount of money annually trying to get more people to go paperless would save us a ton of money.

BREAKOUT GROUP #2: Board Member Handy reported they talked about communication and making sure that they are communicating with their councils and residents in the District. They revisited the idea of how we educate and get our councils and possibly some ride alongs or something that could be fun to do but that doesn't take too many resources away.

They talked specifically about how to reach residents about the new payment system and how residents do have to reset up their automatic banking. Ensuring that the communication includes a grace period. There will be growing pains with that but making sure that the communication is that federally we couldn't just automatically transfer over payment information and we're saving residents money because this will ultimately be beneficial.

The major ask is that all Board Members make sure they are connected with their current PIO or whoever is sharing information. They also talked a lot about the video ideas, some social media pieces beyond what James [Kelsey] is already doing, to expand how we communicate more what our services are. Then they looked briefly at the 2025 Satisfaction Survey, which overall sounds very positive and that has been used to make some of these changes moving forward. It was nice to see that communication.

Board Chair Gray added that Renee had a lot of good ideas about engaging their entire councils so that the Board Members were not the only ambassadors, and that they get all of their councils on board, which she was really excited about.

BREAKOUT GROUP #3: Board Member Stitzer reported their group talked about the different services that some of our communities are receiving versus others and the fact that it doesn't necessarily work as a one-size-fits-all type scenario. The smaller communities in the group brought up paying the fee every month and this is what everybody's receiving. However, there's certain communities that are not receiving a glass pickup, green waste pickup, and the dumpster program [i.e., Seasonal Container Reservation Program (SCRPP)] is not necessarily serving as well as it could be. They spent a lot of time addressing some of those issues as a lot of the smaller communities don't necessarily get as much of that time to really discuss how important those issues are to them.

They talked about whether or not recycling every other week is something that would benefit the

communities as a whole, and how that would be perceived by the community. They also talked about whether or not that could offset different services being better provided to some of the areas that are further away or require different machinery to be able to pick up like Brighton for example, is front load only or Copperton being way on the west bench or very limited access on the street in Emigration. The ability to get the opinion of the Board Member for the community that serves here and then being able to discuss that with their respective councils, get the information from the residents on what their priorities are, whether it's recycling, green waste, glass collection, and being able to articulate how those savings can benefit them rather than them just saying "Well, this is what I'm paying a month, so why are we cutting services?", making sure that they understand it's not a cut in service, it's just balancing that so that we can provide the best service all the way around.

There were no further comments.

3.7 WFWRD Serviceability – Limitations, Evolving Landscapes, and Adaptation and Expansion Opportunities

Evan began with WFWRD's creation, the evolving and changing landscape in Salt Lake County, limitations of servicing up to a four plex, and due to these limitations, the District's economies of scale have been hindered and service costs for residential customers, meeting the definition of a property unit, are not able to be offset by servicing high-density, larger volume generating properties and we've had to actually defer services.

He noted that Renee has worked a lot on our private road agreements but recalls that we've actually had to give away services up to a thousand plus various units and he talked about how we seek to evolve and grow. He asked if we should research and identify servicing other properties and adapting our resolutions and opening our boundaries to all residential properties.

Board Member Griffith asked why we haven't done this from the beginning. Board Chair Gray replied that the short answer is Salt Lake County has largely been single family residents, and that mix of additions has been gradually changing over the years.

Evan added that the District was created before all the areas within our service areas were incorporated. We were using the economies of scale model to provide services throughout the county where they didn't have municipalities or other incorporated areas. That model remains the same, he believes the state, and Salt Lake County, into their larger metro areas are sensitive to private sector services. Board Member Griffith understood it was not a principle reason at the beginning.

Rachel noted that as a district, even though we are 100% independent at this point in time, we are limited to what our creation documents gave to us. A district is created by a city or county that held the power and obligation to provide those services before and it more or less divested itself of those powers and gave it to us and anything that it didn't give to us it retained for itself. We can't expand our services beyond what was stated in the documents. The documents limit us in terms of our primary responsibility, but it doesn't stop there. It does say we can do all these other things if entities request service so we're not completely barred, it would just not be our primary obligation model. We can do all of those under more of like a contract basis with those entities. No, we're not going against the foundational principles.

Evan showed a map that plotted all the front load service locations throughout the valley from downtown Salt Lake City to Draper and explained the legend. There are a lot of opportunities to enhance our economies of scale, our efficiencies, and maximize those higher volume generating facilities to offset our costs to other businesses.

He mentioned his work in various other special districts and read from Resolution 5100 Section 4. "Services may be provided to planned unit developments, condominiums, commercial and industrial properties upon request ... services may also be provided to facilities owned and operated by municipalities located within or outside the District, at the request of the municipal governing body." Evan encouraged everyone to review at least the highlighted sections in the resolutions.

Board Chair Gray clarified that the ask was not deciding about each of these different categories but deciding if we want to research the cost effectiveness of those avenues and really see what it would look like to expand our charter.

Evan asked what areas we should focus on researching, and what is the best strategic path forward.

Board Member Stringham stated that we need to research all of them so that we have all of the data to make the best decision possible for the District. Vice-Chair Zuspan talked about routes that pass by particular map dots and areas we can target additional businesses in those areas. Board Member Barbieri asked if we start going after or were perceived as going after some of these commercial spots, does that mean our residents feel like they are subsidizing the pickup of commercial entities? She was thinking about a little HOA community in Taylorsville that has wide streets. When they planned it, they were told to widen the streets. WFWRD can easily go in and pick up the trash, it would be awesome. However, they are only paying \$19.00 a month. If we go in and say you're now with WFWRD, then they get the calls saying, "How dare you do that? I'm now paying \$26.00 when I was only paying \$19.00.", but they're part of Taylorsville where they were getting the advantages from some of the other stuff.

Board Chair Gray did not disagree with her, which is why we need to do the research. She was not saying that they were all on board with all of this, we just need the data so that we can look at those kind of situations that they all have in their communities.

Lise Brunhart asked who does the research then compiles the data. Evan responded that we have budgeted for and are developing an RFP. We fell a little behind based on other priorities and needs. It will be a line of service financial assessment to understand the true cost of providing various services by geographics. We will look at the cost savings or rate adjustments for going every other week recycling versus weekly recycling, we want to expand our green waste collection services, etc. It will be predominantly a third-party financial assessment from a consultant.

Evan then showed the Holladay Hills Concept Plan where we've been asked to provide service on the eastern portion of the development. Towards the north portion, there are combined multi-family apartments being developed there as well other mixed used developments.

If we can't provide all the services, we actually give that service away and lose that business, that revenue, and that efficiency and economies of the scale. This is another reason we can readily demonstrate why we need to adjust and have more flexibility, "serviceability".

Evan talked about the resolutions stating we can provide collection, transportation, and processing. In essence, WFWRD has the scope and the ability to develop or operate its own transfer station, develop and operate its own materials recovery facility for recycling, or develop and operate our own composting facility. There are a lot of opportunities not necessarily looked at nor pursued in the past, so we're looking at what strategic initiatives we should look at and prioritize.

Board Member Barbieri said go, go, go. Let's look at all of it. Board Chair Gray asked Evan if he got the direction he needed. He was looking for direction a bit more focused and mentioned possibilities of increasing efficiencies in our front load collection services. Evan replied to Board Member Stringham that side load trucks are more expensive than front load trucks because of the [grabber] arms and technologies, \$50,000 more at most. New side load trucks are approximately \$420,000 and the commercial front load trucks are probably \$380,000 – \$390,000. He talked about the operations and capabilities of each type of truck.

Board Member Griffith commented on the budgeted RFP, having a consultant looking at financial implications, how they are communicated, and what the economics are.

3.8 BREAK

Board Chair Gray chose to forego this scheduled break and asked participants to excuse themselves as needed. She noted that she had to be excused at 11:30am and that Vice-Chair Zuspan would take over for her.

3.9 Bulky Waste Program Design and Service Maximization

Evan explained that Renee has put together in the past the cost of service comparison across various cities and the second exercise she's done is put together a comparison of how those cities manage funds, limit and/or restrict their bulky waste programs, the means and methods of providing those services, how often they're provided, what's accepted and what's not accepted, etc. We found WFWRD is currently, as far as we know, the only organization providing bulky waste removal via a container service as part of its base services. Unless others charge a fee for a container or box, those bulky waste programs are predominantly almost entirely a curbside based program or a central container program. The idea is to learn and glean from this comparison and hopefully any adjustments to our program moving forward we take the best examples, criteria, etc., for our program.

Renee showed the spreadsheet with data that when compared, was looking at what was included within [their] base rates. High level observations of what she has included within all these cities is that it's obvious WFWRD absorbs most of the risk and cost that other bulky waste programs do not. If someone puts a mattress, tires, or construction debris in their container, we pay for it. Other cities would essentially charge residents, fine them if they were breaking rules, or they just didn't pick it up so they didn't have to absorb that cost.

She talked about how we have made the reservation process a lot simpler and encouraged everyone to take the time and review all the comparisons.

Board Member Holton asked how [they] execute their curbside bulky waste programs. Evan responded that they have different equipment that goes out on the streets, in some cases a dump truck, but oftentimes it is a rear load truck that is loaded manually or with a piece of hydraulically operated equipment. Renee added there are size restrictions, even for green waste, there's it can only be like four or five foot width. In Salt Lake City if a customer does have a mattress, it is set aside and another truck comes to haul it away. Consistently we saw that construction material wasn't allowed and the new guidelines that we have for our SCRP are pretty consistent with other cities.

Board Member Holton found that interesting because if somebody puts materials that you don't want to take, you still need the bin back with our current structure. You need that physical bin because someone else has a reservation versus if someone's putting materials on a curb, we don't pick it up and gives that flexibility so someone's not holding onto a bin for a year or something.

Evan summarized some of the things that Renee already mentioned that different cities and service areas accept different volumes of items, different types of items, etc., and then vice versa, they won't accept certain types of items or items over a certain volume of material. Where the material is placed curbside in Sandy City is three feet from the curb. Our SCRP in essence, is still, in most cases, being used as a larger trash container, people still have bagged trash in there. There are so many mattresses and a variety of other items that are going in there. What we have preliminarily talked about is having a more structured program that would look at maybe a curbside model, but it wouldn't fit every city, or every service area, and wouldn't be a one-size-fits-all so what is really the best path forward and next steps.

Evan further explained that our approach this year was to ramp up our capacity to better meet service demand, which is exactly what we've been doing. This is also predicated that late last year the Board provided direction to suspend the trailer rental fee-based program along with the fee-based container program which was outside of the SCRP season. This year we budgeted for 12 seasonal drivers plus two permanent drivers with a goal of servicing no less than 72 containers per day. Historically, we've averaged about 60 containers per day. The goal has been historically to provide 10% of all households serviced by the District. In 2025 it was about 9% of total households serviced, so this year we've certainly ramped that up significantly.

Evan showed the 2026 Holladay-Murray SCRP Service Area Zones and Dates, Post Card Mail Dates, Website Reservations Open Dates, and the Early Bird and General Access dates. Each of the zones get a postcard that's mailed on a specific date and those zones are tied to specific collection days that are grouped by proximity to maximize efficiency and to maximize the serviceability and hauling. He talked about how we are allowing up to 75 container reservations per day for the online requirements specific to the valley communities, not necessarily the canyons. We've optimized the programs to open at 8:00am as opposed to midnight. We're leaving this open and are working out some kinks and continuing to maximize and optimize the online reservation process.

Evan also showed the performance year-to-date and that we have exceeded the 72 containers per day; averaging over 76 containers per day. He talked about recruitment and retention for our seasonal drivers, and first and foremost, we have expanded our services compared to past years. Thus far we are servicing 25% more than we have done in the past and have started some interim bulk loading to reduce travel time, fuel time, driver time, etc. We have been able to fit 12 and up to 14 individual containers into one truck load that's then subsequently going to a transfer facility.

David is working on some really great ongoing metrics we can track, and tons per load has increased substantially. Our cost per ton is actually going down, and it will actually help us in some cases when we're going to Trans-Jordan, who has a minimum one ton charge and when we have less than a ton, we get dinged for the whole amount. We are actually doing quite well this year thus far and program started April 6th.

Evan talked about central bulk loading sites, logistics, maximizing our throughput, serviceability, tonnages, WFWRD staffed public drop off events, looking at some advertising, and allocating up to 30 residential loads per hour. This year we are really trying to supplement the additional communities that require or have asked for on a lot of occasions additional services for their bulk waste. He noted that we were calling residents in Cottonwood Heights because there were still reservations that were not filled up. Again, the whole intent was to maximize our services this year to better meet the needs and working to supplement offerings.

Board Member Barbieri stated that it was impressive WFWRD could put this all together in the last six months. Other Board Members agreed and gave kudos.

Evan replied to Board Member Griffith that the SCRP containers are 14-yards and in 2025 the average tons per container was .79, much less than the actual capacity. He talked about the trailer program, shifting of resources, services for the canyons who have more trees, fire mitigation needs, a lot of enhancements, flexibility, and some late adjustments to really hopefully maximize our services. Clearly it is not a one-size-fits-all.

Evan responded to Board Member Stitzer that yes, these dates and information are all planned and they can start sharing it publicly with their councils and residents. He talked about the Specialty Curbside Collection Services (SCCS) program using online templates where requests can be by commodity type, quantity, service area, etc., providing this year-round for tires, mattresses, appliances with freon, and regular appliances like hot water heaters, washers, dryers, stove top ranges, etc. All these materials will be ultimately recycled to the maximum extent possible and we are working on those contracts. We are also looking to add more items to the collection services for next year. We've done some research, have heard concerns from staff, and we are going to require that mattresses be bagged.

He went on to say that is all of what we're doing this year, which Board Member Barbieri already mentioned, is a lot in the period of time, we've made a lot of adjustments, a lot of enhancements, and new services that we're quite excited to bring forward. As Renee mentioned in the comparison document, the non-container based programs do not accept a variety of materials that we are currently accepting in the SCRP; mostly construction debris, but also heavy material, rocks, dirt, asphalt shingles, kitchen remodels, granite countertops are all things that aren't really acceptable from a curbside perspective.

This is where there are some gaps and opportunities to provide possibly in the future a reinstatement of the fee-based container service if we go to a curbside model. We would not be able to accept those items curbside.

Evan reviewed 2026-2027 Bulky Waste Plans, Initiatives, and Considerations that included a year-round program eliminating our need to rely on seasonal drivers, eliminate the need to lease the ten plus hook lift trucks from the county, which would cost us additional money and it would also reduce that corresponding mileage, fuel, and repair and maintenance. He mentioned the Board-approved a new rear load truck in 2026, one additional will be proposed in 2027, and, in relation to the concept of transitioning to a curbside bulky waste program, the need to garner support from our partner cities, a large scale educational outreach campaign, serviceability impacts, the capital cost of setting up this type of program, the cost savings of eliminating SCRP in the valley, the cost of a curbside program, staffing, reducing travel time, and maximizing our tonnage and serviceability.

Evan stated that the direction that the Board decides that we want to move forward of course taking into consideration some of the more unique service areas and challenging areas, but if we can provide bulky waste service two or more times a year, the landfill voucher program may no longer be needed. We used to be a department in the county that has a landfill and transfer station still tied to the county. But we have no ownership of the county landfill or the transfer station. The question is, would the landfill voucher program continue to be necessary and/or appropriate for WFWRD to offer that in addition to the bulky waste program.

Board Chair Gray recalled having the Board going back to their councils and take the temperature on how supportive different communities would be of this kind of approach. She was wondering the different feedback that people have seen either like officially in their council or just anecdotally, like, is this a program that you think people in your communities would be supportive of? Evan has done a fantastic job of going over the benefits of that program, but it is a big change.

Board Member Stitzer stated that their community council in general is in favor of this because of the concerns she brought up in the past with shared driveways. When you put those trailers in our driveways, it's not just one resident liable for what goes in and the driveway itself. There are two residents that are now having a garbage trailer in their driveway. It puts it back onto the road that everybody's been asking for, and they kind of need that where there at, so there's been a good response to this where they are. The voucher program would be completely moot because they [Town of Copperton] have their own agreement with the Trans-Jordan Landfill.

Board Chair Gray reported for Holladay, people were supportive at looking at it and seeing as far as their city management was concerned, a separate question she wanted to get to later dealt with issues like stormwater but that there were some concerns. The overall response was support.

Board Member Barbieri said that they have some of their administration feels like you get people leaving things out that you can't take then we have to involve code enforcement but she thinks that can be resolved if we can get some people on board with the whole idea of things just being dumped in the road. Her question is if we took the SCRP containers off of the street because it was just too dangerous and people were driving by and dumping everything on the street.

We put it in the individual driveway so that we could eliminate those huge bulky dumpsters or people dumping things. She asked what the difference is between just putting the SCRP containers back on the street where people want them and they were happy with them? If we are allowing bulky waste on the street, why can't we have a SCRP container on the street?

Board Chair Gray stated that it sounds like what Evan has proposed would have to do with decreased costs and Board Member Barbieri said that if you're going to allow both, why don't you just put the trailers back on the street?

Evan replied that this concept is based on cost and efficiency but also maximizing our ability to meet service needs. With the containers and our reliance on seasonal workers and drivers to individually haul those, we are bound by the limitations of properties that can get a container. With a curbside bulky program that's being hauled and packed and maximized the tonnage with a rear load truck, we can offer every single property along the streets. There would be no need to have people rush to the container in the street and put all of their junk around it, which created a ton of work for front-line staff to do that. They would get picked up on their curb with restrictions. Different size of pile, where to place it, where not to place it, and there are concerns with damaging mailboxes and in-ground utilities. This is maximizing efficiencies and our abilities to collect it. By going back to containers on the street is continuing with the problem that we've always had is not being able to meet the service needs for the bulky waste.

Board Member Barbieri pushed back a little bit because we didn't have complaints about SCRP until we moved it off of the street. It was meeting people's needs when it was just put in the neighborhoods randomly and people filled them up and we carried them away. She was completely sympathetic to the fact that people would just come and dump by the trailers as well. People are going to go wait a minute, you told us we couldn't put SCRP on the street because it was a liability, but now we can just dump the stuff on the street, and that's not a lot of liability? She understood all of the answers.

Board Member Holton seconded her comment because he never heard a complaint when they were just placed on the street. Administratively a different issue, but from residents. Board Member Stitzer added that the only complaint they did get when it was on the streets was there's two on this street and one on this street. The smallest of complaints, but they didn't get the same type of complaints they get now. She agreed because it is difficult to continue to go back to your community and say we're doing this because of this and then suddenly, we're telling you just kidding, now we're doing that. It's hard for them to understand. When we were talking earlier about the different services their receiving and then you're trying to talk about every other week recycling because we're saving money and they're going but wait, you're cutting services. It kind of goes hand-in-hand with that, just being able to explain it to them.

Board Member Handy talked about being prepared for it to be on the street where before we weren't and Board Chair Gray commented that [curbside bulky collection] is a significant cost savings, and to go back to the old SCRP model that we all love, is not even just more expensive, it's cost prohibitive. This feels closer to that, so it's less that this is a good system and more that we have a real messaging communication problem in implementing this. We're going to really work on and make sure that we have good messaging and address those concerns hopefully quickly.

Board Member Handy brought it up and didn't hear one way or the other, very neutral, they are not as excited about it in her community. She remembered when they were around more and so it will feel like an expansion of services. Board Chair Gray said maybe that's a good way to frame it is an expansion because if you get a couple of dumpsters in your neighborhood, every single person gets their stuff picked up and you don't have to walk it down the street to the dumpster. That could be a good framing marketing approach.

Board Member Stitzer echoed Evan's comment that it allows everybody to be able to participate. A concern was brought up earlier of how do we police it as a city or town? That's another concern that kind of goes along with communication, but also, you're just going to have people that do that regardless. It would have to fall into code enforcement.

Board Member George stated he will bring it up to their council and Board Member Longtin said she had kind of the same feedback, they definitely want monthly bulky. Board Chair Gray commented on storm drain concerns and water issues. Her parents live in Sandy and they have this type of program there and truly it's like, "You'll pry it out of our cold dead hands.", they love it. She asked what other communities are doing, the proposals to address these concerns.

Evan said that it's another partnership opportunity to work with MSD and some of our other partner cities that have their own code compliance departments. It would be a huge education and outreach initiative. Sandy City has really helpful diagrams on their website and we would basically be taking the best of the best out of there, forming this program. Bringing back to the Board more information. We're actually focused right now on this year's SCRP season, but we're thinking about everything else on the side where we need to do additional analysis but it's a partnership opportunity with various cities and the MSD in some cases as well.

Board Member Stitzer commented that it's just as important as the entire process because it's going to be put into the city's hands to be taking care of both of those and those are both really big concerns. Stormwater and code enforcement all lands on them and they want to know what's going on. Board Chair Gray imagined some of the complaints will go to customer service, but even then, customer service would then route that back to the city. Their code enforcement officers are already run ragged, especially in the summer. Board Member Stitzer added that especially when you're working with all the municipalities that are functioning under code enforcement with the Municipal Service District because it's not a large office of code enforcement to manage that many municipalities, especially if you're doing it twice a year or for several days out of a month, prioritize what code enforcement you want done at that point.

Evan said we can support that. Right now, we actually send letters and as historical practice for residents that call in and complain that their neighbor's not taking their cans in. There's a lot of other possible enforcement actions that we could support. Board Chair Gray asked if WFWRD could take that on instead of putting it onto the cities, that was a big ask. Evan agreed it's a big ask on the District and she said it's also a big ask on the cities to take that on. Board Member Stitzer agreed because you're asking paid employees that we're already paying to take care of enforcement.

To Evan that's the piece that probably requires a lot more looking into because it's a big potential. It really depends. Even this SCRP season we're dealing with enforcement just eating the costs.

We are pulling propane tanks from SCRP containers, pulling mattresses, buckets of paints and chemicals. If these were at the curb for a bulk waste curbside program, we would see it and wouldn't collect it. We'd have to really structure this in a way that by zone, your pickup week is this week, do not place anything on the curb more than 72 hours in advance, so they're not leaving stuff year round. Then our drivers that are in all these neighborhoods on a weekly basis, we will rely on their eyes and ears and having them to report back to our operations and our customer service team if there's noncompliance so we need a concerted, collaborative effort that was in addition to getting support from partner cities and in some cases code compliance departments.

Board Member Stitzer said maybe just going through different bullet points with certain areas that have smaller, more narrow roads when it comes to things like Unified Fire, because those emergency services are usually the ones that have the most to say, whenever you want to try to use the street for anything because she is one of the people who have been on this Board for a long time, even when we were putting them in the road, one of the only other kickbacks they have is from UFA because of the narrow streets and creating obstacles in case of an urgency and maybe working with them maybe just to find out what their recommendation is.

There were comments about bulky waste placement, state roads, the curbside program Evan oversaw in Arizona, very few property damages, and the format in which we are going to educate and present this great plan.

3.10 Programmatic Adaptation Considerations and Opportunities

Evan talked about the concept of going from weekly to every other week curbside recycle collection and the discussion had centered around the line of service financial assessment that we are still planning to solicit this year and have our financial consultant provide some analysis as part of that. It would not be a resident-by-resident decision. It would likely be something we would ask each respective city to decide on which level of service they would like so ideally Board Members would poll their residents and a city council would decide which level of service will be provided for that. When he was in Arizona, the City of Tucson went from weekly to every other week recycling and when he asked them about the impact of the program, they said they actually did start receiving lower recycling volumes and tonnages. There could be that unforeseen negative consequence of having less materials getting recycled as a whole.

The second topic was related to the curbside green waste program. How it looks to continue to adapt and what opportunities we have. Evan talked about a consistent increase in new customers but that seems to be dialing down, maximum saturation of program participation, increased revenues, tonnages, the possibility that WFWRD can start its own compost program, how we continue to grow, have it stay as a subscription based or to have it automatically included in certain cities that have a higher need. That would be something that the city council would have to vote on. He wanted to see what our possibilities are of adjusting these programs.

Evan went on to talk about Herriman and Southwest subscribers and continuing to offer the service in those areas probably doesn't make sense operationally or from a cost perspective. Board Member Stitzer commented on her second black can, the costs, and it only being used for grass clippings and green waste because they don't have the opportunity to get a green waste can.

Board Member Holton talked about neighbors that had green waste bins who then got rid of it and got a second garbage bin because it is cheaper to put in the landfill. There were discussions about the costs and the duration of the current program.

Evan reported that Momentum is starting up curbside glass collections in Kearns and Magna and explained the administrative overhead costs and billing. He asked if there were any recommendations or direction on further pursuit of the green waste program growing it or keeping it as is and replied to Board Member Holton that we would come back to the Board with how much people's bills may decrease to going to biweekly recycling, which will be evaluated as part of the planned financial line-of-service study.

3.11 Looking Forward – 2027 and Beyond, Break Outs and Discussion

Based upon time constraints, Vice-Chair Zuspan asked the Board Members to discuss these items with their councils and add them to the May Board Meeting agenda.

3.12 Recap and Closing Statements

Vice-Chair Zuspan commented that this retreat has been an opportunity because at our normal meetings we try to pack in as much stuff and discuss as many things as we can. This provides a clean flow of ideas and specifically when we look around the room, everybody's demographics are completely different and each government services are provided in somewhat different manners. He asked the Board to reach out if they have questions, desires, or more information that we want to throw out for the next meeting.

He thanked the Board and the entire WFWRD staff.

4. Items for Subsequent Board Meetings

- Monday, May 18, 2026 Regular Meeting
 - General Manager Report
 - 1st Quarter 2026 Financial Report
 - Boundary Adjustment for the Northern Salt Lake County Service Area Annexed by Salt Lake City
 - District CDL Driver Drug and Alcohol Testing Policy
 - Overview of University of Utah Recycling Survey
 - Waste Diversion and Recycling Contamination Presentation
 - Authorization to Withdraw Properties from the 2026 May Tax Sale
 - National Waste and Recycling Worker's Day, Thursday, June 18th

5. Adjournment

Board Member Holton motioned/Board Member Stringham seconded to adjourn. Motion passed unanimously.

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							One-time (2026)	Ongoing (annual) 2027+	
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.	03/02/2026: Interim updates were approved during a BOT meeting. Due to level of review and updates needed, this PGI will be deferred until 2027 with the exception of additional interim updates, as needed.	Clarity and consistency was gained that will aid in multiple administrative and operational components of the District, including updating and maintaining internal Standard Operating Procedures.			Fee waivers for landfill vouchers were increased from 2% to 5%. However, this should not impact costs for the program, which have been trending around 3% per year over the past two years.
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	03/17/2026: not yet started 04/27/2026: discussion held during the Board retreat. District staff will review options for consideration and report back to the Board at a later time.	Indicates active/open item Indicates inactive/open item Indicates updated item since last file version			
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							One-time (2026)	Ongoing (annual) 2027+	
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.	03/17/2026 : an initial draft Employee Handbook is nearly complete that will incorporate over 24 SOPs. 05/07/2026 : a first draft has been developed and is in review	Streamlining information into a centralized document that will optimize maintaining/updating while ensuring all employees have an easy-to-access single document for relevant information			
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	03/02/2026 : the Policy Manual was updated to allow for up to 5% of the number of households serviced by the District in each area or city. Currently, the District's partner landfills are reporting the origination city/service area in monthly invoices so the District can more effectively track redeemed vouchers. Some gaps remain that are being actively addressed.	Streamlining internal tracking mechanisms to better understand origination city/service area to track utilization and ensure adherence to the District's Policy Manual.			
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.	03/17/2026 : through prioritization, 5 SOPs have been updated and multiple updates are in progress. Over two dozen SOPs will be eliminated after incorporation into an Employee Handbook, which is currently being developed.	Clarification and streamlining SOPs support daily District functions while eliminating ambiguity across organizational functions.			

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
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	05/10/2026: new charts and graphs are being developed on an ongoing basis. Evolving priorities have slowed this initiative.				
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.	02/19/2026: during a meeting with Herriman City, it was determined that a feasibility study could be deferred pending the development of an Interlocal Agreement to formalize Herriman City's withdrawal. Additional items discussed were as follows: • Herriman retaining the existing residential cans as part of the transition. • Coordinating timing so that withdrawal can occur as quickly as possible, while allowing Herriman the time it needs to get a final local entity plan prepared and to stand up its new operation. • Working together to ensure the transition is as seamless as possible for residents, particularly around billing cycles and service continuity. 05/10/2026: this item has been cancelled. However, the District has moved forward with an independent third-party financial impact analysis that should be completed mid-June.				
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	03/17/2026: not yet started 05/10/2026: the goal is to have this RFP solicited during the month of July.				
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.					

Wasatch Front Waste and Recycling District
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ONGOING DEVELOPMENT

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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	3/18/2026: 1st two are scheduled - one scheduled to review the Customer Solutions department on Monday 03/23/26 , the other to review the recycling program in April's BOT meeting 05/10/2026: The waste diversion and recycling report will be presented during the May 18 Board meeting .				
ADM.6	Continue video review to evaluate reported missed pickup while offering late set-out return collections for verified late set-outs	Returns for collection services come at a high cost to the District and the Operations team seeks to minimize missed pickups. Missed pickups due to confirmed late set-outs are not completed, saving costs to the District. Missed pickups resulting from inadvertent driver error are completed by the District at no additional cost to the customer, whereas the District established a "late set-out return pickup fee" of \$25 that has been implemented in 2026.	Video review of reported missed pickups that were confirmed late set-outs saved the District an estimated \$95,000 in 2025.	N/A	03/17/2026: this initiative remains in progress and will be evaluated and quantified in mid-2026 and at the end of the year to calculate the one-time costs savings along with offset costs for customers who elect to utilize the late set-out return pickup fee for verified late set-outs.				
ADM.7	Reconcile and audit IT and phone/voice-related services provided from SLCo	Identify areas to reduce costs	January 2026 Invoice totaled \$19,802.86 February 2026 Invoice totaled \$18,817.47 March 2026 Invoice totaled \$18,575.52 April 2026 Invoice totaled \$17,698.67	N/A	3/17/26: several meetings and invoice reviews have been held with SLCo IT where multiple cost savings opportunities have been identified by eliminating unused accounts, former employee profiles, unused phonelines, including fax lines, and merging calendar accounts. More savings are anticipated to be realized in the coming months, which will be ongoing. 05/10/2026: WFWRD staff are working with the SLCo IT department to resolve several outstanding questions and potential cost savings measures.	N/A	\$ 21,769.15	\$ 25,936.20	IT-Telecom Invoice Reconciliation
ADM.8	Review Caselle server utilization and identify servers that could be eliminated to reduce costs	Caselle is the District's financial tracking and payroll management system	As of March 2026, 9 servers are included as part of the Caselle management contract, which costs the District \$42,721.82 per year.	N/A	03/17/2026: a work order has been submitted to Caselle to eliminate the unused Document Management and Materials Management databases.	N/A	\$ 8,704.92	\$ 11,606.56	One-time costs assume the extra databases are removed effective April 1, whereas the ongoing costs represent that annual savings moving forward.
ADM.9	Evaluate internal administrative operating functions in an effort to identify cost savings measures.	Nearly every office has an individual printer, some of which are color and can cost up to \$1,000 to replace cartridges.	This item is ongoing	N/A	04/30/2026: after review of needs, 5 of individual color printers have been taken out of service. Some were replaced with existing B&W printers. Others will use the main printer located in the District's mailing and printing room.	N/A	\$ 5,000.00	\$ 5,000.00	Assumes 5 color printer cartridge replacements per year at \$1,000 per printer.

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FINANCIAL						One-time (2026)		Ongoing (annual) 2027+	
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.	03/17/2026: not yet started. However, we have language from past drafts of the feasibility evaluation that will be used in drafting this RFP 04/27/2026: the scope of this item has increased and will likely cost more than the original budgeted amount. Current goal is to have this RFP solicited during the month of July, but no later than August.				
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	03/17/2026: this has been completed. Monthly billing has taken place for the past two consecutive months and cash flow appears to be sustaining. 05/10/2026: this item has been sucessfully completed along with other cost savings initiatives identified below (see FIN.4 & FIN.5).				
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	03/17/2026: 20,234 electronic billing subscribers were enrolled (increase of 747 since January 20.				
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 8.5×11 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.	03/17/2026: an ongoing evaluation has been occurring and we are currently waiting to hear back from our Zions Lock Box team to ensure the postcard-size return mail slips will work for accurately processing payments by customer account. 04/22/2026: the District is moving forward with postcard billing for paper customer beginning in June 2026.		\$ 111,972.00	\$ 191,952.00	One-time for 2026 considers 7 billing cycles beginning in June (May billing cycle) whereas ongoing considers all 12 months on an annual basis. Number of printed statements per month is estimated at 62,000 units, which will likely decrease in the future due to paperless/electronic billing enrollment increases, resulting in further savings over time.
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	03/17/2026: our new payment processing vendor, Point-and-Pay is anticipated to go live on April 1. If all things remain equal, this new payment processing vendor is estimated to save us \$140,000 annually on an ongoing basis compared to our existing payment processing vendor.		\$ 104,250.00	\$ 139,000.00	One-time represents a go-live date of April 1, whereas the ongoing savings represent a full year of savings moving forward.
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.	03/17/2026: first quarter financials will be presented during the April 27, 2026 regular Board meeting. Throughout the first 3 months of 2026, and for most of the month of December 2025, the District has held 4 vacant Driver positions; 3 equipment operators and 1 lead position.		\$ 97,500.00		One-time includes 3-months (Jan-Mar) of savings from not backfilling 3 equipment operators and 1 lead operator positions.
FIN.7									

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OPERATIONAL									
OP.1	Using existing resources and budget allocations, maximize the capacity to better meet service demand for the Seasonal Container Reservation Program (SCRCP)	2026 goal is to attain an average of at least 72 containers serviced per day throughout the SCRCP season	~60 containers per day has been the service average for the past three consecutive SCRCP seasons	Recruitment and retention of seasonal workers. The District will be holding a strategy recruitment session in early-February.	03/17/2026: several initiatives, including central bulk loading and limited customer bulk drop-off locations are being established for 2026. 14 seasonal drivers are currently recruited with contingent offers for the 2026 season. 05/08/2026: an average of 79 containers have been delievered per day as of the start of this year's SCRCP season (April 6), and increase of more than 25% compared to previous year's averages of 60 containers per day.		One-time (2026)	Ongoing (annual) 2027+	
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.	04/30/2026: as of April, the District is servicing a total of 12,347 curbside green waste subscribers (with 323 additional green waste can subscribers [i.e., 2nd can]), an increase of 78 subscriptions since December 31, 2025. At \$12/month, this equates to additional monthly revenues of \$936, or \$11,232 annually. Green waste subscriptions are subject to significant changes as Herriman residents currently account for 1,802 curbside green waste subscribers.				
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.	SCRCP 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.	03/17/2026 : the District is currently evaluating a transition to a curbside-based bulky waste program. A regional comparison of bulky waste programs will be provided during the April 27 Board meeting. 04/27/2026 : the District continues to evaluate a curbside bulky waste model. Analyses are ongoing and an emphasis on how to limit external code compliance support needs is being considered.				
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						

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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.	<u>2024 leaf bag program</u> * 1,001 tons @ 146 hauls (6.85tph) ** \$37,056 in tipping fees ***\$23,400 spent on leaf bags alone (500 cases) <u>2025 leaf bag program</u> * 1,207 tons @ 215 hauls (5.61tph) ** \$44,694 in tipping fees ***\$31,864 spent on leaf bags alone (725 cases)	TBD	<u>03/17/2026</u> : the General Manager recommends that the District no longer purchase leaf bags beginning in fall of 2026. Currently, the District has leftover bags from 2025 (1,400 rolls) that will be available for pickup at the District's offices in 2026. <u>03/23/2026</u> : the Board provided consensus to no longer purchase and distribute leaf bags moving forward.		\$ 25,000.00	\$ 25,000.00	Estimated savings for no longer purchasing leaf bags in 2026 (one-time) and in future years (ongoing)
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. <u>2025 CMVs</u> 58 side-load trucks 3 front-load trucks 2 rear-load trucks 3 hook-lift trucks	<u>03/17/2026</u> : preliminary. The District has its first quarterly meeting with SLCO Fleet on April 28. Current discussion items include the following: •WFWRD Fleet Performance (opportunities and challenges) oPreventive Maintenance Intervals oRepairs oTires/Brakes oParts and Supplies oScheduling/Planning •Overall Costs – what is costing WFWRD the most? •Discussion on SLCo Fleet Markups oParts markup oLabor markup oSublet markup •Environmental charges explanation of process •Value of Purcell tire checks and our option to participate in that program •Radio replacements (this is a side bar with SL County) but we need a long term plan •What are the long range plans with the CNG station •Do they have any suggestions for us as to what we could do better to help curb maintenance costs?				

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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 4 diesel side-load trucks as of December 31, 2025 (8 remain on order) and planned 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	03/17/2026: resale value of old CNG trucks remain extremely challenging. The General Manager decided to defer 4 of the 8 approved diesel side load truck replacements in 2026 to ensure ongoing cash flow pending Herriman's withdrawal. Each of the 4 diesel side load trucks ordered cost \$62,314 less than quoted CNG trucks.		\$	249,256.00	One-time savings represents the difference in cost of CNG v. diesel trucks of \$62,314 per unit. 4 diesel side load replacement trucks have been ordered out of the 8 replacement trucks that were approved in 2026.																																																								
OP.5	Conduct structured route audits to verify correct billing for green waste and extra trash and recycle can services.	Limited audits performed in 2025 resulted in corrected billings exceeding \$90,000 in additional annual ongoing revenues (captured in ORG.4).	There are a lot of missing cans throughout our service areas, most of which tend to end up missing during ownership transitions.		03/17/2026: structured route audit have commenced. Audit sheets are turned in daily to the Customer Solutions team where account billing is verified and updated, where appropriate. 05/11/2026: limited 2nd can audits have identified a total of 192 trash cans, 29 recycle cans, and 1 green waste can that were not being billed. After a 2nd confirmation, new charges have been applied to the respective accounts, totaling an additional \$3,744, \$145, and \$3.50 in monthly revenue for additional trash, recycle, and green waste can service, respectively.		\$	36,447.00	\$ 46,710.00 <table><tr><th>Month</th><th>Monthly G Rev</th><th>Monthly R Rev</th><th>Monthly Green Rev</th></tr><tr><td>March</td><td>\$ 1,384.50</td><td>\$ 30.00</td><td>\$ -</td></tr><tr><td>April</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>May</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>June</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>July</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>August</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>September</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>October</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>November</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>December</td><td>\$ 3,744.00</td><td>\$ 145.00</td><td>\$ 3.50</td></tr><tr><td>Grand Total</td><td>\$ 35,080.50</td><td>\$ 1,335.00</td><td>\$ 31.50</td></tr><tr><td></td><td></td><td>2026</td><td>Ongoing</td></tr><tr><td></td><td></td><td>\$36,447.00</td><td>\$46,710.00</td></tr></table>	Month	Monthly G Rev	Monthly R Rev	Monthly Green Rev	March	\$ 1,384.50	\$ 30.00	\$ -	April	\$ 3,744.00	\$ 145.00	\$ 3.50	May	\$ 3,744.00	\$ 145.00	\$ 3.50	June	\$ 3,744.00	\$ 145.00	\$ 3.50	July	\$ 3,744.00	\$ 145.00	\$ 3.50	August	\$ 3,744.00	\$ 145.00	\$ 3.50	September	\$ 3,744.00	\$ 145.00	\$ 3.50	October	\$ 3,744.00	\$ 145.00	\$ 3.50	November	\$ 3,744.00	\$ 145.00	\$ 3.50	December	\$ 3,744.00	\$ 145.00	\$ 3.50	Grand Total	\$ 35,080.50	\$ 1,335.00	\$ 31.50			2026	Ongoing			\$36,447.00	\$46,710.00
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SAFETY							One-time (2026)		Ongoing (annual) 2027+																																																								
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)	Consolidate the 10 existing safety-related SOPs, where appropriate, into the updated document.	The District's current HASP is dated 01/03/2020.																																																														
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.		03/17/2026: a standalone CDL driver drug and alcohol policy will be brought forward for the Board's consideration during the upcoming April 27 Board meeting. This policy is based on a DOT and legal reviewed template from the District's D&A testing partner, CODA. 04/22/2026: this item postponed to the May 18 Board meeting due to schedudled retreat. 05/10/2026: this item has been deferred to the June Board meeting due to shifting priorities.																																																												
SAF.4	Evaluate the District's emergency response readiness, training, and planning program																																																																

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SAF.5									
							\$ 659,899.07 One-time (2026)	\$ 445,204.76 Ongoing (annual) 2027+	TOTAL COST SAVINGS
MISC.1	Continue ongoing cost savings measures implemented in 2025	Ongoing items from 2025 include Reduction-in-Force (RIF), underfilling supervisor and QA positions, admin reclass of controller/treasurer, route optimization, scheduling optimization, can service audits, and vendor/contract renewal negotiations.	Verification of reported missed pickups will be calculated mid-year and at end-of-year (not included in ongoing savings)	NA				\$ 1,240,000.00	See "Additional Information." Route and scheduling optimization were reduced by \$85,000 due to variability in fuel costs, staffing levels, etc.
							\$ 1,899,899.07 2026 Combined	\$ 1,685,204.76 Ongoing (annual) 2027+	CUMULATIVE COST SAVINGS
	Indicates active/open item								
	Indicates inactive/open item								
	Indicates updated item since last file version								



WFWRD Quarterly Financial Report

For the Quarter Ending 3/31/26



2026 1ST QUARTER REVENUES

	Actuals 2026	Budget 2026	Budget less Actuals	Percent of Budget	Actuals to Date 2025
Revenues					
Residential Waste Collections	\$ 7,352,154	\$ 29,312,089	\$ 21,959,935	25.08%	\$ 7,296,864
Nonresidential Waste Collections	151,608	731,200	579,592	20.73%	91,492
Neighborhood Trailer Rental	108	-	(108)	#DIV/0!	36,625
Green Curbside (cans/fees)	453,878	1,703,000	1,249,122	26.65%	445,630
Gain/(Loss) on Sale of Assets (Trucks)	16,670	160,000	143,330	10.42%	95,000
Gain/(Loss) On Investments	(8,921)	-	8,921		9,636
New Home Can and Delivery	23,800	90,000	66,200	26.44%	24,010
Interest	120,094	350,000	229,906	34.31%	79,303
Misc. Revenues	85,912	525,000	439,088	16.36%	102,280
Total Revenues	\$ 8,195,303	\$ 32,871,289	\$ 24,675,986	24.93%	\$ 8,180,840



2026 1ST QUARTER PERSONNEL EXPENSES

	Actuals 2026	Budget 2026	Budget less Actuals	Percent of Budget	Actuals to Date 2025
Expenses					
Personnel Expenses					
Wages/Salaries	\$ 1,579,901	\$ 7,670,600	\$ 6,090,699	20.60%	\$ 1,571,358
Overtime	6,234	449,500	443,266	1.39%	8,205
Temporary Labor	-	410,900	410,900	0.00%	-
Social Security	-	23,900	23,900	0.00%	-
Medicare Tax	22,669	115,000	92,331	19.71%	22,183
Retirement Pension	248,791	1,292,000	1,043,209	19.26%	244,951
Supplemental 401(k)	116,619	552,000	435,381	21.13%	114,294
Health Insurance	326,761	1,720,000	1,393,239	19.00%	334,311
Retirees Insurance	338	14,000	13,662	2.41%	3,931
Miscellaneous Benefits	58,044	100,000	41,956	58.04%	28,900
Workers Comp/Claims/Insurance	40,612	181,400	140,788	22.39%	25,399
State Unemployment Tax	11,076	40,000	28,924	27.69%	19,748
Pension (Benefit) Expense (GASB 68)	-	75,000	75,000	0.00%	-
Other Post Employment Benefits (OPEB)	-	50,000	50,000	0.00%	-
Total Personnel Expenses	\$ 2,411,045	\$ 12,694,300	\$ 10,283,255	18.99%	\$ 2,373,280



2026 1ST QUARTER OPERATING EXPENSES

	Actuals 2026	Budget 2026	Budget less Actuals	Percent of Budget	Actuals to Date 2025
Expenses					
Operating Expenses					
Fuel	\$ 249,726	\$ 1,082,400	\$ 832,674	23.07%	\$ 233,270
Maintenance	1,355,339	5,250,000	3,894,661	25.82%	1,035,394
Waste Disposal Fees	877,930	5,215,000	4,337,070	16.83%	814,906
MRF Recycle Processing Fees	259,197	900,000	640,803	28.80%	181,255
Can Purchases	-	582,000	582,000	0.00%	79,168
County Interlocal IT/Phone Services	60,029	270,200	210,171	22.22%	56,553
Building & Land Leases	21,153	86,640	65,487	24.41%	59,749
County Interlocal Shared Bldg Costs	47,142	406,500	359,358	11.60%	70,866
County Interlocal Operations/Truck Lease	811	168,150	167,339	0.48%	-
Property Insurance/Claims	105,028	366,500	261,472	28.66%	79,118
Bank Fees (Includes payment processing fees)	175,677	550,000	374,323	31.94%	93,615
Printing and Postage	172,434	776,800	604,366	22.20%	54,645
Professional Services	96,016	244,600	148,584	39.25%	137,687
Other	190,470	664,500	474,030	28.66%	337,474
Depreciation	522,973	2,620,000	2,097,027	19.96%	780,893
Total Operating Expenses	<u>\$ 4,133,925</u>	<u>\$ 19,183,290</u>	<u>\$ 15,049,365</u>	<u>21.55%</u>	<u>\$ 4,014,593</u>
 Total Expenses	 <u>\$ 6,544,970</u>	 <u>\$ 31,877,590</u>	 <u>\$ 25,332,620</u>	 <u>20.53%</u>	 <u>\$ 6,387,873</u>
Revenues Less Expenses	<u>\$ 1,650,333</u>	<u>\$ 993,699.00</u>	<u>\$ (656,634)</u>		<u>\$ 1,792,967</u>



2026 1ST QUARTER CAPITAL PURCHASES

2026 Planned Capital Purchases				
Description	Approved Budget	2026 Estimated Purchases	Amount Spent YTD	Remaining Budget
Carry Forward from 2024				
One Hook Lift Truck - SCRP	\$ 74,940	\$ 68,583	\$ 68,583	\$ 6,357
One Cabover Delivery Truck - Cans	77,600	58,166		77,600
Subtotal	\$ 152,540	\$ 126,749	\$ 68,583	\$ 83,957
Carry Forward from 2025				
Eight Diesel Side Load Trucks @ \$409,456 each ¹ (CNG quoted at \$459,900 ea., purchased diesel at \$409,456 instead resulting in total savings of \$403,552)	\$ 1,473,856	\$ 1,473,856	\$ -	\$ 1,473,856
One Used Hook-lift Truck - SCRP	40,000	40,000	-	40,000
Subtotal	\$ 1,513,856	\$ 1,513,856	\$ -	\$ 1,513,856
Planned Purchases for 2026				
Eight Diesel Side Load Trucks @ \$429,900 each (Plan change to four Side Load Trucks @ \$410,879. CNG would have cost \$62,000 more per truck, or \$248,000 total savings.)	\$ 3,439,200	\$ 1,643,516	\$ -	\$ 3,439,200
One Rear Load Truck	-	338,498	-	-
One Cabover Delivery Truck - Cans	77,600	58,466	-	77,600
Two Light-Duty Trucks	96,000	94,386	-	96,000
Administration Pool Vehicle - Toyota Highlander	45,000	43,921	43,921	1,079
Subtotal	\$ 3,657,800	\$ 2,178,787	\$ 43,921	\$ 3,613,879
Totals	\$ 5,324,196	\$ 3,819,392	\$ 112,504	\$ 5,211,692

¹ Purchased eight chassis in 2025 totaling \$1,801,792. Carryover was for bodies totaling \$1,473,856.

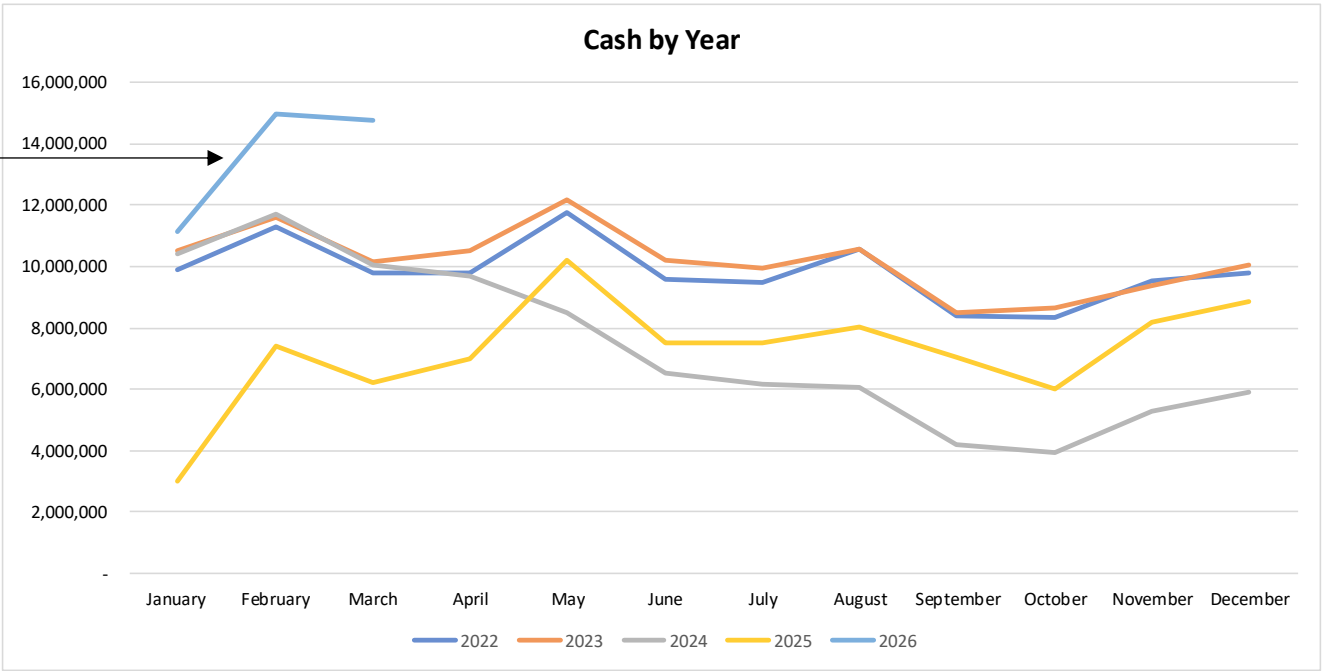


2026 1ST QUARTER CASH BALANCES 2021 - 2026

	January	February	March	April	May	June	July	August	September	October	November	December
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
2026	11,120,529	14,953,507	14,774,374	-	-	-	-	-	-	-	-	-

2026 Cash Balances

- Results of monthly billing
- Includes \$3,706,888 of unspent expected capital purchases (\$5,211,692 of unspent capital budget)



2026 1ST QUARTER REFUNDS



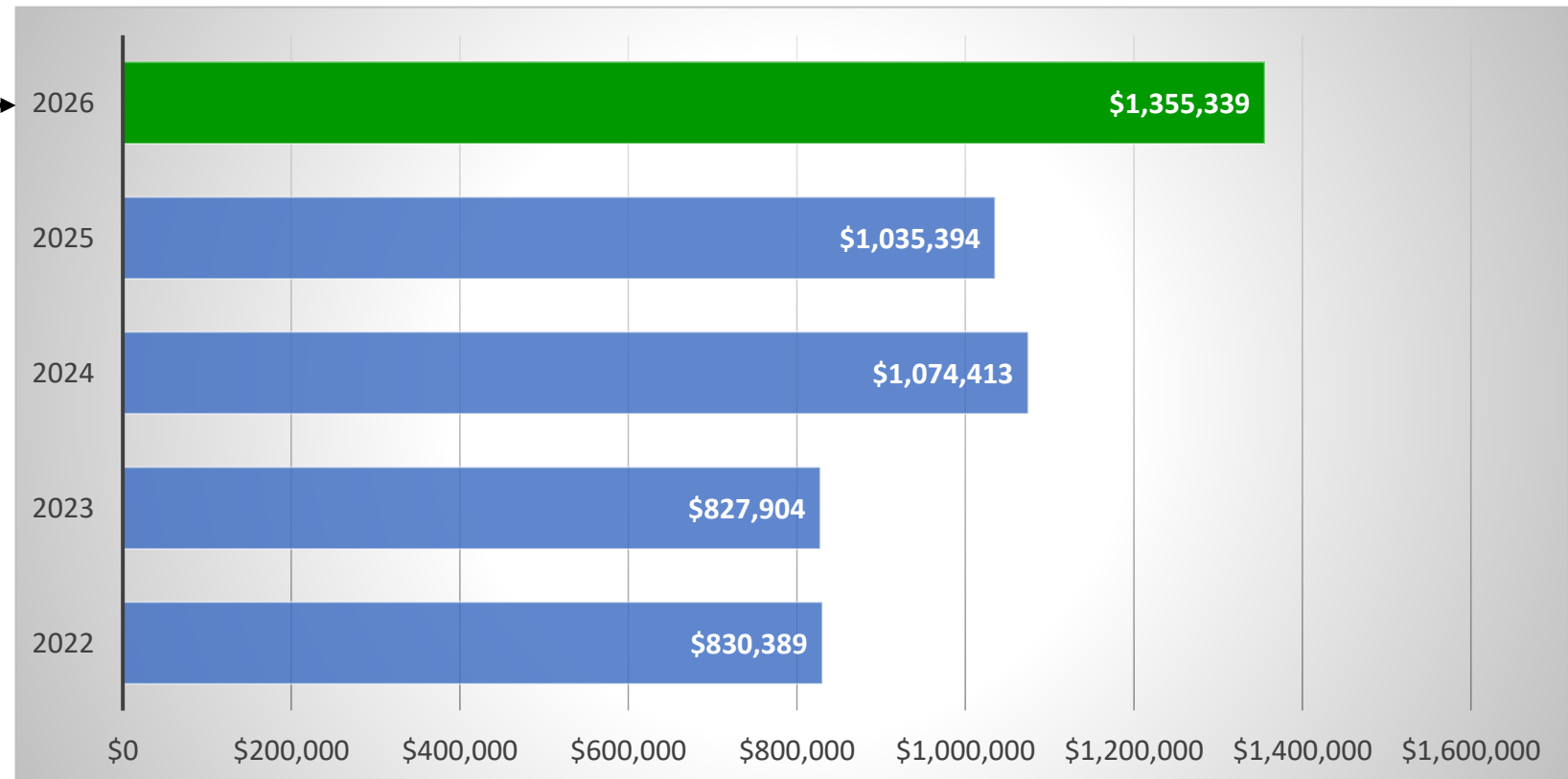
Refund Reason	Count	Amount
 Overpaid	19	\$4,394.20
 Paid on closed account	5	\$1,464.77
 No additional can	3	\$1,114.51
 Paid monthly	10	\$4,934.97
 Paid WFWRD in error	6	\$6,560.77
 Home demolished	1	\$539.50
 Total Refunds	\$19,008.72	



1st QUARTER MAINTENANCE COSTS 2022 - 2026

2026 increase in maintenance expense is partly attributable to the increase in County shop labor and the increased cost of parts, coupled with the District's aging fleet.

The District has developed a quarterly SLCo Fleet working group meeting in an effort to identify cost savings measures and proactively identify areas for improvement.



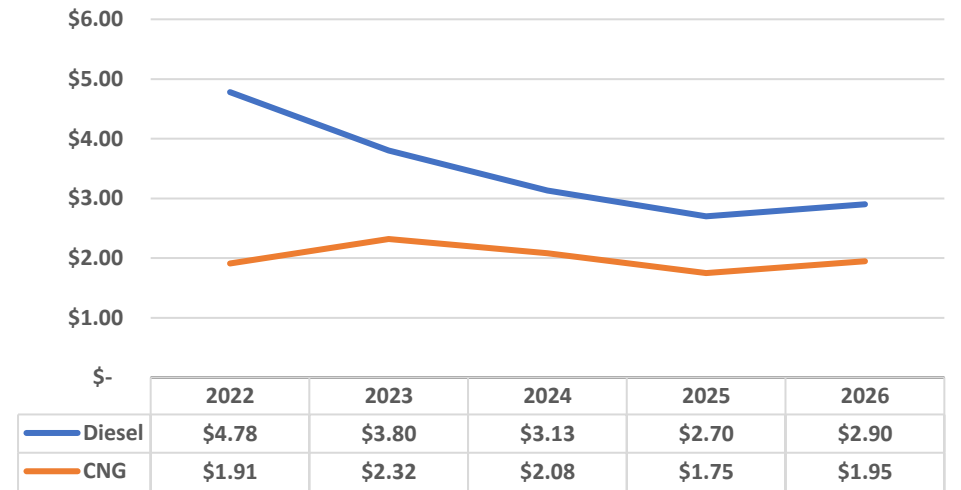


1st QUARTER FUEL & MILEAGE 2022 - 2026

FUEL EXPENSE 2022-2026



Cost per Gallon



3/31/2026

	MILES					
	2022	2023	2024	2025	2026	Percent
Diesel	35,656	35,211	33,104	31,410	44,175	19.74%
CNG	205,947	188,964	192,746	188,112	179,605	80.26%
Total	241,603	224,175	225,850	219,522	223,780	100.00%



Thank you.



WASATCH FRONT WASTE & RECYCLING DISTRICT SURVEY:

UNDERSTANDING CUSTOMER BEHAVIOR AND PERSPECTIVES

December 2025



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Executive Summary

The Wasatch Front Waste & Recycling District (WFWRD) provides waste and recycling services to over 86,000 customers across 14 municipalities and unincorporated areas in Salt Lake County. The Wasatch Front Waste & Recycling District's mission is to provide reliable, cost-effective, and environmentally responsible services while promoting public education and sustainability.

Wasatch Front Waste & Recycling District partnered with a graduate student research team from the University of Utah to design and implement a survey to better understand customer attitudes, behaviors, and knowledge of recycling. The survey design measured awareness of and adherence to proper recycling practices, public trust in WFWRD programs/recycling services, and regional and demographic variations in beliefs and practices across the service area. The survey also examined where residents look for information when unsure about an item's recyclability, which educational tools would help them recycle correctly, and the barriers to proper recycling practices.

Key findings from the survey include:

- **Residents value recycling and are motivated to participate.**

Over 90% of respondents said recycling is important to them, and most report following recommended preparation practices.

- **Confidence is high overall, but key misunderstandings persist.**

Residents generally know common recyclables (cardboard, plastics, aluminum), but confusion remains around tin/steel cans, glass, scrap metal, and plastic bags.

- **Limited trust in the system reduces recycling effort.**

Only 37% feel confident their recyclables are actually recycled. Among those uncertain, 77% would put in more effort if they had clearer confidence about the recycling process.

- **Most barriers stem from unclear or hard-to-access information.**

Over half of respondents cited rule uncertainty as their primary barrier. Many rely on quick judgments rather than formal guidance when unsure.

- **Customers want simple, accessible educational tools, especially bin labels and printed materials.**

Printed guides and decals placed directly on the blue bins were the most requested tools, followed by interest in mobile scanning apps.

The web-based, self-administered survey was distributed to approximately 51,000 WFWRD customers and included 16 questions. A total of 4,641 surveys were initiated during the project period, and 4,523 were fully completed by respondents. Respondents were not required to answer each survey question, resulting in varying answer counts by question. The 4,523 completed surveys yielded a response rate of 9% and an overall completion rate of 97%. Survey findings will potentially inform WFWRD outreach strategies, policy development, and service planning.

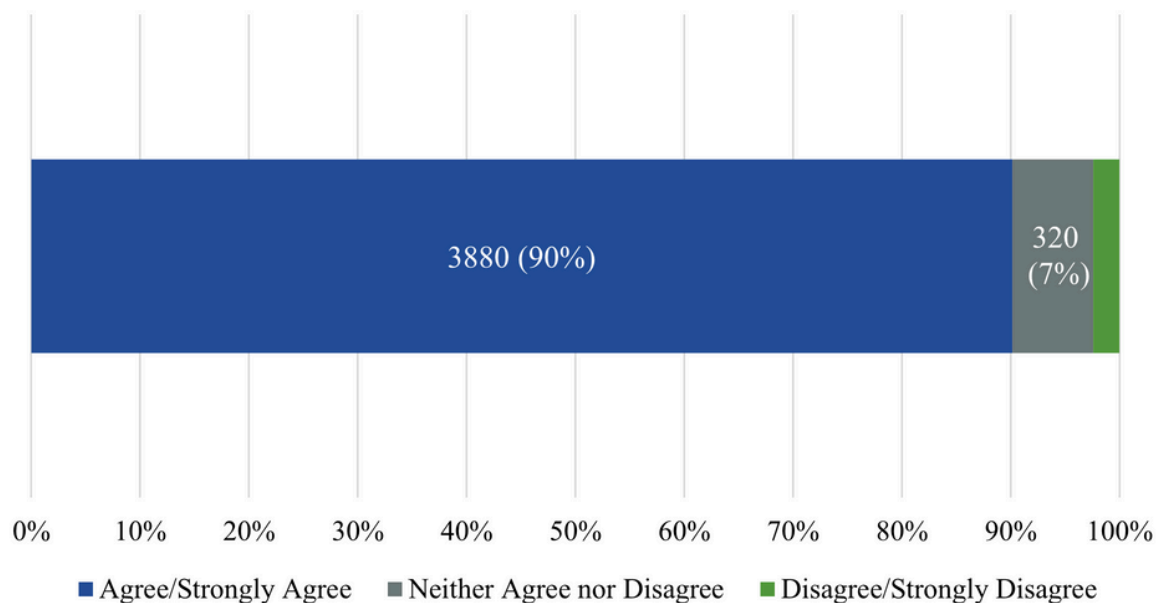
SURVEY RESULTS

The Wasatch Front Waste & Recycling District (WFWRD) partnered with a graduate student research team from the University of Utah to design and implement a survey assessing resident attitudes, behaviors, and knowledge related to recycling. The web-based, self-administered survey examined recycling importance and trust in the system by measuring customer confidence in WFWRD's recycling processes and the belief that collected materials are actually recycled. It also evaluated recycling knowledge and customer behaviors, including how confident residents feel in identifying which items belong in curbside recycling bins and how that confidence shapes their day-to-day recycling practices. Finally, the survey explored information sources, educational tools, and barriers by asking where residents look for guidance when unsure about an item's recyclability and which tools would help them recycle correctly. In addition to these interest areas, the survey collected basic demographic data from respondents to identify potential geographic and demographic differences in survey responses.

Recycling Importance and Trust in the Recycling System

Residents overwhelmingly value recycling. When asked to indicate their level of agreement with the statement "Recycling is important to me," over 90% agreed or strongly agreed, while only 2.5% disagreed (see Figure 7). While some degree of social desirability bias may influence responses, this level of agreement suggests that WFWRD is working with a population already predisposed to view recycling positively. The challenges identified elsewhere in the survey, such as confusion about rules or skepticism about downstream processing, arise not from a lack of environmental commitment but from gaps in information and trust.

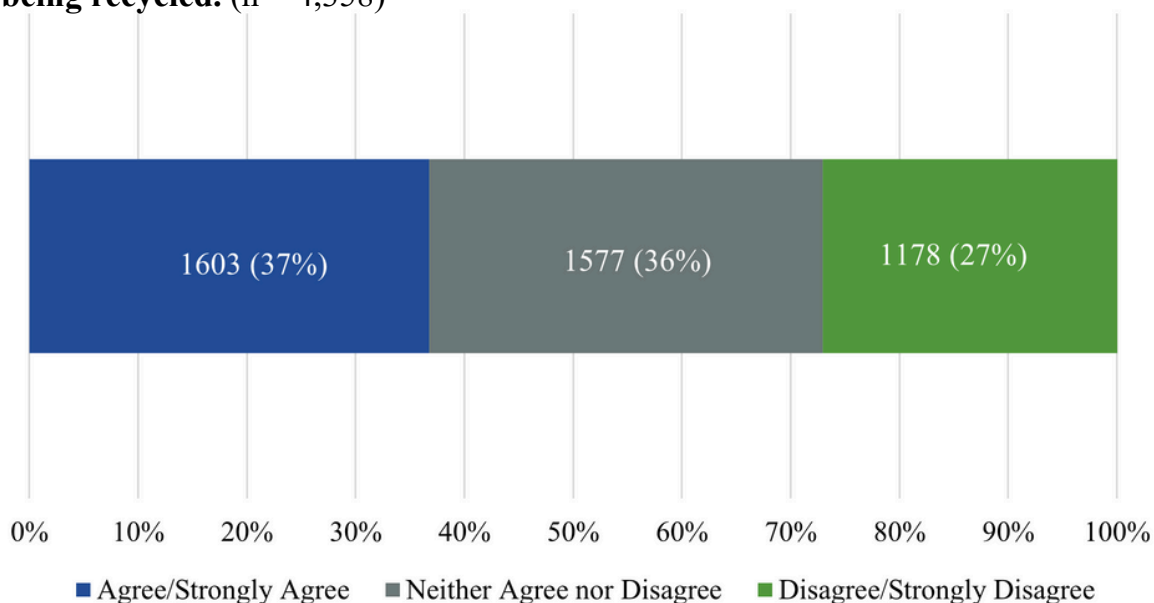
Figure 1: Recycling is important to me. (n = 4,305)



A different pattern emerges when examining residents' trust in the recycling system. Only about 37% expressed confidence that the items they place in their bin are actually recycled. A similarly sized group selected a neutral response, indicating ambivalence rather than clear trust or distrust, while approximately 27% disagreed that the items placed in their blue bin were actually recycled. This reflects substantial client distrust about whether the system works as intended (see Figure 2).

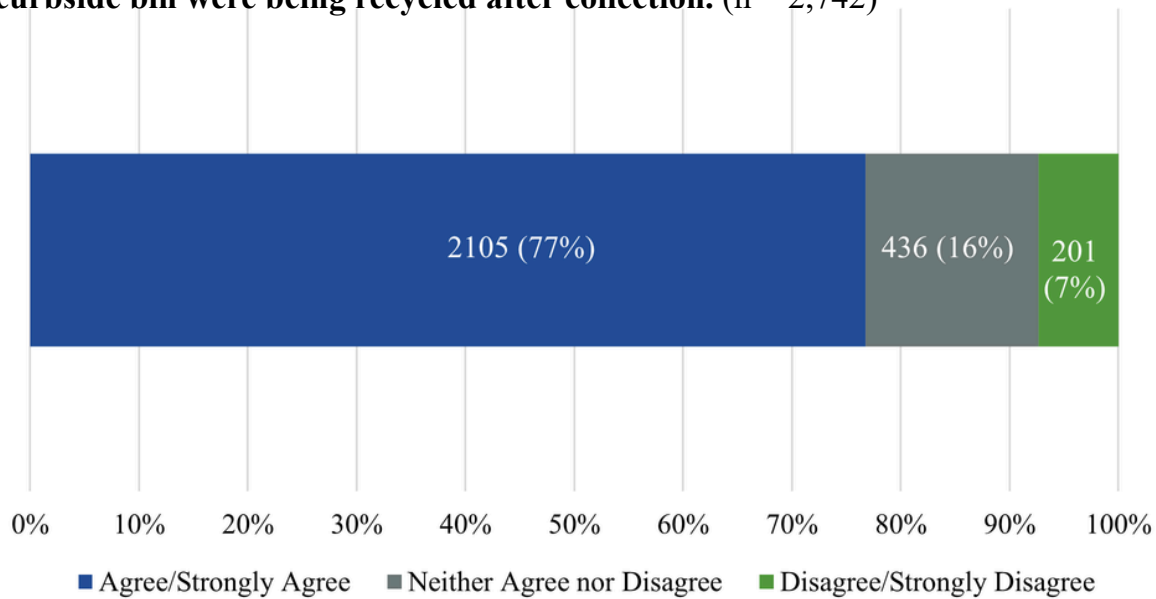
“All the news about the items actually not being recycled and instead being dumped in the landfill even though I put them in the recycling bin. It's demotivating.”

Figure 2: I'm confident the items I'm putting in my home's recycling bin(s) are being recycled. (n = 4,358)



To understand how this uncertainty affects behavior, Question 4 (see Figure 3) was asked only of respondents who disagreed or were unsure that the items they placed in their bin were actually recycled (see Figure 2). Among this group, approximately 77% agreed that they would put more effort into recycling if they knew for certain that the materials they placed in their curbside bin were being recycled. Only about 7% disagreed, and around 16% were neutral (see Figure 3). This is a strong behavioral indicator: WFWRD's transparency and information sharing directly shape motivation. The data point suggests that residents are willing, capable, and interested, but their willingness is compromised when they feel unsure whether their efforts have a real impact.

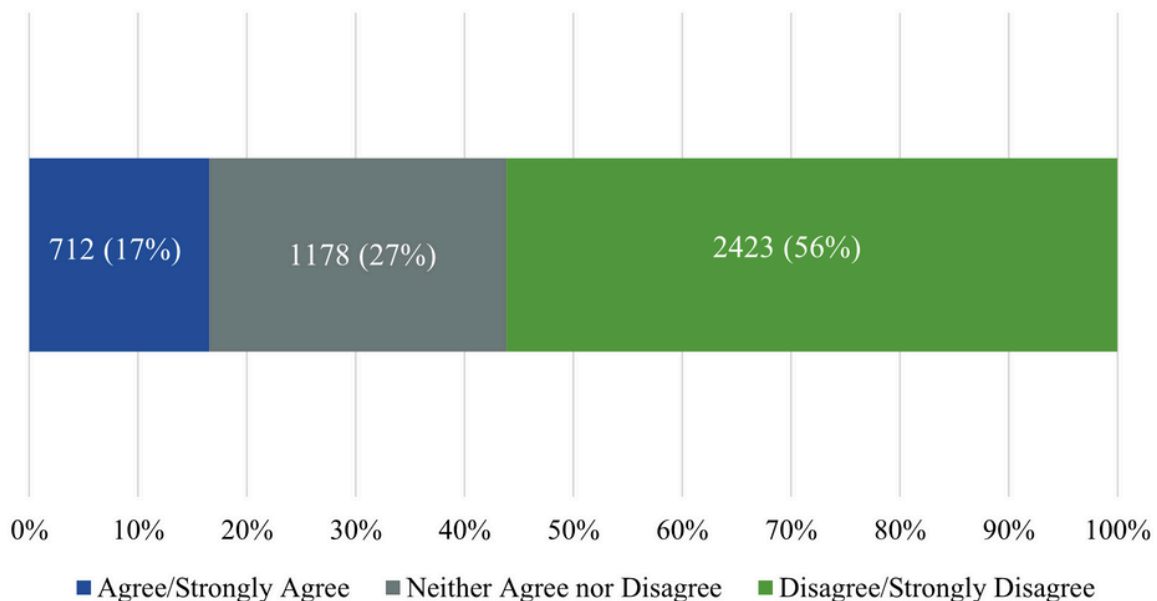
Figure 3: I would put more effort into recycling if I knew for certain that the items I put in my curbside bin were being recycled after collection. (n = 2,742)



“What is the actual path of recycling? I don’t trust that it gets recycled, even if I take all of the right steps”

Similarly, client knowledge of the downstream process is also limited. Only 17% of residents reported having a good understanding of what happens to recyclables after collection, while 56% disagreed and 27% were neutral (see figure 4). This finding suggests that a substantial share of residents lack clarity about what happens at the post-collection stage of the recycling system.

Figure 4: I have a good understanding of what happens to recyclable materials after they are collected by Wasatch Front Waste & Recycling District. (n = 4,313)

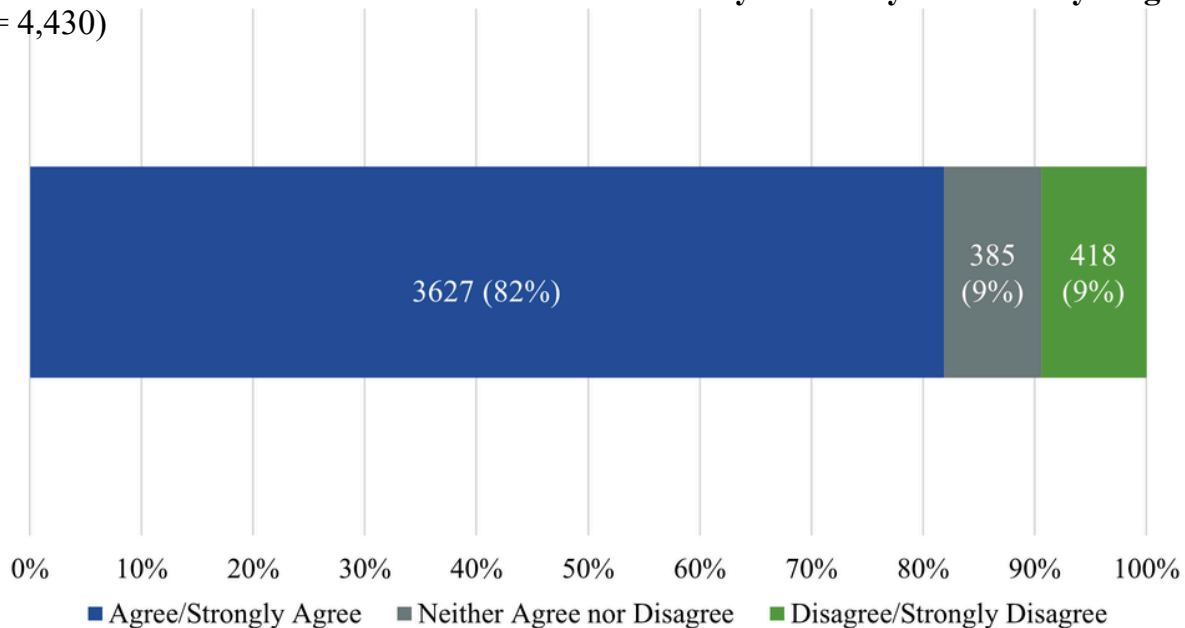


Together, these findings show that trust is one of the most significant barriers identified in the survey. Residents value recycling, feel confident in their ability to do it, and in many cases have a good understanding of the actual rules. Yet, they often do not know what happens after their bin is emptied. Without downstream visibility, many residents cannot verify whether their recycling efforts lead to meaningful outcomes. This uncertainty carries behavioral consequences. Residents are not resistant to recycling itself, but are navigating incomplete information and limited visibility into what happens after collection. As a result, some put in less effort or pay less attention to detail when recycling.

Recycling Knowledge and Customer Behaviors

Residents expressed high confidence in their ability to identify what belongs in their home recycling bin, with roughly 82% agreeing that they felt knowledgeable, while approximately 9% disagreed, and another 9% of the respondents selected the neutral response option. (see Figure 5).

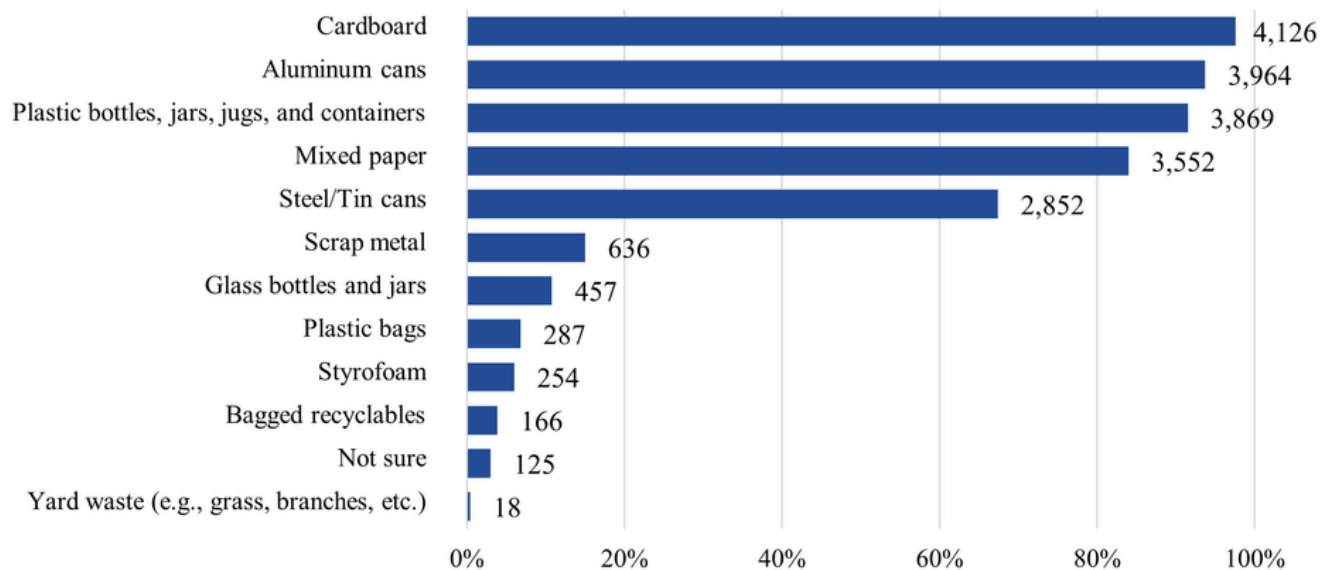
Figure 5: I'm confident I know what items can be recycled in my home's recycling bin(s).
(n = 4,430)



When asked to identify specific acceptable recyclable items, nearly all respondents correctly selected cardboard (98%), aluminum cans (94%), and plastic bottles, jars, jugs, and containers (92%). Additionally, 84% selected mixed paper (see Figure 6). These high percentages indicate widespread familiarity with core materials.

Accuracy declined for other recyclables. Only 67% correctly identified steel or tin cans as recyclable items. Incorrect selections were also notable. Scrap metal was selected by 15% of respondents, followed by glass bottles and jars (11%), plastic bags (7%), Styrofoam (6%), and bagged recyclables (4%). In addition, 3% indicated that they were unsure.

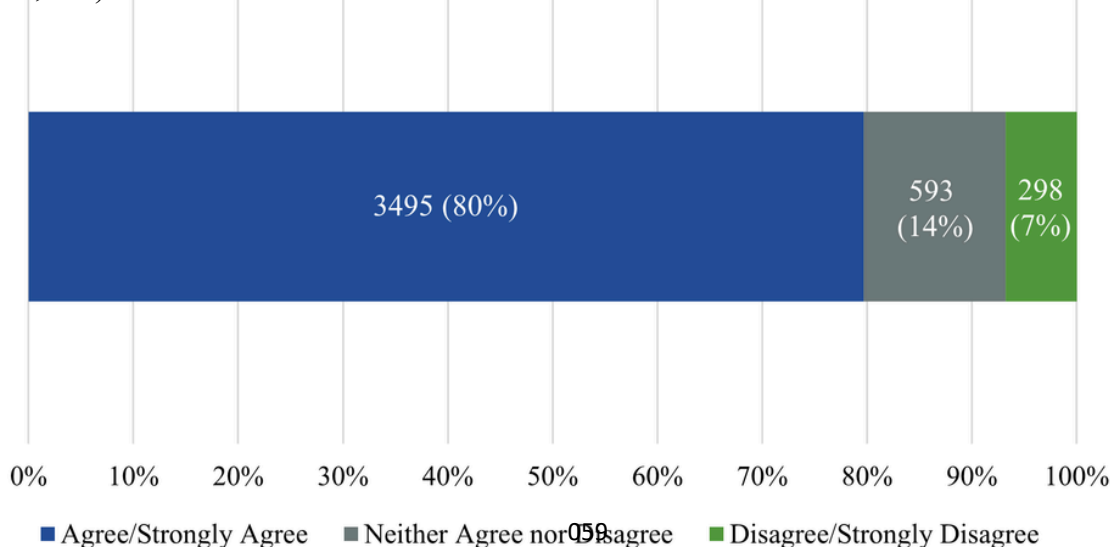
Figure 6: Which of the following items belong in the blue recycling bin?
(Select all that apply) (n = 4,229)



Taken together, respondents do not indicate a broad mismatch between confidence and competence. Residents feel confident and perform well on the most common items, yet notable uncertainties remain in specific categories. Most notably, these include overlooking tin and steel cans as recyclable and incorrectly assuming that items such as scrap metal and glass jars are recyclable in their home's recycling bin. This may also reflect which items households are more likely to recycle, as steel and tin cans often require additional cleaning, and glass must be recycled elsewhere.

Knowledge also plays a role in motivating recycling behavior. Four out of five respondents agreed that knowing what materials are recyclable influences how often they recycle, while only a small percentage disagreed. This indicates that for many residents, behavioral follow-through depends on feeling confident in their understanding of the rules. Clear, consistent information is therefore likely to support increased recycling efforts (see Figure 7).

Figure 7: Knowing which materials are recyclable influences how often I recycle.
(n = 4,386)



These findings highlight the link between what residents believe they know and how they recycle in practice. To further understand this relationship, it's useful to look at how respondents prepare their items before placing them in the bin.

When asked whether they ensure their recyclables are empty, clean, and dry before placing them into the bin, 77% agreed or strongly agreed, 14% reported neutrality, and 9% disagreed (see Figure 8). These results indicate that most respondents report following recommended preparation practices, though nearly 20% may contribute to contamination by placing soiled or wet items in the bin. Additionally, this may reflect the lesser likelihood of believing that steel and tin cans are recyclable, as they require additional cleaning.

Avoiding the use of bags is one of WFWRD's most emphasized rules. Approximately 88% of respondents agreed or strongly agreed that they do not bag recyclables, 6% were neutral, and fewer than 6% disagreed. This demonstrates strong overall adherence, yet even small pockets of inconsistent behavior have consequences at scale (see Figure 9).

Figure 8: I make sure my recyclable items are empty, clean, and/or dry before placing them in the recycling bin. (n = 4,287)

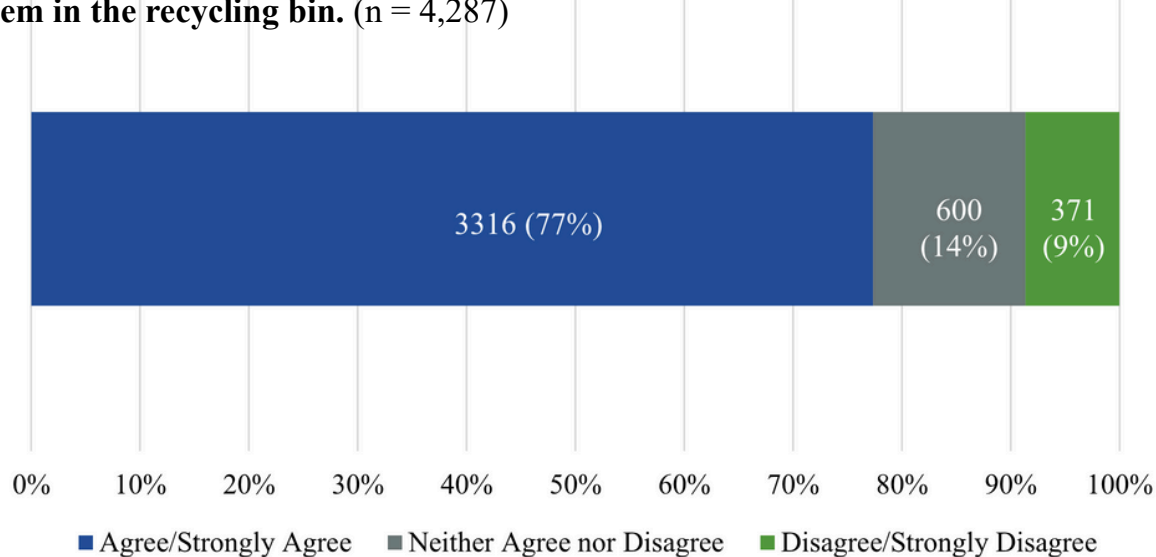
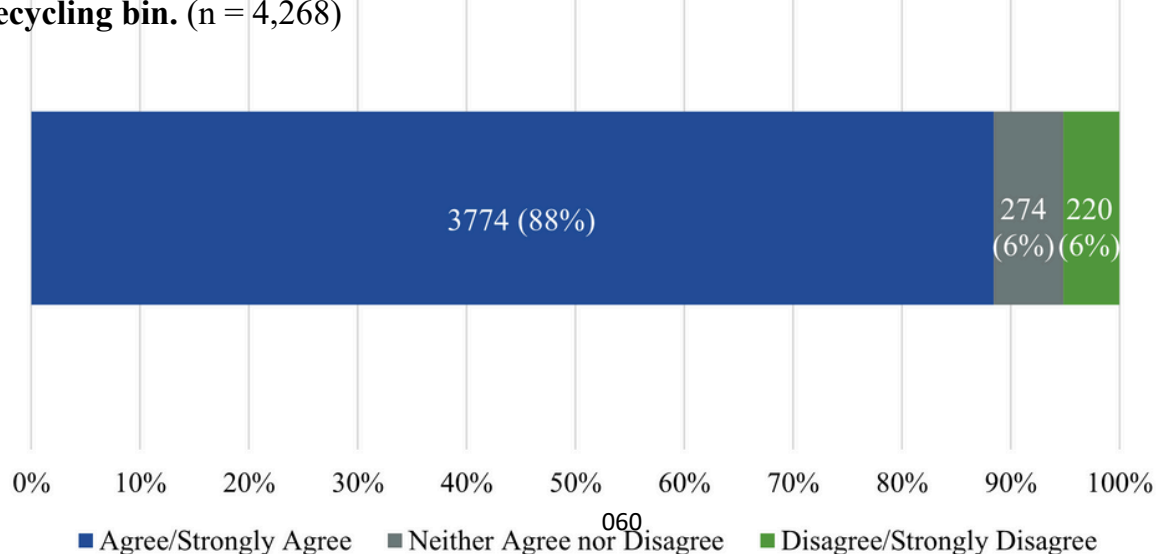


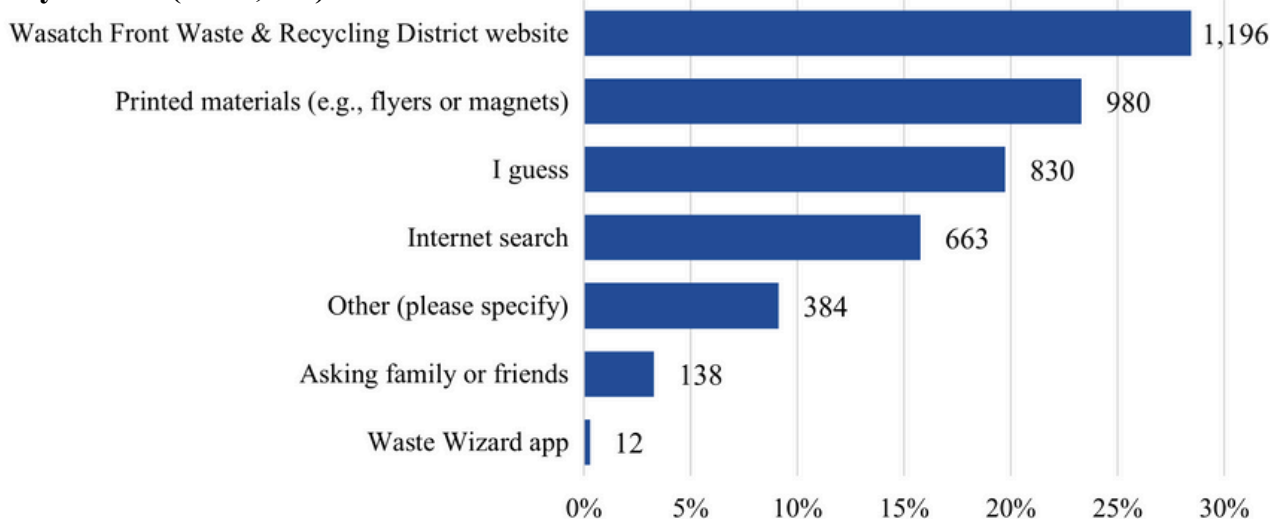
Figure 9: I make sure my recyclable items are not bagged before placing them in the recycling bin. (n = 4,268)



Information Sources, Educational Tools, and Barriers

Survey respondents most commonly selected the WFWRD website when responding to the question “Where do you most often look for information when you are unsure if an item is recyclable?”, with just under 30% of respondents selecting the website (see Figure 10). Printed materials (e.g., flyers or magnets) were the second-most-frequently used resource at 24%. About one-fifth of respondents said they simply guess when making recycling decisions, suggesting that uncertainty often leads to quick, informal judgments rather than consultation of formal information sources. Despite expressed interest in a mobile app (see Figure 11), fewer than 1% of respondents reported using the existing WFWRD Waste App.

Figure 10: Where do you most often look for information when you are unsure if an item is recyclable? (n = 4,203)



Free-response entries from the “other” category accounted for 384 or roughly 9% of total answers to the question “Where do you most often look for information when you are unsure if an item is recyclable?” (see Table 1). Free response items were coded by theme. Comments that aligned with more than one theme were coded across multiple categories, while responses that were not relevant to the question were excluded from coding. Open-ended text comments help illustrate how customers navigate uncertainty, even though each subtheme represents only a small fraction of the overall sample. A portion of respondents reported relying on the stickers attached to their recycling bins as their primary guide, indicating that easily accessible, location-based cues are especially influential. Others described checking the packaging itself for recycling symbols or numbers, but noted confusion about which numbers are accepted locally. Some respondents explained that when they are unsure,

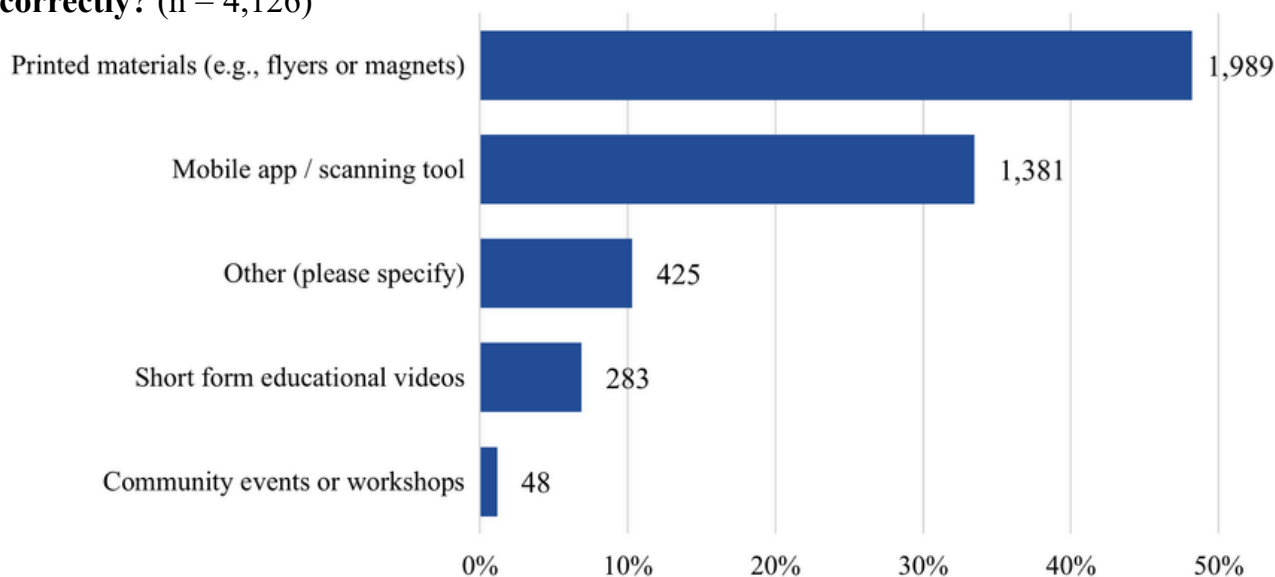
Table 1: Where do you most often look for information when you are unsure if an item is recyclable? Other (please specify)

	n = 384
On recycling can	115
Don't look, throw in trash	117
Item packaging	81
Flyer/fridge magnet	18
Website/internet search	10
Refer to someone else	38
Misc.	38

they throw the item away rather than risk contaminating the recycling bin. These patterns suggest that many customers default to the information that is most readily available (e.g., printed materials, bin labels, packaging, or personal judgment), especially when they find local guidance difficult to understand.

A small number of free responses (four in total) expressed mistrust in the recycling system, referencing past changes in what is accepted or rumors about recyclables being sent to the landfill. Although these views represent a very limited share of respondents, they help illustrate the kinds of frustrations and uncertainties that can discourage the use of official information sources. One respondent noted that items previously accepted were no longer recyclable, which they found “*very frustrating.*” Another said they do not spend much time verifying recyclability because they have “*low confidence the items are actually being recycled,*” and instead make their “*best guess.*” These comments demonstrate how even isolated perceptions of inconsistency or lack of transparency can shape individual information-seeking behaviors. The results from Figure 10 and Table 1 indicate that while formal informational tools exist and are used by a notable portion of residents, many customers rely on easily accessible cues or informal strategies when faced with uncertainty. The free-response data indicate that confusion about changing rules, uncertainty about packaging labels, and, in rare cases, skepticism about the recycling process all influence how customers decide where to seek guidance.

Figure 11: What kind of educational tool would be the most useful for helping you recycle correctly? (n = 4,126)



Survey respondents strongly indicated that printed materials, such as flyers or magnets, and a mobile app or scanning tool would be the most helpful tools in helping them recycle correctly (see Figure 11). Almost 50% of respondents selected printed materials, while nearly 35% chose a mobile app or a scanning tool. As previously noted, a small number of survey respondents reported using the WFWRD scanning app (see Figure 10), despite many respondents indicating a preference for a mobile app or scanning tool as an educational tool to improve recycling behavior.

Table 2: What kind of education tool would be the most useful for helping you recycle correctly? Other (please specify)

	n = 307
Add a label on the blue bins	145
Internet/website	44
Send an email	32
Magnet for fridge or bin	26
Short videos	17
Flyers	16
I don't recycle	16
TV ads or public service campaign	11

Free-response entries accounted for 425 or 7% of total answers to the question “What kind of educational tool would be the most useful for helping you recycle correctly?” (see Table 2). The overwhelming majority of free-response entries were variations on the idea of having correct recycling information directly on the blue bins themselves. One respondent suggested: *“Put a sturdy decal right on the lid of the recycle bin or, if not feasible, offer for low price or free indoor collection recycle bins that have information on what is and is not recycled by Wasatch Waste.”*

Commonly, respondents wanted something permanent that was attached to the bin itself, while others requested a sticker or magnet that could be placed on the bin. Several respondents suggested including a QR code in addition to the images, as well as outlining what can and cannot be included. One respondent suggested, *“printed*

directly on [the] bin, maybe with a QR code for more detailed info”. Suggestions included using images rather than words so that the decal could be versatile for both Spanish and English users.

One respondent asked, *“Could the cans themselves have a visual aid for knowing what can and can't go inside? (One that non-English speaking people would also understand)”*. Another respondent suggested: *“Every item that can be recycled printed on the recycle bin permanently. Don't tell me what NOT to recycle because that leaves questions about certain items. Just list what CAN go in the bin.”*

Respondents selected using the internet or the WFWRD website as an education tool at the second-highest level. Some respondents expressed frustration that information was not immediately evident on the WFWRD website and instead required them to click on several links. Respondents suggested placing a prominent link or infographic at the front and center of the webpage that would take them directly to the full instructions. *“EASY TO ACCESS info on your website. Currently I have found it is TOO HARD to find info on your website. You need an item RIGHT ON YOUR NAV BAR (forget the How To Recycle item - no one wants to click two or three pages deep). It needs to say RECYCLE and take the user RIGHT TO A PICTURE SCREEN. Think of how many users are doing this on their phone!?? Research has shown that ppl are only 1-2 clicks to get to the info they want. YOUR WEBSITE DESIGNER HAS BURIED THIS INFO ON YOUR WEBPAGE. Get it RIGHT TO THE TOP with one click.”*

Another respondent suggested, *“On the home page of the Wasatch waste page, a large, predominant, above the fold variable simple graphic [that] show[s] what is or is not recyclable”*. Respondents mentioned specific questions and content to include in the website *“A website that gets more specific on what kinds of plastic containers, if scotch tape is ok on cardboard boxes, how clean an empty lotion or shampoo bottle has to be, if paper labels on empty food cans are ok, if empty aerosol cans are ok, etc. It might be helpful to know how paper is recycled, is shredded paper ok?”* Other items that were in question included milk cartons (not just milk jugs), aluminum foil, mailings that are mostly made of plastic, and Styrofoam used for packaging.

Short videos were mentioned by 17 respondents. One respondent explained, *“I also think an educational video would be important. I am big on recycling, but I don't recycle as much now that I'm not sure what things can actually go in there.”* YouTube videos or the WFWRD website were frequently identified as preferred platforms for video uploads. Meanwhile, flyers were mentioned by 16 separate individuals. Many suggested that the information be included on their monthly bill. *“Simple, easy printed materials with my monthly bill. Something that show[s] at a glance what is recyclable. Changing every month.”* One respondent generally remarked the need for *“materials that state what happens to items put in our recycling bins so that we have some confidence that our efforts make a difference”*.

A small number of responses mentioned that, rather than more educational tools for themselves, they would like to see changes in the system. Several respondents mentioned wanting to see an increase in sorting capacity at the WFWRD facility so that they wouldn't have to worry about keeping up with which plastics are allowed. Some respondents mentioned wanting to see laws around plastic manufacturing change, with one respondent writing, *“Laws that ban the manufacture and distribution of plastics that can't be recycled”*.

Respondents also seemed to use the free-response option to express general confusion and frustration about which items to recycle. One individual responded: *“The whole system is very confusing. I've heard that a lot of items with [the] recycle symbol, including one and two, which are supposedly ALL recyclable, are not recyclable in Salt Lake County. What is the deal??”* Respondents expressed skepticism about whether recycling is actually helpful and inquired about its effectiveness, for example, the monetary amount saved for each recycled item. One respondent said, *“I would like to know how much is actually recycled.”* Another wrote: *“I think if people saw what you did with the items, that would be helpful in promoting it. I once heard that recycling one aluminum can would run a TV for 40 hours. people need a reason to recycle.”* One respondent said, *“Knowing which items provide the most value or benefit to our society if they are recycled.”* Respondents also questioned whether using water to wash out items negated the benefit of recycling due to the water used, whether recycling offered any benefits when the recycling collection trucks use potentially significant amounts of diesel to collect recyclable items.

The results from Figure 11 and Table 2 indicate that respondents have strong preferences for easily accessible and highly informative educational tools, like printed materials and mobile apps. Notably, respondents showed interest in education tools that offer more than just information on what items are recyclable, but rather education tools that would inform WFWRD customers about the recycling system, the benefits of recycling, and why recycling processes are implemented in a particular way. The free-response data re-emphasizes the desire for easily obtainable information that builds trust in the broader recycling process.

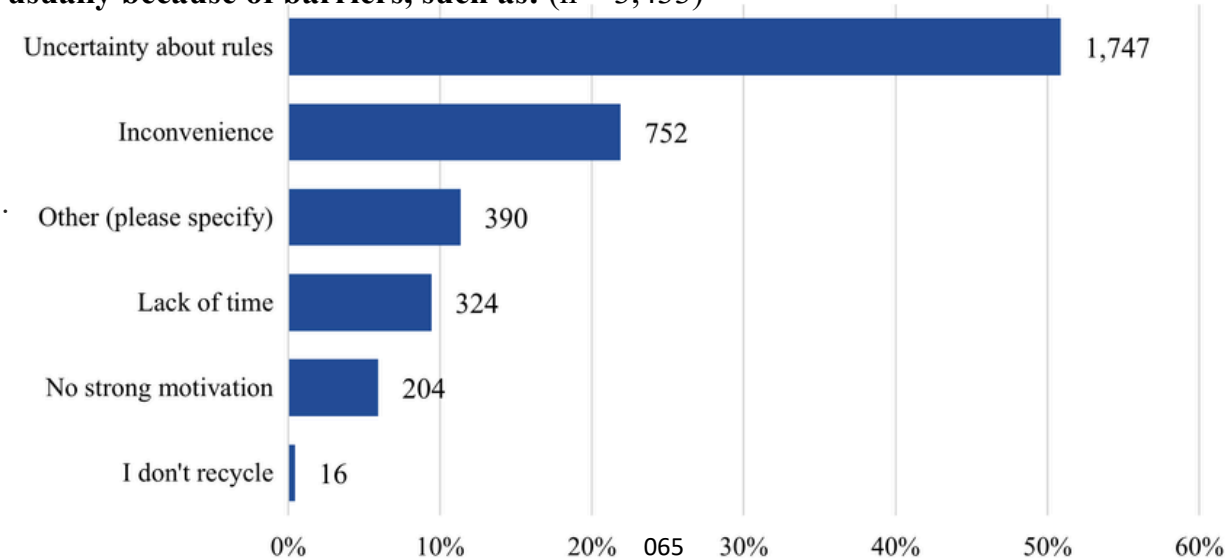
Survey respondents indicated that uncertainty about rules and inconvenience were the most significant barriers to properly recycling (see Figure 12). Over 50% of survey respondents reported uncertainty about the rules driving poor recycling behavior, while almost 22% of respondents selected inconvenience as the primary reason behind lapses in proper recycling.

Free-response entries accounted for 390 or 11% of total answers to the question “Sometimes things get in the way of properly recycling. When this happens, it is usually because of barriers, such as:” (see Table 3).

Table 3: Sometimes things get in the way of properly recycling. When this happens, it is usually because of barriers, such as: Other (please specify)

	n = 459
Trust issues	87
Influence of others	66
Cleaning and waste preparation	60
Program limitations	51
Space limitations	50
Rule uncertainty	45
Inconvenience and time constraints	41
Costs and fees	21
Lack of access to services (e.g., glass	12
No reported barriers to recycling	26

Figure 12: Sometimes things get in the way of properly recycling. When this happens, it is usually because of barriers, such as: (n = 3,433)



Respondents identified trust issues as the largest barrier to proper recycling. Comments identifying trust issues as a barrier included questions about whether recycling efforts are meaningful or whether collected materials are actually recycled. One respondent explained that, *“All the news about the items actually not being recycled and ending up in landfills even though I put them in the recycling bin. It's demotivating.”* Other respondents wrote, *“Are these items really getting recycled in the first place? What if there's a label on the item. Does it just get discarded anyway? Questions like this give me pause.”* And *“Disbelief that what gets sent to recycle actually gets recycled. It was long stated by local politicians that it was all going to the dump. I just assume that has not changed.”*

Many survey respondents additionally identified the influence of others, such as family members, guests, or neighbors, who may contaminate recyclables, not participate, or disrupt recycling practices in shared spaces, as a major reason why they were not properly recycling. One respondent described this happening by *“Other neighbors putting their garbage in our bins when theirs are full.”* And another wrote, *“Other household members adding to the recycling bin, especially smaller children.”*

Respondents identified cleaning and waste preparation as a significant barrier, which included difficulties related to cleaning recyclable items or dealing with food residue. Survey respondents commented, *“When something is so dirty that it would waste a ton of water to get it clean enough to recycle,” “I would use too much water trying to clean the item”, “Conflicting priorities. Example: Living in the desert with limited resources, do I really want to spend the gallons of water necessary to fully clean a plastic laundry detergent bottle so that it can be recycled? It's going into the bin in a “RCRA empty” state.”*

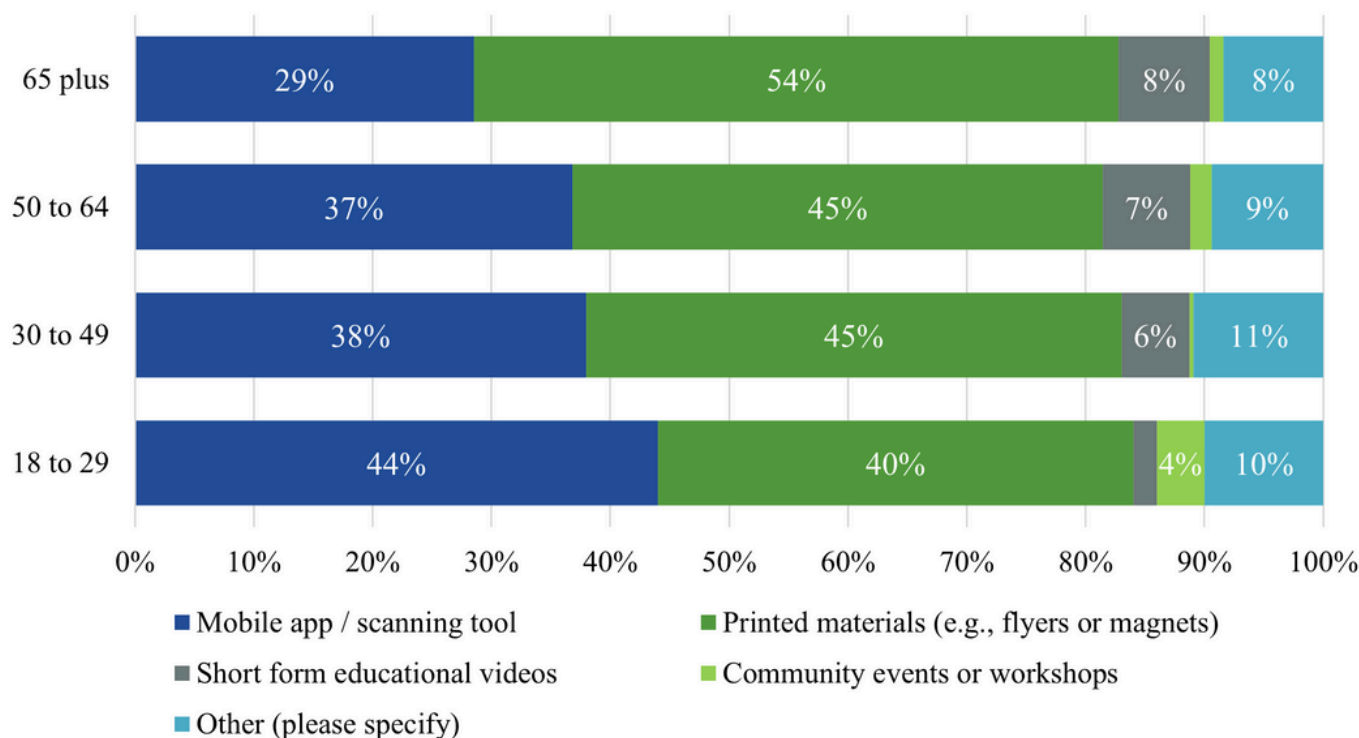
Free-response comments also highlighted perceived limitations in local recycling systems, such as limited accepted materials, unclear guidelines, or other shortcomings, which reduce the convenience of recycling services for respondents. One respondent wrote, *“No recycling opportunities for electronic waste, phones, laptops, batteries, cork, light bulbs etc”*. Several respondents expressed a desire to recycle glass but reported having no available place or program in their area that accepts glass. Additionally, many respondents expressed uncertainty about recycling rules. This uncertainty included which materials are recyclable and questions about how items should be sorted correctly. Some respondents felt confused about the recycling labels on plastic products not correlating with recycling guidelines. One respondent stated, *“We just moved here from California and the rules are very confusing. We are placing plastic bags and unmarked (with recycling number) plastic containers in the black containers. It just feels so wrong but that is what we are currently doing. We are also driving to a glass recycling center on a weekly basis to recycle wine and beer bottles.”*

Respondent Differences by Demographics: Sub Group Analyses

Subgroup analyses were conducted to determine whether attitudes toward recycling, behaviors, information preferences, or reported barriers varied across demographic or geographic groups. Comparisons were made by ZIP code, age group, household size, and income level. Across all analyses, no meaningful or impactful differences emerged. Many subgroup analyses revealed statistically significant relationships. However, further statistical analysis indicated that these significant relationships had trivial or non-existent effect sizes, suggesting that there was no practical significance despite the statistical significance. Respondents tended to report similar levels of confidence in their recycling knowledge, similar sorting behaviors, and comparable challenges regardless of their reported ZIP code or demographic characteristics. These findings suggest that recycling experiences and uncertainties are broadly shared across WFWRD's service area rather than concentrated within particular communities or demographic groups.

One topic area showed a slightly increased effect size at a subgroup level. Examining survey responses to the question "What kind of educational tool would be the most useful for helping you recycle correctly?" by age group (see Figure 13) revealed that younger respondents showed somewhat stronger interest in mobile apps or scanning tools. Older respondents also expressed interest in a mobile app, but showed a clear preference for printed materials over the other possible answers. These differences were modest but consistent, indicating that while printed materials remain broadly useful, supplemental educational formats may resonate differently across age groups.

Figure 13: What kind of educational tool would be the most useful for helping you recycle correctly by age group (n = 4,091)



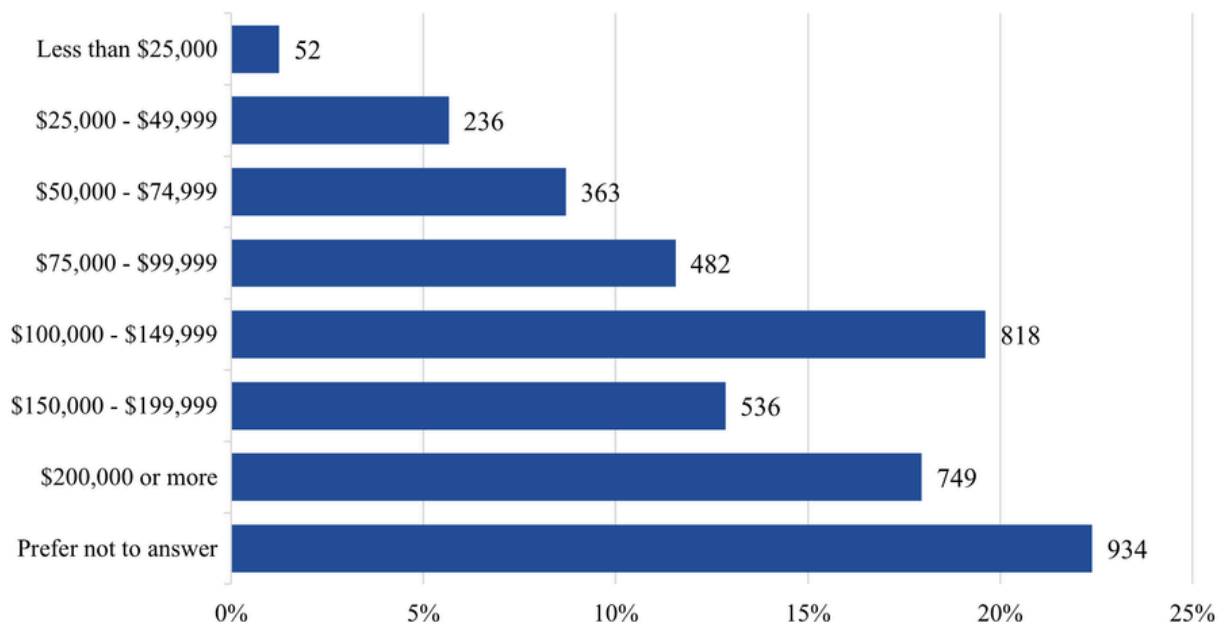
Because subgroup differences were limited, the most informative variation in perspectives came from the open-ended responses in questions 10, 11, and 12 (see sub-section Information Sources, Educational Tools, and Barriers). Comments requesting clearer bin labels, more accessible website navigation, explanations of confusing packaging labels, and greater transparency about how recycling works appeared across demographic lines. These themes reinforce the broader finding that most residents experience similar informational gaps and barriers regardless of age, ZIP code, or household characteristics.

Overall, the subgroup analysis suggests that WFWRD's outreach strategies may not require heavy demographic targeting. Instead, improvements that enhance clarity, consistency, and accessibility of recycling information are likely to benefit residents across the district.

Survey Respondent Characteristics

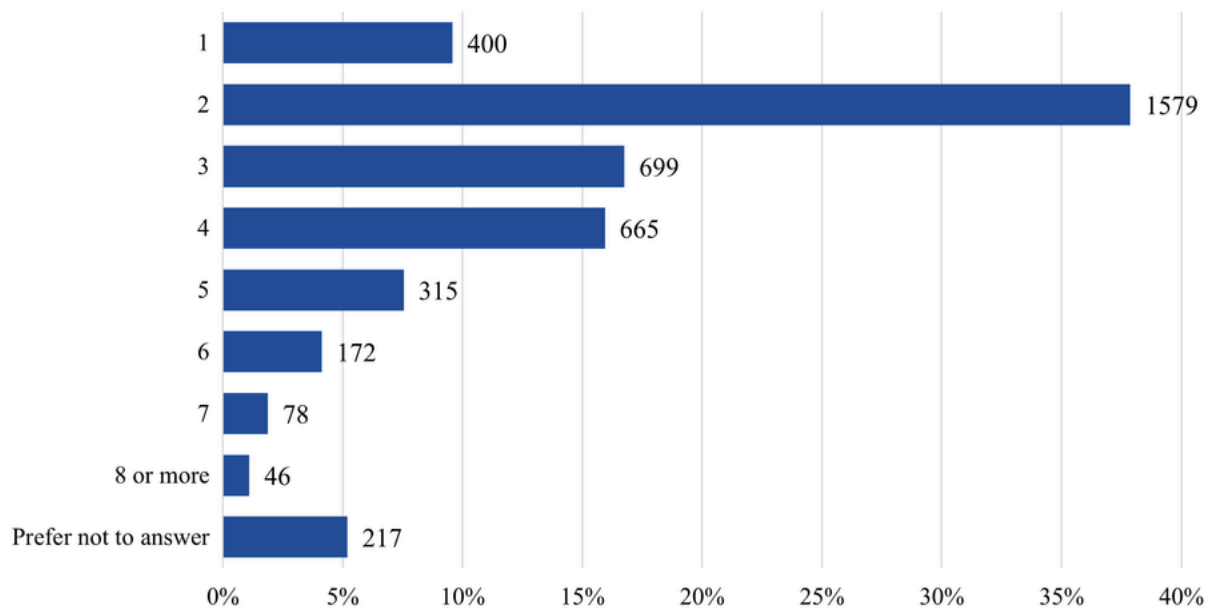
The survey sample represents a broad range of household types, with a particularly strong representation among mid- to high-income residents. As shown in Figure 14, the largest category of respondents (934 respondents) indicated that they preferred not to report their household income. Among those who provided information, incomes skewed toward the upper end of the scale. Households earning \$200,000 or more (749 respondents) and those earning between \$100,000 and \$149,999 (818 respondents) make up the two largest income-reporting groups. Far fewer respondents fall into lower-income brackets; for example, only 52 respondents reported annual household income below \$25,000. This pattern suggests either a genuinely higher-income population within WFWRD's service area or a response bias in which higher-income residents were more likely to participate in the survey.

Figure 14: What is your total annual household income before taxes? (n = 4,170)



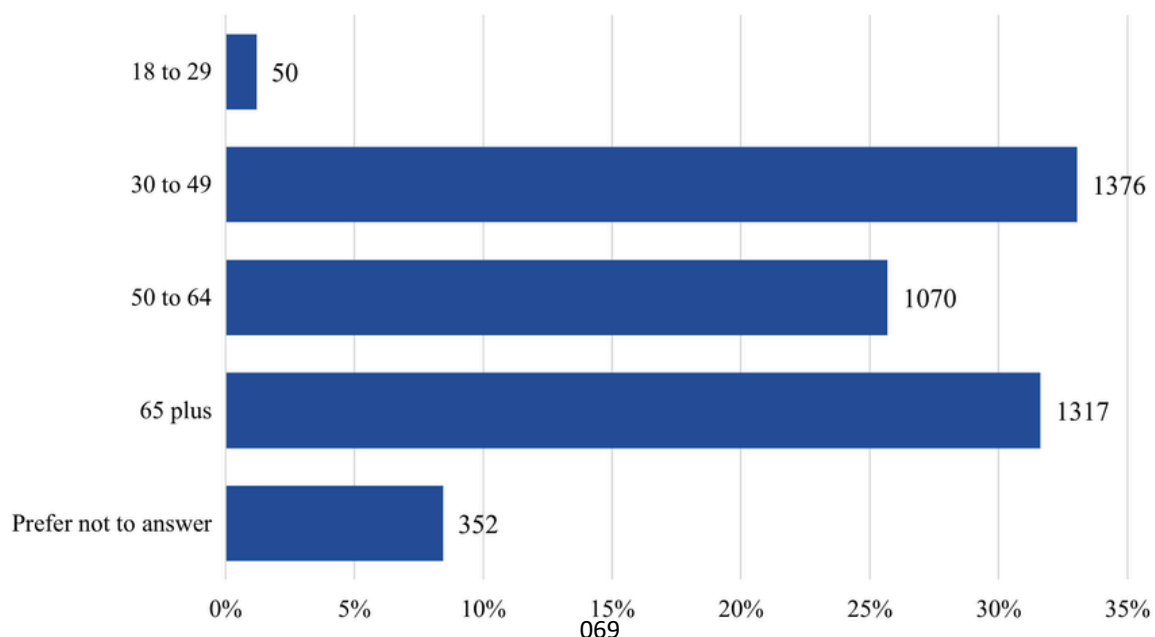
Household size patterns offer additional context for interpreting recycling behaviors and information needs. Two-person households represent the largest segment of respondents (1,579 respondents), indicating that many survey participants live in relatively small domestic units. Three- and four-person households follow, with 699 and 665 responses, respectively. Larger households become progressively less common, declining sharply among homes with six or more people.

Figure 15: How many people live in your household (including yourself)? (n = 4,171)



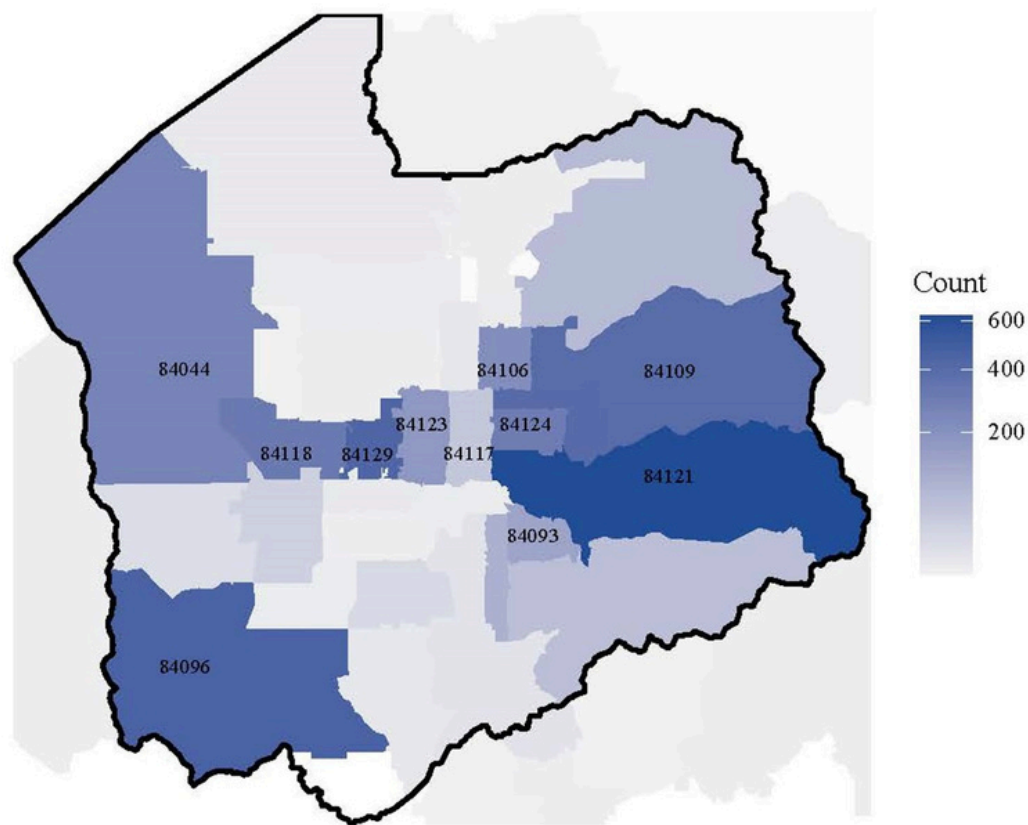
Survey respondents reported a fairly even distribution across age groups. Ages 30 to 49, 50 to 64, and 65 plus all included over 1,000 responses each (see Figure 16). The 30- to 49-year-old age group had the highest response rate, with 1,376 responses.

Figure 16: What is your age group? (n = 4,165)



ZIP Code data show broad geographic coverage across WFWRD’s 14 municipalities and unincorporated service regions in Salt Lake County. The choropleth ZIP Code map (see Figure 17) confirms that responses were generally dispersed throughout the district rather than clustering in one or two specific communities. ZIP Code areas that received over 100 responses are labeled in Figure 16.

Figure 17: What is the five-digit ZIP Code of your primary residence? (n = 4,162)



Survey Recommendations

Survey results show that respondents share similar recycling challenges across demographic and geographic groups. Confusion about the recyclability of specific items, difficulty accessing clear instructions, and limited trust and understanding of what happens after collection were common themes. Recommendations related to survey findings offer potentially impactful opportunities for improving recycling accuracy and reducing contamination across WFWRD's service area.

Educate customers to improve confidence and trust in the WFWRD recycling program.

Respondents identified trust as a significant barrier to proper recycling behavior. Many reported not knowing what happens to recyclable items after pickup, how much gets recycled, and what difference it makes. A large proportion stated that they would recycle more carefully if they better understood the recycling process and felt confident that materials were truly being recycled.

Strategies may include:

- Public media campaign to increase trust in recycling (newsletter, radio, social media, news).
- Indicate how much is actually recycled through clear, accessible public reporting.
- Explain the impact of recycling, including whether benefits outweigh the cost of rinsing items, fuel use, and processing.
- Put videos on the website showing tours of recycling facilities to increase transparency and demonstrate what happens after collection.

Improve customer access to recycling guidelines.

Respondents generally agreed that uncertainty about rules frequently impacted proper recycling practices. Many described difficulty locating clear guidance online or finding printed materials when needed. Respondents expressed a desire for improved WFWRD website functionality (with fewer clicks to reach guidelines), easy-to-access printed resources, and more consistent messaging across formats.

Strategie may include:

- Provide labels or stickers that residents can attach directly to their recycling bins.
- Offer targeted education on commonly confused items, namely tin/steel cans, glass, scrap metal, and plastic bags.
- Simplify website navigation and add clear visual guides to reduce confusion.
- Expand mobile app usage and increase advertising of the existing app.
- Offer short instructional videos explaining which items are recyclable and how to prepare them properly.

Appendix 1: Survey Questions and Results

1. Please indicate your level of agreement with the following statement: I'm confident I know what items can be recycled in my home's recycling bin(s).

	n = 4,430	%
Strongly agree	1,256	28.40%
Agree	,371	53.50%
Neither agree nor disagree	385	8.70%
Disagree	350	7.90%
Strongly disagree	68	1.50%

2. Please indicate your level of agreement with the following statement: Knowing which materials are recyclable influences how often I recycle.

	n = 4,386	%
Strongly agree	1,673	38.10%
Agree	1,822	41.50%
Neither agree nor disagree	593	13.50%
Disagree	201	4.60%
Strongly disagree	97	2.20%

3. Please indicate your level of agreement with the following statement: I'm confident the items I'm putting in my home's recycling bin(s) are being recycled.

	n = 4,358	%
Strongly agree	343	7.90%
Agree	1,260	28.90%
Neither agree nor disagree	1,577	36.20%
Disagree	889	20.40%
Strongly disagree	289	6.60%

Display question 4: If answer to Q3 = Neither agree nor disagree, Disagree, or Strongly disagree

4. Please indicate your level of agreement with the following statement: I would put more effort into recycling if I knew for certain that the items I put in my curbside bin were being recycled after collection.

	n = 2,742	%
Strongly agree	1,282	46.80%
Agree	823	30.00%
Neither agree nor disagree	436	15.90%
Disagree	147	5.40%
Strongly disagree	54	2.00%

5. Please indicate your level of agreement with the following statement: I have a good understanding of what happens to recyclable materials after they are collected by Wasatch Front Waste & Recycling District.

	n = 4,313	%
Strongly agree	139	3.20%
Agree	573	13.30%
Neither agree nor disagree	1,178	27.30%
Disagree	1,736	40.30%
Strongly disagree	687	15.90%

6. Please indicate your level of agreement with the following statement: Recycling is important to me.

	n = 4,305	%
Strongly agree	2,661	61.80%
Agree	1,219	28.30%
Neither agree nor disagree	320	7.40%
Disagree	64	1.50%
Strongly disagree	41	1.00%

7. Please indicate your level of agreement with the following statement: I make sure my recyclable items are empty, clean, and/or dry before placing them in the recycling bin.

	n = 4,305	%
Strongly agree	2,661	61.80%
Agree	1,219	28.30%
Neither agree nor disagree	320	7.40%
Disagree	64	1.50%
Strongly disagree	41	1.00%

8. Please indicate your level of agreement with the following statement: I make sure my recyclable items are not bagged before placing them in the recycling bin.

	n = 4,268	%
Strongly agree	2,669	62.50%
Agree	1,105	25.90%
Neither agree nor disagree	274	6.40%
Disagree	153	3.60%
Strongly disagree	67	1.60%

9. Which of the following items belong in the blue recycling bin? (Select all that apply)

	n = 4,229	%
Cardboard	4,126	97.60%
Aluminum cans	3,964	93.70%
Plastic bottles, jars, jugs, and containers	3,869	91.50%
Mixed paper	3,552	84.00%
Steel/Tin cans	2,852	67.40%
Scrap metal	636	15.00%
Glass bottles and jars	457	10.80%
Plastic bags	287	6.80%
Styrofoam	254	6.00%
Bagged recyclables	166	3.90%
Not sure	125	3.00%
Yard waste (e.g., grass, branches, etc.)	18	0.40%

10: Where do you most often look for information when you are unsure if an item is recyclable?

	n = 4,203	%
Wasatch Front Waste & Recycling District website	1,196	28.50%
Waste Wizard app	12	0.30%
Printed materials (e.g., flyers or magnets)	980	23.30%
Asking family or friends	138	3.30%
Internet search	663	15.80%
I guess	830	19.70%
Other (please specify)	384	9.10%

11. What kind of educational tool would be the most useful for helping you recycle correctly?

	n = 4,126	%
Mobile app / scanning tool	1,381	33.50%
Printed materials (e.g., flyers or magnets)	1,989	48.20%
Short form educational videos	283	6.90%
Community events or workshops	48	1.20%
Other (please specify)	425	10.30%

12. Sometimes things get in the way of properly recycling. When this happens, it is usually because of barriers, such as:

	n = 3,433	%
Lack of time	324	9.40%
Uncertainty about rules	1,747	50.90%
Inconvenience	752	21.90%
No strong motivation	204	5.90%
I don't recycle	16	0.50%
Other (please specify)	390	11.36%

13: What is the five-digit ZIP Code of your primary residence?

	n = 4,162	%			%
84121	628	15.09%	84102	2	0.05%
84096	460	11.05%	84103	2	0.05%
84129	432	10.38%	84119	2	0.05%
84124	402	9.66%	84120	2	0.05%
84109	396	9.51%	84125	2	0.05%
84118	316	7.59%	84127	2	0.05%
84117	301	7.23%	84414	2	0.05%
84044	268	6.44%	85121	2	0.05%
84106	217	5.21%	83106	1	0.02%
84123	177	4.25%	84004	1	0.02%
84093	132	3.17%	84005	1	0.02%
84094	92	2.21%	84010	1	0.02%
84108	67	1.61%	84022	1	0.02%
84092	60	1.44%	84043	1	0.02%
84107	44	1.06%	84048	1	0.02%
84081	28	0.67%	84054	1	0.02%
84095	17	0.41%	84083	1	0.02%
84006	13	0.31%	84087	1	0.02%
84020	8	0.19%	84114	1	0.02%
84070	8	0.19%	84128	1	0.02%
84065	5	0.12%	84131	1	0.02%
84115	5	0.12%	84139	1	0.02%
84084	4	0.10%	84212	1	0.02%
84116	4	0.10%	84217	1	0.02%
84009	3	0.07%	84223	1	0.02%
84047	3	0.07%	84229	1	0.02%
84098	3	0.07%	84332	1	0.02%
84101	3	0.07%	84404	1	0.02%
84104	3	0.07%	84780	1	0.02%
84105	3	0.07%	84790	1	0.02%
84122	3	0.07%	84944	1	0.02%
84003	2	0.05%	85094	1	0.02%
84041	2	0.05%	85109	1	0.02%
84045	2	0.05%	85117	1	0.02%
84049	2	0.05%	85124	1	0.02%
84074	2	0.05%	89034	1	0.02%
84088	2	0.05%	89143	1	0.02%

14. What is your total annual household income before taxes?

	n = 4,170	%
Less than \$25,000	52	1.20%
\$25,000 - \$49,999	236	5.70%
\$50,000 - \$74,999	363	8.70%
\$75,000 - \$99,999	482	11.60%
\$100,000 - \$149,999	818	19.60%
\$150,000 - \$199,999	536	12.90%
\$200,000 or more	749	18.00%
Prefer not to answer	934	22.40%

15. How many people live in your household (including yourself)?

	n = 4,171	%
1	400	9.60%
2	1,579	37.90%
3	699	16.80%
4	665	15.90%
5	315	7.60%
6	172	4.10%
7	78	1.90%
8 or more	46	1.10%
Prefer not to answer	217	5.20%

16. What is your age group?

	n = 4,165	%
18 to 29	50	1.20%
30 to 49	1,376	33.00%
50 to 64	1,070	25.70%
65 plus	1,317	31.60%
Prefer not to answer	352	8.50%

Appendix 2: Open-Ended Question Responses

Q10: Where do you most often look for information when you are unsure if an item is recyclable? Other (please specify)

Response categories:

- (1) On the recycling can (115)
- (2) Don't look, throw in the trash (117)
- (3) Item Packaging (81)
- (4) Flyer/fridge (18)

- (5) Website/ internet search (10)
- (6) Refer to someone else (5)
- (7) Miscellaneous (38)

(1) On the recycling can (115)

- Recycle can
- The sticker on top of my can
- The lid of the blue recycling bin
- Read the lid of the blue bin
- It's printed on the blue cans themselves
 - Can
- On the lid of the can
- sticker on the can
- Sticker on the blue can
 - Trash can
- On the recycling can
 - the lid of the bin
- Top of trash can
 - What is printed on the container
- The label on the can
- I look on my recycling can
- Top of the recycle dumpster
 - on lid of recycle container.
- Instructions printed on collection containers.
 - The lid on the container
- The top of recycle bin lists items
- Top of recycle bin
- Top of the recycle can
- Printed on top of the lid
- I have a sticker on top of my recycle can that I look at
- On the recycling can itself
- On my recycle can
- Label on my can
- It says on the container

- Instructions on the recycling container
 - On the blue garbage can
 - On the container itself
 - On front of the recycling can
 - It's written on the lid
 - sticker on the bin
 - The sticker on top of my recycling bin.
- Also our family took a tour of Transjordan landfill years ago and we learned then to not bag our recycling and not putting in Styrofoam etc
- On containers
 - read the lid
 - Looking on indications on the bin
 - the Recycling blue can
 - instruction on the trash can lid.
 - Top of can itself
 - Plastic tag on top of trash can
 - Read garbage can
 - That which is listed on top of the waste container
 - label on waste containers
 - Pretty sure it says it on the recycling can
 - the info printed on the can
 - Instructions on the bin
 - the can
 - Should be printed on the can to be sure, there is some information so I try to use it.
 - Trash can or bottle of product
 - The can itself says what's ok
 - text on blue can

- Label on recycling bin
- The information printed on the lid of the recycling bin
- I look on my garbage can
- Lid of recycle cans
 - On the lid of the can
 - read what is printed on the container
 - I'd prefer a magnet on the fridge or a sticker on the bin to remind all of us. It's inconvenient to have to google it.
- On top of the blue dumpster - and the WFW&RD website.
- I look on the container
- Garbage can lid.
 - Look on my blue recycle bin
 - on top of recycle can
- I look on the lid of my blue bin
 - On the garbage can. It has information on what is accepted
- Sticker on Garbage Lid
 - on can lid
 - The garbage can itself
 - top of the blue bin says what can be placed in the bin • Top of bin
- I look on the top of the bin
 - Garbage lid • Sticker on my bin
- Top of the can
- The sticker on top of the recycle bin
 - On the recycling bin lid
- I look at the can lid
- Picture on my recycle bin
 - On the can • The sticker that's on the can

(2) Don't look, throw in the trash (117)

- If I have any question I just throw it in the trash instead.
- If I have any doubt I throw it away in the garbage bin
- Toss it in the garage bin
- Throw it away
- If unsure I throw away instead.

- Printed on the lid of the container.
- on the recycling bin
- Look on invoice or lid of bin
- On my recycle trash bin
- Top of lid on can
- I look at the can
- The label on the container
- printed sticker on the blue bin lid
- Top of waste container
- The waste bin
- On the can
- The label on the can
- what is listed on the can
- i think it was on the can but few months ago had can replaced, so not sure if its still on the can.
- i look at the top of my can, it has pictures of things that are recycle
- symbols on the items
- The label on the bin
- If I don't know for sure, I don't recycle it. (I can look on the blue can lip for a list too.)
- Information on containers
- The picture on my blue can.
- I look on the recycling container.
- R Eads on dumpster
- Top of my blue can
- The sticker on the blue recycle can
- Top of can
- I go by what's on the lid of can .
- Printed on the bin lid
- Picture in top of the can
- look on the container
- ON TOP OF THE BLUE CAN

- I do not recycle, everything goes into the trash can
- if unsure I don't recycle it
- I do not
- If I question, I usually throw it away.
- when in doubt, throw it out (garbage can)
- I don't, it goes in the trash can.

- I throw it away if I'm not sure
- If I'm unsure I just put it into the trash.
- I won't recycle if I don't know
- if unsure, I don't recycle item
- I don't.
- If I am unsure of a specific item, I usually throw it away :(
- if not sure it goes in the other can.
- Do not look
- I put in the non-recyclable bin
- I don't
- If I'm unsure I put it in the regular bin.
- I don't look at all
- If I'm not sure then I don't recycle it
- I just put it in the trash if I'm not sure
- I just throw it away if in doubt
- If in doubt I don't recycle.
- I just don't put it in the recycle bin
- When in doubt I just throw it in with regular waste
- IF UNSURE I PUT IT IN THE GARBAGE RATHER THAN THE RECYCLE BIN.
- I don't put it in the bin
- don't recycle it
- I put in garbage.
- Put in the garbage not recycle
- Just throw away
- When in doubt, throw it away.
- If I'm not entirely certain, I put the item in the regular trashcan for nonrecyclables.
- I don't recycle the item
- I throw it away in the garbage if I am unsure.
- Trash it
- If unsure I throw them in the garbage
- I rarely use the blue can
- If I am not sure I put it in the trash
- If unsure, I put in regular bin. (non-recycle)
- just throw away
- When in doubt we don't
- I don't look, I put them in the garbage if I'm not sure.

- i don't look for the info
- I don't.
- I don't look
- Place in trash
- I throw it in the trash
- If I am not sure I put items in garbage bin
- I don't
- I have never looked.
- I don't throw it in the recycle container
- If I'm unsure, I usually just throw it in the trash.
- I don't. Just put it in trash.
- when in doubt, throw it out
- I don't
- I just discard in garbage bin if unclear
- I recycle based on guides received from Wasatch waste. I don't recycle what I am uncertain on.
- I just don't recycle if I question it
- Don't put it in, but in the beginning I was told items were recyclable now aren't, which is very frustrating.
- If I don't know, I put it in black can.
- I don't I just throw it in the garbage
- When in doubt, throw it out
- just throw it away instead if unsure
- If I'm not sure, I put it in the trash.
- if in doubt throw it out
- Just throw it in garbage if unsure
- Black can.
- not recycle item
- I just throw it away if unsure
- I don't recycle it.
- I don't recycle it
- When in doubt, throw it out (don't recycle)
- don't recycle
- I just throw it in the garbage if I'm not sure
- If I am unsure I dispose of it in my garbage.
- if unsure it goes in the trash
- I don't look for information
- Don't look. I only put paper card iard or milk containers that are plastic
- I throw it away if I'm unsure

- I don't look if I don't know
- If in doubt, it goes in the trash
- i dont know where to search
- I don't look for information. If I don't know, I put it in the trash.
- lol I'm not looking up [redacted].
- Regular garbage can
- Throw away when not sure
- When in question we throw away in the garbage.
- If im not sure then it goes in the garbage
- If I'm unsure, I put it in the garbage
- If I'm unsure I don't put it in the recycle bin.
- When in doubt, I throw it out.
- Just throw away
- I put in trash
- Dont guess just throw in trash if I don't know

- I throw it away if it's too hard to clean or I don't know if it's recyclable
- I don't
- I just throw it in the garbage
- I dont
- If I don't think it can be recycled, I don't put it in the can.
- If I don't know it goes in the trash
- If I don't know I don't put it in the recycling bin
- If not sure, it's garbage
- I don't
- Throw it in the trash
- I do not bother, I just throw it away. It is not worth my time.
- I would just throw it away if I'm not sure
- I don't look or know where to look. Not sure I'd make an effort.

(3) Item Packaging (81)

- Markings on packaging
- product packaging
- On the products themselves
- packaging on the product
- recycling logo on packaging
- Item label
- On item being recycled
- Recycling information on products
- I look at the symbol on the item. But then I'm not sure what it stands for
- info on item packaging
- on the conatiner
- look for acceptable recycling number on product
- It's a mixture of looking at the recycle logo and intrenet search if uncertain
- On the item's package
- I look at the product
 - Look on the product
- I look on the packaging
 - I usually look on the item for a recycle symbol
 - I look for the recycle symbol on the item.

- Look at the item for a recyclable symbol
- Labeling on the material
- On the bottom of the container
- As far as plastics the symbol on the package
- Look for recycable symbol
- I look on the item that I'm questioning. If I don't see a recycle sign, I throw the item away.
- If it has the triagle sign on the packaging
- I look for the symbol on the item to be recycled. It usually claims it is if it is.
- I like on the Item for the recycle emblem
- Recycling Triangle emblem
- The little stamp that indicates whether it's recyclable or not
- Look for the recycle emblem
- I look at the symbols on the item itself
- I look for the triangle symbol on the product
 - On the item. A lot of them have numbers or say they are recyclable.
 - On the product and/or packaging.

- Look on the item itself, or on the recycling bin
- I look for the recycle emblem on the item or check the paper Wasatch put out.
- I look at the product packaging
- On the item to be disposed
- I look for the recycle triangle.
- I look for the triangle on the plastic container. I was told we should put in 1, 2, and 5.
- packaging of the item.
- the symbol and number on the item
- Check the item for a recycle symbol.
- on the item
- Read the items packaging
- I look for the recycle stamp on the object
- Check the container for its recycling logo
- Manufacture labels
- I look at the stamp on the item in question.
- I look to see if there are any recycling logos on the item
- I look on the container for the triangle symbol that the container is safe to recycle. I also have the flyer that shows what can be recycled.
- I look on the product/container
- look for recyclable symbol on item
- I look on the packaging itself
- packaging

(4) Flyer/fridge magnet (18)

- flyer received by Wasatch Front Waste & Recycling indicating what is recyclable.
- I have it posted next to my recycle bin
- I post a flyer I received about what is recyclable and what isn't recyclable
- I put the flyers up where my family can see them, if they look updated
- the flyer you sent
- I keep the mailer taped to the door where my household recycling bin is.
- List provided by wasatch

- I look for the "recyclable" symbol on the item, but I don't know which ones you don't want
- On the back or bottom of items
- I look if there's a recycle symbol on the plastic
- The recycling symbol on the container
- I look on the item its self to see if it has the recycle symbol or sign
- On the item. I look for a recycle symbol
- on the actual product
- I look for the recycle symbol on the item
- The item packaging
- On the product itself
- Looking at the bottom of each item
- Look on the bottom of the bottle or for any "numbers" imprinted whether they're recyclable or not
- on the item itself
- On the item I want to put in the bin
- I look for the recycle symbol on the product.
- On the package or I look online
- Look for a triangle sign on item
- Look for symbols on the item
- packaging or in the container itself
- bottom of container
- I check the printed information on the same product • the item itself
- Check the container

- Magnate on refrigerator from slco years ago
- I have your hand out on the back of the door by the recycling
- Printed Materials and Indicator for the type of Plastic.
- the flyer that was sent out a couple years ago. it's incomplete
- my recycling magnet
- I would love a fridge magnet

• I've read the materials distributed by Wasatch Front, so if I have a question, I don't recycle the item.

(5) Website/ internet search (10)

- Local city website
- WFWRD app
- Your website, but when in doubt I throw it out
- Millcreek published guidelines
- Google
- On top of the blue dumpster - and the WFW&RD website.

(6) Refer to someone else (5)

- Look in neighbor's bin.
- Wife worked in recycling when residing in California
- I talk with my neighbor

(7) Miscellaneous (38)

- Momentum recycling
- Rumor on the street Utah takes it's recycling to the landfill after Covid
- Nowhere
- You took my recycle bin over a year ago so I don't recycle. I just want a discount not the bin back.
 - I call wasatch waste and recycling!
 - Wasatch front waste app
- as a youth I was in the scrap metal and recycling business
- Just cardboard and Milk jugs
- The app on my phone
- You people are very, very, very poor at communication. We recyclers mostly believe the recycled waste in mostly (way above 60%) moved to the landfill. You mainly get the recycled material that is of some value and throw most recycling in the landfill. You are paid a fortune by the State of Utah to do a recycling job, however you are only in it for your owners. Corporate greed and its worst.

• flyers from Wasatch Front Waste & Recycling District

- Google
- Online
- I look for answers on your website but end up having to guess because my question isn't answered
- WFWRD app

- follow advice from a recycling business owner
- My wife

- Wasatch Front Recycling social media posts.
- KSL.COM runs an occasional article. I recycle most of my metals myself at Western Metals and one other place nearby. I have a large lot so I have a place to stack and store aluminum, steel and aluminum cans. Last time that I recycled cans, I had over 1600 pounds. I have a truckload of scrap aluminum that I can take any time now. I think that I am a pretty good recycler.
- call WFWM
- I assume it is better to recycle than not
- I don't recycle anything due to your regulation
- I'm rarely unsure
- Utah Recycling Alliance
- I don't. I don't think honestly much of it gets recycled and there are things that are recyclable that we aren't allowed to put in
- Can waste and recycling do the least amount of effort and get the most profit.

- I wish there was a place that recycled styrofoam. It's confusing because it has the recycle symbol on the package.
- I used to work for Waste Management at the recycling center so I know what goes in.
- I only recycle cardboard
- Wasatch waste representative on SL City podcast. I learned a ton!
- recycling is not an option in my neighborhood
- Because I have low confidence the items are actually being recycled, I don't spend too much time trying to figure it out, and make my best guess.
- I recycle only items I'm sure are acceptable.
- I think I know. I have tried to pay attention. I'm a rule follower!

- I just won't put it in the blue bin if I am not sure
- I pretty much just always put cardboard in there
- You should take anything I put in the can. It doesn't matter to me what you do with them. If you don't like this truth, just cancel the recycling program.
- I have mostly kept Clean Things in the can, I do not put food or drink cans in Because of having to Wash things out with Water, My Public Utility Bill is the Highest Monthly Bill I have
- Not Sure ? what else!! They took 7 years ago my recycling bin 7 years ago and never returned.
- I call Wasatch Front Waste & Recycling

Q11: What kind of educational tool would be the most useful for helping you recycle correctly? Other (please specify)

Response categories:

- (1) Add a label on the blue bins (145)
- (2) Internet/ website (44)
- (3) Send an email (32)
- (4) Magnet for fridge or bin (26)
- (5) Short videos (17)

- (6) Flyers (16)
- (7) I don't recycle (16)
- (8) TV ads or public service campaign (11)

(1) Add a label on the blue bins (145)

- Put it CLEARLY on the bin, go do audits and scold people, publically is best I find
- As they are, stamped on top if the bin
- Printing on the bin
- short TV of online ad explaining it - and a flyer stuck to my can or in the mail
- Sticker for the recycling bin
- Can clearly labeled with plastic #s and other similar items.
- Put a label on the bin of what's good/bad

- Having it printed on the recycle bin would help immensely
- Instructions on the bin itself
- Printed on the can, on the inside of the lid
- Qr code sticker on recycling bin
- Marking on recycling bin
- A list printed on the can
- the information on the blue can is sufficient
- note on blue bin
- fridge magnet

- molded labels on the bins
- Printed on the trashcan
- Make sure there are labels on the can
- Besides flyers, if containers themselves were marked recyclable. Otherwise I can't tell which are or are not and certainly I don't have time to research each item before recycling. Unfortunately I know you have no control over product packaging. So I let you figure out which plastics qualify for recycling.
- Current guidelines updated on containers.
- I love that you leave the flyers stapled to the garbage cans of people who are not following the rules. I think a little checklist of what was in there that is wrong would be helpful. I'm so frustrated when I am driving by and I see that recycling bins have been picked up even though they had bagged items in there.
- Magnet for fridge or sticker on cans for reminders when throwing out trash/recyclables
- Any sort of quick reference sticker, magnet or flyer that I can place on the bin or near the location of my bins for easy reference. I do not always carry my phone when taking out the trash and recycling.
- visual sticker on the recycling bin
- have it printed on the blue can
- Information on bin
- Stickers that you can put on your recycling can
- Printed info on the can
- Put pics on front of cans
- Printed on the blue can
- Messaging on the can
- Label on can lid is super helpful.
- Weather proof stickers, or vinyl lettering directly on the curb side bins with what is allowed and not.
- Yearly flyer on can that is more specific, such as heavy duty plastic that says its

recyclable is different from thin plastic bags, what about milk cartons not jugs?

- A large updated sticker for the lid of the bin would be good. Maybe a sticker for the black bin reminding people what should be recycled would be great too.
- weatherproof flyer that attaches to the blue bin
- Printed on can
- clearly printed on the can with icons or itemization
- Pictures/ words about what can be put in
- pictures on outside of bin
- put specific information on the bin, or delivered to mail box at least 2x a year...it seems things change each year. And must be specific. I haven't heard about washing out items before putting them into the bins. Also, where does the stuff go, and does it actually get recycled? I have heard most are just dumped into the garbage dump. So, I am not using my bin anymore, except for cardboard boxes, and paper.
- have ALL you can recycle listed on lid 1 or 2 times a year info sent to each house
- Print on blue can
- Put the info on the side of the can as a reminder
- give us something to attach to the bin
- Information directly on the can outside and a magnet on the garbage can inside
- Sticker on the bin, now my kidds look and try to match it, its exciting!! and fun
- Printed on the recycle bins
- Put examples on garbage lids
- There should be a label and picture on top of the blue bins
- Printed on recycling bin
- Put what is allowed on all recycling bins in English and Spanish
- Put a sticker on top of the bin
- Clear pictures and text on the can itself.
- Label on can
- label on garbage can

- Print on the can
 - Imaging on the cans
 - Container LID
 - Top of the can
 - Every item that can be recycled printed on the recycle bin permanently. Don't tell me what NOT to recycle because that leaves questions about certain items. Just list what CAN go in the bin.
 - List out on top of garbage can
 - Continue to list the items that should go in the waist container on top of the waist container
 - Short videos are great, but also could go in herrimanology youtube, also herriman connection pamphlet, also flyers attached to the actual recycle bin •
- Its printed on the can. It needs to be Bolder to bring attention. There is way to much contamination in the recycle bins.
- checklist on the top of the can seems rather obvious.
 - Printed on Trash Can
 - info on bin, which I think there is
 - list on the can
 - Put it on the can
 - Print it directly onto the recycle container. Be specific, i.e., can all mailings be recycled, even those that seem to be sealed in plastic?
 - A weatherproof list I can attach to my recycle bin.
 - Write on garbage can what goes in it
 - Stick it on the cans themselves
 - I think you should send out flyers, magnets, and stickers to put on the cans
 - Pics on can itself
 - Print on lid top of can
 - Printed material on lid of container that holds recyclables —blue bin
 - Printed material attached to the recycle bin
 - Clearly marked on the inside lid of every blue recycling container.

- Those little notes on the top of the bins work well
- Just having it on the lid of the recycle bin
- Place instructions on bin
- Giant labels on every bin
- Printed on the lids (as it is). Need to add pictures of items that aren't allowed (with crossed out circle).
- stickers to put on home bins would be helpful, community video to all wasatch front users
- I like the sticker on the can
- Notice on can
- listed on the recycle can
- Printed on recycling bins, notifications with every bill
- Clear labeling on the can
- Signage listing all recyclable materials on the outside of the bin
- I like the idea of magnets but I know my neighbors use their recycling bin as a second garbage can. Could the cans themselves have a visual aid for knowing what can and can't go inside? (One that non-English speaking people would also understand.)
- I have a printed guideline posted above the blue bin
- Designed Icons and Text on the Garbage Can itself.
- printed directly on bin, maybe with a QR code for more detailed info
- Information should be on the recycle collection bin
- Keeping it in the garbage can
- I like the top of blue recycle bin
- Print it on the actual cans.
- Sticker on the bin
- On the trash can-more visible with picture icons
- Sticker for the recycling bin
- Fridge magnets
- Printed sign placed directly on recycle can
- Put a sturdy decal right on the lid of the recycle bin or, if not feasible, offer for low

price or free indoor collection recycle bins that have information on what is and is not recycled by Wasatch Waste

- Added to the side of the recycling can
- Printed on recycling cans lid
- Clear informatics on bin, or a flyer taped to the bin so I see it when I bring in the bin.
- on the can
- Lable on my recycle trash bin
- Have it printed on the underside of the bin lid.
- Printed on garbage can
- Just print the items on the bin lids
- I would say printed materials, but even more would be to replace the lids of the cans so other people know. It seems most everyone is putting plastic bags and other non recycles in the can.
- Label on the can lid.
- Printed on recycling can
- I tape your flyer to my inside recycling bin.
- attach/glue instructions on lid of the bin.
- Something to put on recycling can to indicate the # on the item that can be recycled.
- Qr code or other info in the recycling bin
- Better bin markings
- The labels on the lid of the can
- The sticker on my recycling bin is very helpful

(2) Internet/ website (44)

- Faster more accurate internet searches
- Online lists are fine.
- Sounds like another price increase. I'll just use Google.
- Website --- Main page or navigation link. That's clearly describing it.
- Social media
- Website
- Up to date content that is easily accessible on the website

- Personally I would use the scanning tool. I rent my basement so a printed material on the can would be helpful for them
- Print a more detailed list of items on the can. Maybe inside / under the lid?
- I also look on the recycle garbage can. It shows what can be placed in there
- Labels printed on the can
- place the picture on the cans
- Put the list on the can lid.
- something on the blue bin itself with a list of what can go inside (on the lid, under the lid, or on the front of the can)
- Printed on the recycling can.
- Updated stickers on the recycle cans
- Print it permanently on the blue cans themselves. PLEASE DO NOT MAKE AN APP!
- Having them the info on the bins
- A sticker to put on the can lid or magnet for fridge door
- Just place instructions on the bin so I can refer to them when putting waste in the bin
- Written on recycling garbage can
- A weather proof sticker that goes on the bin
- Reminder placed directly on bin
- Scan on the can itself.
- I like it when there's a sticker on the bin, which says what things can be recycled.
- A sticker on the waste can
- Label/pictures on the bin

- Link to informational website in my email
- Make it easy to find on the website
- Website
- List on website
- Info on website
- On the website
- Maybe googling?
- A link to an online list that is clear. The flyer I once had was more confusing than helpful

- website
 - Detailed information on the website, including photos, recycling resin identification codes, examples, etc.
 - Magnet or info on front page of your website
 - Magnet/url for web site. I don't need another app on my phone
 - App AND printed materials
 - Wasatch Front web page
 - A website for questions and answers
 - Social media posts
 - Simple, easy printed materials with my monthly bill. Something that showed at a glance what is recyclable. Changing every month. And, on the home page of the Wasatch waste page, a large, predominant, above the fold variable simple graphic the showed what is or is not recyclable • I could only select one from here but multiple forms would be great, I would have also selected the short video- those could be shared in many ways: commercials, social media, email, website.
 - Online is best for updates/changes. I hate video, so prefer written. I'm confused by which numbers/shapes of plastics are good.
 - Better information on WDWRD website
 - EASY TO ACCESS info on your website.
- Currently I have found it is TOO HARD to find info on your website. You need an item RIGHT ON YOUR NAV BAR (forget the How To Recycle item - no one wants to click two or three pages deep). It needs to say RECYCLE and take the user RIGHT TO A PICTURE SCREEN. Think of how many users are doing this on their phone!??

(3) Send an email (32)

- Email
- Email reminders
- an email
- Email reminders

Research has shown that ppl are only 1-2 clicks to get to the info they want. YOUR WEBSITE DESIGNER HAS BURIED THIS INFO ON YOUR WEBPAGE. Get it RIGHT TO THE TOP with one click.

- website
- All of the above would help. An easy source online especially.
- looking on the internet
- Database or the mobile app/scanning tool - using it on the internet without having to download is optimal
- website
- Social media
- This website is the most helpful
- Information on website
- Online reference guide
- A website that gets more specific on what kinds of plastic containers, if scotch tape is ok on cardboard boxes, how clean an empty lotion or shampoo bottle has to be, if paper labels on empty food cans are ok, if empty aerosol cans are ok, etc. It might be helpful to know how paper is recycled, is shredded paper ok?
- the website
- I like the idea of an app/scanning but know many older folks would not need that and prefer print which everyone can benefit from but both would be great
- Website lookup for upkeep, updated item database
- Online
- Internet links to waste management site
- Website is enough of an educational tool for me

- An email with photos of what is and isn't recyclable
- Email list
- Email notifications
- Emails

- Email reminding what can/can't be recycled
- Email sent periodically
- Email with examples
- Periodic email reminders
- Email updates
- Email reminder
- Send email
- Email guidance
- Email me a reminder
- Emailed guidelines
- Email newsletter
- Email information

- Email with clear instructions
- A monthly email
- periodic emails
- Emails with photos
- an email list
- Educational email
- Email reminders monthly
- Email that shows recyclable items
- Emails that clarify what goes where
- Email showing proper sorting
- An email reminder on recycling rules
- Email with visuals

(4) Magnet for fridge or bin (26)

- Magnet
 - Up to date content that is easily accessible on the website
- Refrigerator magnet
- Fridge magnet with items to recycle
 - Magnet!
- Magnet for fridge or sticker on cans for reminders when throwing out trash/recyclables
- Any sort of quick reference sticker, magnet or flyer that I can look at and immediately tell which bin an item belongs in. I don't always carry my phone when taking out the trash and recycling.
- Magnet or info on front page of your website
- Magnet/url for web site. I don't need another app on my phone
- Refrigerator Magnet
- Refrigerator magnet with pictures/words - something I can post on my fridge and reference easily at home.

- A magnet that can go on your fridge, that gives visual representation so that I can easily tell if something is recyclable or garbage.
- magnet for the fridge listing what items are recyclable
- Magnet for the fridge.
- Magnet for the fridge or bin
- Magnet with recycle cheat sheet
- Magnets for fridge
- Magnet for fridge.
- Magnet with pictures of recyclable items
- A refrigerator magnet with pictures that show what goes in each bin
- A magnet or sticker I can put on/in a cupboard or on my fridge
- Magnet for fridge that lists common recyclable items
- Magnets for fridge or near garbage
- Magnet for the refrigerator showing recyclable items
- Magnet chart for fridge
- Magnet with list of recyclables

(5) Short videos (17)

- A well-vetted wiki.
- Short form educational videos that show how nonrecyclable items placed in the bin jam up the process and interfere with effective recycling

- Instagram reels (like UDOT)
- Cheap YouTube ads
- Short videos are great, but also could go in hermanology your city newsletter;

information pamphlet, also flyers attached to the actual recycle bin

- I also think an educational video would be important. I am big on teaching my children how to do things correctly. I look at this question as what is most important to least important.
- Stickers to put on home bins would be helpful, community video to all Wasatch Front users
- A video sent to homes with an explanation of recycling dos and don'ts.
- YouTube videos following the recycling train from house through processing, including an idea of some recipients of recycled materials.

(6) Flyers (16)

- Detaild flyers
- I like posters. They are easy to display and take little effort to use.
- Besides flyers, if containers themselves were marked recyclable or not, that would help. I struggle especially with plastics. So I let you figure out which plastics qualify for recycling.
- Any sort of quick reference sticker, magnet or flyer that I can look at and immediately tell which bin an item belongs in. I don't always carry my phone when taking out the trash and recycling.
- App AND printed materials
- Printed materials, short videos
- Simple, easy printed materials with my monthly bill. Something that could be put on the fridge. A simple graphic that shows what is or is not recyclable
- A mobile app may also help in addition to a flyer.

(7) I don't recycle (16)

- None, I put all items in trash can.
- Not interested in recycling
- Get rid of recycling

- A video showing the sorting and recycling process. It should show what items are rejected and why they are rejected.
- Explanation of what plastics can be recycled. I seem to be throwing away more plastic than I recycle.
- YouTube video
- YouTube video for Wasatch Waste
- Instagram reels like the UTA account
- A combo of an app & short-form videos
- Short videos, also for kids, to understand what can be recycled and the importance of it
- Printed mat, videos on TV like a commercial

- Printed material is helpful and visual. I think if people saw how much energy is saved by recycling, they might recycle more. For example, one aluminum can could run a TV for 40 hours. People need a reason to recycle.
- Printed material that is much more specific about what can and cannot be recycled so that we have some confidence that our efforts make a difference
- I use the flyer as mentioned previously
- Printed brochures
- Flyer needs to be very clear...
- Printed material AND community events and workshops
- Annual or maybe quarterly flyer on can
- Probably just a flyer, that says just paper and cardboard, etc. More buildings, apartments, turn this in to a New York City system

- Some people just don't care enough to pay attention.
- I will never pay to recycle

- People don't care. They won't do it. Stop recycling and cut our bill down.
- I rarely recycle
 - I don't care – recycling is bull [redacted]
- Dump the whole thing save me money
- End the recycle stuff, quit charging me for the “service” and hauling off cardboard only. Also the recycling can is too light and blows over in a strong wind creating a mess.

(8) TV ads or public service campaign (11)

- short TV or online ad explaining it — and a flyer stuck to my can or in the mail
- Television
- Public service ads
- You need to advertise (like you mean it) on billboards, TV, Instagram, and social media. You will not increase recycling without more influence on public awareness. Act like you mean it, walk your talk.
- Ads on TV

- I don't. I just throw it in the garbage
- I'm against adding anything to the cost. I would not recycle because it costs me money if I had a choice!
- I don't give a [redacted]
- Nothing, it is not that important to me
- This is not necessary.
- Stop recycling

- I could only select one, but multiple forms would be effective. Information should be shared in many ways: commercials, social media, email, website.
- Signs on trucks
- Radio or TV advertising
- An honest PR campaign that shows what, and how much, is being recycled.
- TV news spots
- Printed mat, videos on TV like a commercial

Q12: Sometimes things get in the way of properly recycling. When this happens, it is usually because of barriers, such as: (open-ended)

Response categories:

- (1) Trust issues (87)
- (2) Influence of others (66)
- (3) Cleaning and waste preparation (60)
- (4) Program limitations (51)
- (5) Space limitations (50)

- (6) Rule uncertainty (45)
- (7) Inconvenience and time constraints (41)
- (8) Cost and fees (21)
- (9) Lack of access to services (11)

(1) Trust Issues (87)

- It doesn't get recycled, the oil industry does not support recycling and does everything they can to circumvent it.
- Knowing that it doesn't get truly recycled.
- Worry that items recycled don't actually get recycled. We have...nd should be in the buy/use less stage of sustainable living.

- Doubt that what I'd like to recycle will actually get recycled
- I don't believe that they actually are recycled.
- I don't believe they are truly being recycled
- All the news about the items actually not being recycled and e...ven though I put them in the recycling bin. It's demotivating.

- Lack of confidence that it is actually being recycled.
- Wondering if the recycled stuff goes into the trash, anyway?
- Concern that items aren't being processed for recycling
- The fact that very little recycling actually gets made into new products.
- Recycling ends up at land fill anyway, so why use a truck that...cks and not worth it if the materials are cheaper to buy new.
- I know most of the us recycling trash is shipped to China and ...y could be better spent somewhere else than pushing recycling
- companies that lie about actually recycling products or just sh...sposing in the landfill, also charging way too much to recycle
- Uncertain that it is recycled after I put it in the can
- Actual path of recycling. I don't trust that it gets recycled
- I resent the high cost while not being sure it is actually bei...o put into rinsing and prepping, and the cost being so high.
- I have low confidence the items are being recycled
- At times the recycle bins are NOT large enough. More and more...ecycle large pieces of cardboard or an abundance of cardboard.

- i dont understand fully what goes and what does not.
- Uncertainty that items really get recycled ultimately
- unsure if plastics are truly recycled or just shipped off to landfills, etc.
- Feeling that it won't be recycled anyway, even if I take all of the right steps
- Dumped at the landfill.
- Rumors that the recycled materials actually goes to the landfill rather than being recycled.
- Recycling is mostly not an environmentally good thing to do. I...time is valuable, why would I waste it on something like this?
- Suspensions that recycling is often not happening
- obscure recycling outcomes
- Not sure it is being utilized in this state!!!
- unclear about what plastic is and is not recyclable through this service
- Not real excited about washing out containers, using water, an... just get discarded anyway? Questions like this give me pause.
- We try to recycle everything we can. Take grocery bags to the...ories with the possibility of recycling not being so great.

(2) Influence of others (66)

- When contractors work at my house I have to hide my recycling bin in the garage bc they treat it like a regular trash can. Our recycling bin is green, which differs from surrounding cities so that can be a reason why they throw trash in the recycling bin
- My kids or spouse will put in something that cannot be recycled and I am unaware that it has happened
- Other people
- Impossible with a large family party. All trash goes unrecycled.

- Other household members adding to the recycling bin, especially smaller children.
- People in your Home not clear.
- My caretaker daughter puts inappropriate things in the recycling bin. I am too old and disabled to get them out. I am sorry. We appreciate the ability to recycle. Thank you. PS: my other daughter is completing this survey on my behalf, due to my dementia.
- Family members who are not familiar with what is recycled add items that are not recyclable or toss such items in the regular trash.

- You make it to [redacted] complicated! For gods sake I don't have endless time to study codes and symbols. I just throw it away. Keep it simple!
- Other people in the household put things in. Not sure ok
- Other people adding items
- Other household members putting things in that I miss.
- it seems like I don't do it correctly no matter what.
- Not all members in my family are equally committed. I am often frustrated by the careless way they recycle - or don't recycle. I am upset with all the waste with the Amazon stuff.
- Teenagers don't always follow instruction
- Other people in my household are lazy and don't follow rules and recycle properly
- I am a recycling pro. You guys/gals are not.
- Doing the recycling action distracted
- other household members not recycling or putting other stuff in the blue bin
- Visitors and others in my home that don't take time to recycle or recycle properly
- I do recycle, however most people aren't set up in the home to properly recycle and that's where it starts.(more ideas upon request)
- Husband is not always sure when he puts item in blue bin
- My husband puts things in I know aren't supposed to be in there.
- Have unmotivated friends. I do recycle
- Partner puts wrong materials in bin.
- kids will sometimes put the wrong things in the container or not cleaned out. I catch it when I can
- Guests use my recycling bin incorrectly without me knowing
 - Kids not following rule
- Other people in my house that don't understand what recycling is

- I have no idea why anyone would not take the effort I would say Lazyness and inconvenient
- other people put things in our cans
- My handy husband gets stoves, washers, etc. to recycle at Western Steel when he takes them apart. I'm not sure what he puts in the blue bin is right or clean enough. Some are too heavy for me to lift & check. He takes tin cans there too & I take bottles to 2700 West in W. Valley.
- Make mistakes and dump my home recycle bin in with out checking to verify
- Guests at my house who don't know
- Asking my children to take out the recycling.
- Kids living at my house
- Children are still learning
- Family doesn't listen to what I tell them or guests don't know, i.e., take lids off bottles before putting in recycle.
- Grandkids put things in the wrong bin
- I recycle others in the house don't always
- Blue can overloaded or family put in wrong bin
- I do my best to recycle but my husband could care less. I did some out but honestly, I'm tired of doing that. He will NOT take time to educate himself
- People walking by toss garbage in my can
- Sometimes the children forget and recycle incorrectly
- There are kids in the house that may or may not put the correct items in recycling.
- Kids
- I have kids
- Senior with beginning of dementia, He doesn't remember to rinse items
- Other neighbors putting their garbage in our bins when theirs are full.
- Convincing young people in my home that recycling is important and not time consuming
- Neighbors put in garbage

- I'm not the only one in my household •
Guests don't recycle- I sometimes go through the garbage but...

(3) Cleaning and waste preparation (60)

- More effort to clean the material (e.g., lots of water) than it's worth
- Inconvenience, paying for a service that I did not ask for, unsure if the results are worth the effort
- Its not worth it if we have to pay for more services
- When something is so dirty that it would waste a ton of water to get it clean enough to recycle.
- I would use too much water trying to clean the item
- It would take too much water to clean item •
Wastes too much water to properly clean item (eg peanut butter jar)
- The fact that very little recycling actually gets made into new products.
- Recycling ends up at land fill anyway, so why use a truck that "appears" to recycle? I don't recycle, it causes more trips for trucks and not worth it if the materials are cheaper to buy new.
- Because recycling isn't that important. There are other environmental issues that are much more important.
- If something needs to be deeply cleaned before recycling
- Cleaning the plastic bottles
- While I know most of what can be recycled it can be very inconvenient to keep multiple trash cans everywhere in my house and/or sort them as I dump. But as I don't know for sure that things are being recycled there is a lack of motivation to recycle all. Further, if there was still can recycling where citizens could get money back for cans there would probably be more recycled. There *may* be a program to do that but if there is I have heard nothing.

- Having other people in the house that dont know the rules
- Other people (guests, family members)

- Too much work on our end such as no bagging a cleaning everything out.
- need to clean out containers (plastic) because of water waste. also, which type of cardboard food containers apply
- Cleaning is cumbersome
- Sometimes cans takes to much time and water to get clean
- almost silly and labor-intensive procedures for ensuring cleanliness of "recyclable" garbage that may or may not actually be recycled at taxpayer expense and no ROI
- I struggle to decide if wasting water to clean certain items is worth recycling the item.
- I do not have time to wash and dry milk jugs, soda 2 liters etc
- It's hard to decide between which resource is better, as in is the water I use to rinse out some recyclable materials better to conserve as opposed to the single item(like something with food really stuck on)
- I have to wash out bottles which sometimes is hard • Sometimes it doesn't seem worth the water to rinse out containers completely.
- Pre-cleaning
- I don't like to waste water-- our most valuable resource, to get something clean that is really bad. Weighing the options, water comes first
- I don't want to clean out an item, so I just throw it in the trash.
- Sometimes unsure... sometimes not worth the time and water to clean out containers
- Cleaning difficult to clean containers, like peanut butter jars

- im not always sure how clean they need to be and somethings are to hard to clean properly
- Not taking time to clean out the tin cans or plastic jugs
- having to clean it out. wasting water to recycle???
- Should I use lots of water and time to clean a a greasy plastic container or just toss in trash
- Too much work, like cleaning it out.

Another is having a full recycle bin

- rinsing out soap from containers
- My handy husband gets stoves, washers, etc. to recycle at Western Steel when he takes them apart. I'm not sure what he puts in the blue bin is right otr clean enough. Some are too heavy for me to lift & check. He takes tin cans there too & I take bottles to 2700 West in W. Valley.
- I don't like washing recyclable containers anf throe them away.
- I don't want to spend the time, water & soap to clean out a greasy mayo jar, for example, so sometimes it gets trashed
- When I can't bag the items, they often get scattered as they are dumped in the truck. I don't like having to clean up after it.
- The waste of water to clean items
- Whether I should use water (scarce resource) to clean a recyclable
- How much water needed to clean before recycling
- don't want to empty/clean container (very seldom)
- difficult to clean items e.g. peanut butter jar etc
- If it's too dirty or I'm in a rush I just throw it away, instead
- I don't always know how clean things need to be
- I am very adamant about proper recycling. If I'm lazy and don't want to peel and clean plastic, I throw it away instead.

- I don't want to spend forever washing out a sticky, peanut butter container so it can be recycled.
- things are dirty, mixed materials, or not accepted
- I can't get all of the goo from inside the plastic container (e.g. peanutbutter, dressing, etc)
- It's difficult to get some items "clean". For example, I feel like it's hard to clean/remove laundry soap from the plastic dispenser, so I often throw it away because of the amount of water needed to remove the soap.
- wasting water to "clean" a recycleable item.
- Making sure items are clean and dry takes extra time for some types of containers. But we do it because this is important to us.
- I'm not gonna lay all of my bottles upside down for several days in/around my home waiting for things to dry after rinsing them. Im trying to get rid of the garbage, not leave it laying around or on my counters. Clutter. Garbage. Easier to throw it away at that point.
- It is not worth a .25 cent Product to Washout, When it cost 4 cents to wash it out..
- washing and drying garbage
- Didn't have time to rinse or clean out it
- I have enough dirty dishes a thing to clean, I am not washing my trash
- Waste of resources to have to wash it before recycling it
- If prepping an item to recycle takes too much of another resource (i.e. water)
- Not real excited about washing out containers, using water, and energy and supplies to do so. Are these items really getting recycled in the first place? What if there's a label on the item. Does it just get discarded anyway? Questions like this give me pause.

(4) Program limitations (51)

- It doesn't get recycled, the oil industry does not support recycling and does everything they can to circumvent it.
- When contractors work at my house I have to hide my recycling bin in the garage bc they treat it like a regular trash can. Our recycling bin is green, which differs from surrounding cities so that can be a reason why they throw trash in the recycling bin
- I don't think you take glass and that's the main missing item I still try to recycle.
- I need to know more
- Believe it is stupid that it is not single stream. Frustrated manufactures are allowed to put recyclable on products that generally are not.
- the business of recycling is not flexible or responsive
- Need bigger bin
- Recycling standards that differ from most other states in the US... ex: glass is recycled in most of the US
- Recycling ends up at land fill anyway, so why use a truck that "appears" to recycle? I don't recycle, it causes more trips for trucks and not worth it if the materials are cheaper to buy new.
- Run out of space
- Most items are too big to fit in the can. Loved when we had the once a year dumpster dropped in the street not by reservation to be put in your driveway!
- We just moved here from California and the rules are very confusing. We are placing plastic bags and unmarked (with recycling number) plastic containers in the black containers. It just feels so wrong but that is what we are currently doing. We are also driving to a glass recycling center on a weekly basis to recycle wine and beer bottles.

- the recycle program is weak as far as items that can be recycled. Up to 85% of house hold trash can be recycled. We are limited to the machines that are available. Example, more flexible plastics can be recycled but Wasatch waste doesn't want to deal with it. Why not get a machine that handles it vs throwing it away?%
- WFWM not taking items that are marked recyclable (e.g., milk boxes, medicine bottles)
- Unsure what WF is actually recycling. Prices are high, the onus to recycle is on the consumer, but it's discouraging to see companies and other citizens disregarding. Impacts motivation sometimes.
- You recycle only cans, paper and plastic bottles. So little else is acceptable.
- No handy place to recycle gladd
- You make it to [redacted] complicated! For gods sake I don't have endless time to study codes and symbols. I just throw it away. Keep it simple!
- Glass is not included in our recycling program but I have a lot of glass.
- you disallow plastic bags that I would like to recycle. We pay are obligated to pay for this service you should do more.
- I wish glass was recyclable in the blue can!
- The city being too picky and not resourceful
- I would like more seasonal bins . We weren't able to secure one this year.
- You don't accept glass and that is the largest thing I toss. I don't toss plastic jugs anymore because I know it is hardly recyclable. I also don't do as much cardboard because it is coated with plastic most times.
- Every other week is not enough service. So one week goes into the trash and the other week goes to recycling.

- I don't know which plastic type is recycled. The pictures WFWRD shows on their web page is useless
- You don't pick up glass
- My recycling can is way too full and they only pick up every other week. Would be able to recycle more if my can was emptied more frequently.
- Working around the items that you cant get people to put in the correct containers.
- Items not included in the recycling program - styrofoam and plastic bags.
- No curbside pick up offered for glass and other easily recyclable material
- limited capacity of storage container
- I don't believe in the recycling program put forth by y'all.
- I dont have door to door pickup from you, I have dumpsters and recycle dumpsters up here in BCC. quite often the dumpster is overflowing which is why a lot of recyclables don't get put into the proper bin
- lack of places to bring bulk recycling (lots of cardboard, etc)
- Conflicting priorities. Example: Living in the desert with limited resources, do I really want to spend the gallons of water necessary to fully clean a plastic laundry detergent bottle so that it can be recycled? It's going into the bin in a "RCRA empty" state.
- Glass recycling is a joke in utah. You either pay a fee for a can, which you then make money off of the glass, or you have to

(5) Space limitations (50)

- Ran out of space
- Need bigger bin
- Run out of space
- Space in the can
- Not enough space or time consuming to collapse boxes
- Most items are too big to fit in the can. Loved when we had the once a year

take it to the recycling containers and put in 1 at a time bc you made the hole too small. All my glass now just goes in the trash bc your barriers are too high.

- Utah makes it hard to recycle, glass, pizza boxes, styrofoam
- Conflicting information...goes beyond uncertainty of the rules
- We should recycle glass
- We live in Brighton - It is inconvenient to drive down canyon to recycle so we find ourselves not doing it. We do recycle glass because there is a bin at the compactor
- I've seen the recycle be picked up by the garbage truck at the same time. I don't trust the program.
- things are dirty, mixed materials, or not accepted
- I don't recycle plastic as I don't think most of it is actually recycled. I'd rather be able to recycle glass which is infintely more recyclable.'
- Not somewhere that has clearly marked recycling bins
- Would love to have curbside soft bags and glass as part of the weekly service
- We try to recycle everything we can. Take grocery bags to the store. Glass to the library recycle bin. I just wonder what happens when it goes away. I've heard numerous stories with the possibility of recycling not being so great.

dumpster dropped in the street not by reservation to be put in your driveway!

- Not enough space for 2 week pick up
- Can isn't big enough. In the age of Amazon deliveries coming multiple times a week, the recycling bin fills up quickly.
- I run out of space in my recycle bin and have to throw it in the trash.

- I fill my recycle can usually faster than my waste. I get a TON of Amazon boxes.
- Space to store the recycling items and bin
- My bin gets full before collection
- Lack of a personal system. I have a 3-bin kitchen set to separate recyclables, garbage, and plastic bags.
- Full recycle bin
- Space for multiple large containers (green waste, glass, metal scrap, electronics) some of which must be taken to the landfill
- My recycling can is way too full, and they only pick up every other week. Would be able to recycle more if my can was emptied more frequently.
- Ran out of room in bin
- Not enough room
- I run out of space in the recycle can
- Run out of room in the bin
- Bin is full
- Recycle can is full
- running out of room in the blue recycling bin
- Available bin space
- Blue can overloaded or family put in wrong bin

(6) Rule uncertainty (45)

- Recycling standards that differ from most other states in the US... ex: glass is recycled in most of the US
- While I know most of what can be recycled it can be very inconvenient to keep multiple trash cans everywhere in my house and/or sort them as I dump. But as I don't know for sure that things are being recycled there is a lack of motivation to recycle all. Further, if there was still can recycling where citizens could get money back for cans there would probably be more recycled. There **may** be a program to do that but if there is I have heard nothing.

- My recycle bin is full so I put the extra in the trash bin. This only happens about twice a year.
- not enough room in the bin!
- Recycling cans not picked up often enough and cans get full.
- Recycling bin is too full only coming every other week
- I run out of room in my bin
- My other can ran out of space.
- Bin not big enough
- Bin is Full
- At times the recycle bins are NOT large enough. More and more often it is with great difficulty to be able to recycle large pieces of cardboard or an abundance of cardboard.
- i dont understand fully what goes and what does not.
- Not somewhere that has clearly marked recycling bins
- can is full
- Recycling bin is full
- The bin sometimes is small, I would like to have a cardboard or bigger bins in the neighborhood when the residential one is too small
- can gets too full week to week

- We just moved here from California and the rules are very confusing. We are placing plastic bags and unmarked (with recycling number) plastic containers in the black containers. It just feels so wrong but that is what we are currently doing. We are also driving to a glass recycling center on a weekly basis to recycle wine and beer bottles.
- Time, inconvenience and knowledge all play a role.
- People in your Home not clear
- Styrofoam is still a question for me

- Disbelief that what gets sent to recycle actually gets recycled. It was long stated by local politicians in [redacted] that it was all going to the dump. I just assume that has not changed. Also uncertainty about rules.
- Family members who are not familiar with what is recycled add items that are not recyclable or toss such items in the regular trash.
- whether it is suppose to be recycled
- Uncertainty about rules and items.
- Not knowing that recycling protects the environment
- I don't know which plastic type is recycled. The pictures WFWRD shows on their web page is useless
- the biggest issue for me is poor labeling on products and figuring out if they recycle or not.
- If I question, I throw it into trash
- Lack of understanding
- uncertainty about rules, inconvenient, no motivation, don't care cuz I've been told it just ends up in the landfill anyway
- if in doubt it goes into the black can.
- I am not sure things really get recycled.
- When I don 't know I don't recycle the item.
- People stay that do not know the rules
- Uncertainty that it makes a difference
- My handy husband gets stoves, washers, etc. to recycle at Western Steel when he takes them apart. I'm not sure what he puts in the blue bin is right otr clean enough. Some are too heavy for me to lift & check. He takes tin cans there too & I take bottles to 2700 West in W. Valley.
- Not sure of what I recycle just ended up in the land fill. What happens to it?

- Lack of confidence that plastics get recycled.
- Family doesn't listed to what I tell them or guests don't know, i.e., take lids off bottles before putting in recycle.
- I'm not sure about labels, tape, cardboard with plastic spouts
- Not always sure if I have to take paper off cans, ie soup cans
- Not knowing what can be recycled and also knowing that some things can't be recycled. I would like a way that we can recycle everything without the need to go to special recycling stores.
- Conflicting information...goes beyond uncertainty of the rules
- Sometimes I think an article should be recyclable and I put it in. A detailed video might clarify borderline items for me.
- If I am not sure, it goes in the trash
- not knowing if the items is recyclable
- Time, Uncertainty, Inconvenience, Uncertainty Wasatch Front's actual recycling.
- Not sure If it's recyclable or not
- Uncertainty that items really get recycled ultimately
- unsure if plastics are truly recycled or just shipped off to landfills, etc.
- lack of specific info
- Both uncertainty and inconvenience.
- Having other people in the house that dont know the rules
- Not sure it is being utilized in this state!!!
- Which plastics are recyclable such as pet 1.I called to get answers and never received a response.
- unclear about what plastic is and is not recyclable through this service
- Uncertainty of rules and inconvenience

(7) Inconvenience and Time Restraints (41)

- Inconvenience, paying for a service that I did not ask for, unsure if the results are worth the effort
- Time to breakdown
- I have been taught pens need to be washed out before recycling but sometimes I just don't have time to clean everything properly so I throw it in anyway because it should be recycled
- Not enough space or time consuming to collapse boxes
- Too much work on our end such as no bagging a cleaning everything out.
- Difficulty recycling small items when they end up fallout out of can during or before pickup
- Time, inconvenience and knowledge all play a role.
- Sometimes cans takes to much time and water to get clean
- Difficulty level of preparing items to be recycled.
- I make a concerted effort to recycle only items approved on the printed list and that they are clean.
- I do not have time to wash and dry milk jugs, soda 2 liters etc
- Sometimes unsure... somtimes not worth the time and water to clean out containers
- Not taking time to clean out the tin cans or plastic jugs
- uncertainty about rules, inconvenient, no motivation, don't care cuz I've been told it just ends up in the landfill anyway
- Is it worth my time if they are not getting recycled
- Too much work, like cleaning it out. Another is having a full recycle bin
- Takes too much time
- limited capacity of storage container
- I have no idea why anyone would not take the effort I would say Lazyness and inconvenient
- I don't want to spend the time, water & soap to clean out a greasy mayo jar, for example, so sometimes it gets trashed
- Always take the time
- Afraid I might hurt myself prying the top off an aerosol lid. Also it is sometimes too hard to remove all the tape off a cardboard box
- If it's too dirty or I'm in a rush I just throw it away, instead
- Too tired sometimes
- Sometimes the children forget and recycle incorrectly
- I am very adamant about proper recycling. If I'm lazy and don't want to peel and clean plastic, I throw it away instead.
- We live in Brighton - It is inconvenient to drive down canyon to recycle so we find ourselves not doing it. We do recycle glass because there is a bin at the compactor
- I've seen the recycle be picked up by the garbage truck at the same time. I don't trust the program.
- I don't want to spend forever washing out a sticky, peanut butter container so it can be recycled.
- I don't know if any of it is being recycled and therefore I am not inclined to put much effort into it.
- We do not have the option to recycle since. We have dumpsters now through spring time.
- Time, Uncertainty, Inconvenience, Uncertainty Wasatch Front's actual recycling.
- I can't get all of the goo from inside the plastic container (e.g. peanutbutter, dressing, etc)
- I resent the high cost while not being sure it is actually being recycled. Also, the amount of time expected to put into rinsing and prepping, and the cost being so high.

- The process needs to be convenient for the homeowner. Too many restrictions irritate. Also, waste removal is becoming expensive.
- Making sure items are clean and dry takes extra time for some types of containers. But we do it because this is important to us.

(8) Cost and fees (21)

- Inconvenience, paying for a service that I did not ask for, unsure if the results are worth the effort
- Its not worth it if we have to pay for more services
- When something is so dirty that it would waste a ton of water to get it clean enough to recycle.
 - I would use too much water trying to clean the item
- Wastes too much water to properly clean item (eg peanut butter jar)
- Time to breakdown
- Costs money
 - Cost. Your services are outrageously priced.
- almost silly and labor-intensive procedures for ensuring cleanliness of "recyclable" garbage that may or may not actually be recycled at taxpayer expense and no ROI
- Effort needed after a large event
- Cost. I had one renter leave a large quantity of ballasts. I am reluctant to pay 6 or 7 dollars a pound to recycle what someone else dumped and left for me. 2 years later and I am still sitting on them, trying to figure out what to do with them.

(9) Lack of access to services (11)

- No where to recycle
- I don't live in the home with recycling services
- No near location for textile recycling besides the fashion place mall or dump
- I dont have door to door pickup from you, I have dumpsters and recycle dumpsters up

- Both uncertainty and inconvenience.
- Didn't have time to rinse or clean out it
- Uncertainty of rules and inconvenience

know that it is not good to throw them in the the garbage, but ...

- It takes more of the earth's resources to recycle most products than to put into landfill
- You are obviously losing money on recycling just dump the whole thing be done with it
- It's difficult to get some items "clean". For example, I feel like it's hard to clean/remove laundry soap from the plastic dispenser, so I often throw it away because of the amount of water needed to remove the soap.
- I resent the high cost while not being sure it is actually being recycled. Also, the amount of time expected to put into rinsing and prepping, and the cost being so high.
- The process needs to be convenient for the home owner. Too many restrictions irritate. Also, waste removal is becoming expensive.
- The additional cost for glad recycling
- It is not worth a .25 cent Product to Washout, When it cost 4 cents to wash it out..
- If prepping an item to recycle takes too much of another resource (i.e. water)

here in BCC. quite often the dumpster is overflowing which is why a lot of recyclables don't get put into the proper bin

- Recycling bin is not available (at workplace, public places)

- No recycling opportunities for electronic waste, phones, laptops, batteries, cork, light bulbs etc
- Traveling to locations that do not have an option to recycle. In these cases, I vary the items with me until I come to a place that has recycling.
- We do not have the option to recycle since. We have dumpsters now through spring time.
- dont have a location available

- Not somewhere that has clearly marked recycling bins
- recycling not available at certain locations in city
- Recycling is no available. Example: My brother in-law claims that recycling is not available in Saratoga Springs UT where he lives. So I cannot recycle when I am at his house. Other example is at a restaurant sometimes the signage can be concussing.

Appendix 3: Survey Research Design

Methodology

University of Utah graduate students, in partnership with the Wasatch Front Waste & Recycling District, employed a mixed-methods research design to evaluate recycling customers' experiences and perspectives on curbside recycling services. The research aims focused on assessing: (1) recycling importance and trust in the recycling system, (2) recycling knowledge and customer behaviors, and (3) information sources, educational tools, and barriers. The survey also gathered basic demographic information to identify how recycling behaviors and perspectives may vary across the Waste & Recycling District's service areas.

Survey Design

The research design included administering a web-based survey to gather both quantitative and qualitative data, aligning with the research aims. University of Utah graduate students collaborated with Wasatch Front Waste & Recycling District to draft and beta-test the survey. A majority of questions used a Likert scale to measure respondents' level of agreement with a written statement. One question (question four) utilized skip-logic and was only administered to survey respondents who selected "Neither agree nor disagree", "Disagree", or "Strongly disagree" while answering question three (See Appendix 1 for full list of questions, skip logic details, and question responses) University of Utah graduate students programmed the finalized survey questionnaire into Qualtrics, where it would be distributed via a self-administered online format. The survey sampling frame consisted of an email contact list provided by Wasatch Front Waste & Recycling District. It relied on a non-probability sample drawn from the responses from valid email addresses. University of Utah graduate students cleaned the email contact list before distributing the survey, removing duplicate emails and invalid addresses. After cleaning the contact list, University of Utah graduate students distributed survey invitations to 51,359 unique email addresses, of which 2,989 messages bounced and were not delivered to the intended recipients. The survey was open from October 30 to November 14, 2025. A reminder email was sent to all survey non-respondents on November 5, 2025.

In total, 4,641 respondents began the survey and 4,523 completed it, resulting in a response rate of 9% and an overall completion rate of 97%. However, respondents were not required to answer each survey question, resulting in answer counts that may vary by question. Respondents on average took three minutes and 53 seconds to complete the survey.

Survey Limitations

A significant limitation of the survey research design is its reliance on a non-probability sample, produced by the web-based and self-administered format of the questionnaire and the district's email-based distribution strategy. Because the survey depended on residents who chose to participate, the resulting data may not fully represent the broader WFRD customer population. Individuals who respond to voluntary surveys often differ in meaningful ways from those who do not. For example, residents who are more environmentally engaged,

more concerned about recycling practices, or more motivated to express frustration may have been more likely to complete the survey. As a result, the findings may more strongly reflect the perspectives of particular groups within the district.

Coverage error may also be present because survey invitations were only delivered to customers with valid email addresses. Residents with greater access to email, higher digital literacy, or closer engagement with WFWRD communications likely had more opportunity to participate, while those who interact less frequently with district messaging may be underrepresented. This includes residents who are less familiar with recycling rules, those with limited internet access, renters who move frequently, and households for whom English is not a first language—groups whose recycling behaviors or levels of knowledge may differ from those captured in the current sample. Nonresponse bias, which arises when respondents differ substantially from non-respondents, may further limit the generalizability of the results.

Taken together, these limitations do not diminish the value of the findings but additional outreach may be needed to capture the full range of experiences across all WFWRD residents. The conclusions can still guide program improvements and communication strategies for improving customer trust in the recycling system, recycling knowledge and behaviors, and improving access to information sources and educational tools.

Appendix 4: Literature Review

Household recycling plays a crucial role in modern waste management systems. Local recycling programs that facilitate household recycling face practical challenges, including high contamination rates, low participation levels, and rising operational costs (Seacat & Boileau, 2018). Many of these outcomes are directly shaped by household recycling behavior. Enhancing program performance and minimizing environmental impact requires a crucial focus on understanding how and why people participate in recycling. Scholars in environmental psychology, public policy, waste management, and urban studies have conducted extensive research on household recycling behavior. (Phulwani et al., 2020). Current research literature can enhance the Wasatch Front Waste & Recycling District's understanding of how residents engage with recycling programs and inform strategies to improve system performance.

The following research literature review focuses on three major areas:

- Individual-level factors affecting recycling behavior.
- Technical and organizational factors impacting recycling performance.
- Community and geographical disparities in recycling.

Individual-Level Factors Affecting Recycling Behavior

Comprehensive reviews of household recycling behavior identify a wide range of individual-level factors that influence whether residents participate in and correctly perform recycling tasks. Individual-level factors can be categorized into three aspects: socio-demographic characteristics, socio-economic conditions, and psychographic factors (Macklin et al., 2023).

Socio-demographic characteristics include age, gender, ethnicity, and income. Although widely studied, many characteristics show mixed and often inconsistent associations with recycling behavior, indicating non-uniform effects across studies (Knickmeyer, 2020). However, several studies have found significant associations between recycling behavior and age and income (Miafodzyeva & Brandt, 2013). Education level is the most studied socio-economic factor. However, many studies indicate that there is no clear or consistent relationship between recycling behavior and an individual's education level (Meneses & Palacio, 2005; Knickmeyer, 2020). Psychographic factors include environmental values, concerns, and awareness, as well as specific beliefs related to recycling. Studies generally find that psychographic and task-specific factors, such as confidence in correctly sorting items, perceptions of convenience, and recycling-related beliefs, are stronger predictors of recycling behavior than broad pro-environmental values (Geiger et al., 2019; Xiao & Buhrmann, 2019). However, the strength of these relationships depends heavily on contextual and systemic conditions, including local recycling infrastructure, the clarity of recycling rules, and the overall quality of service (Macklin et al., 2023).

Technical and Organizational Factors Impacting Recycling Performance

Technical and organizational factors shape household recycling outcomes. These factors relate to how collection systems are designed, managed, and delivered, and influence residents' ability and willingness to recycle correctly. Consistent research findings indicate that system design can significantly influence recycling behavior, with even highly motivated residents struggling to recycle correctly when collection systems are difficult to use (Knickmeyer, 2020; Phulwani et al., 2020). Research on organizational elements, such as the frequency of collection, suggests that more frequent collection of recyclables reduces household storage burden and encourages regular sorting. Conversely, infrequent or irregular pickups can lead to discarded recyclables, contamination, and reduced participation (Miafodzyeva & Brandt, 2013). Systems that maintain predictable, reliable schedules tend to achieve higher recycling performance.

Additionally, prior research indicates that factors such as the proximity of recycling infrastructure, neighborhood layout, and the ease of access to collection routes significantly influence recycling outcomes (Miafodzyeva & Brandt, 2013; Geiger et al., 2019). When the effort required for recycling is reduced, participation becomes more likely (Macklin et al., 2023).

Community and Geographical Disparities in Recycling

Existing research indicates that recycling behaviors vary by geography, with participation and performance differing across communities, neighborhoods, and regions. Geographic differences reveal how local governance capacity, infrastructure, and neighborhood characteristics influence residents' ability to participate in recycling programs. Additionally, local conditions help explain why recycling policies achieve strong results in certain areas but not others, underscoring the need to consider place-specific contexts when evaluating or improving recycling systems.

One study conducted in China found substantial geographic variation in household waste separation behavior across different neighborhoods (Wang et al., 2022). Communities with strong grassroots governance, effective information outreach, and high levels of social cohesion demonstrated significantly higher participation in waste separation than those with lower governance, outreach, and social cohesion. Geographic indicators, such as housing prices and housing age, also contributed to uneven participation across the study area. Similar geographic differences have been documented in the United States. An analysis of municipalities in Massachusetts showed recycling performance varied widely across communities, even after accounting for individual demographic characteristics (Seacat & Boileau, 2018). Community-level factors, including local recycling policies, municipal resource capacity, and the availability of information and institutional support, significantly influence recycling rates. Municipalities with more substantial policy incentives and better administrative capacity consistently achieved higher participation rates, whereas those with limited resources or weaker program design consistently experienced lower recycling outcomes. These findings suggest that geographic differences in recycling behavior are closely tied to variations in community institutions, social structures, and local policy environments. ¹⁰⁴

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2025 Year in Review: *Waste Diversion & Recycling Analytics Report*

Sione Tuione
James Kelsey
Kevin Ungerer



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Introduction & Purpose

Purpose of This Report

- Provide a year-end overview of recycling, green waste, glass, and contamination reduction programs
- Track progress toward WFWRD sustainability goals
- Highlight environmental and financial impacts
- Share market insights and trends affecting program performance
- Identify opportunities to improve future outcomes



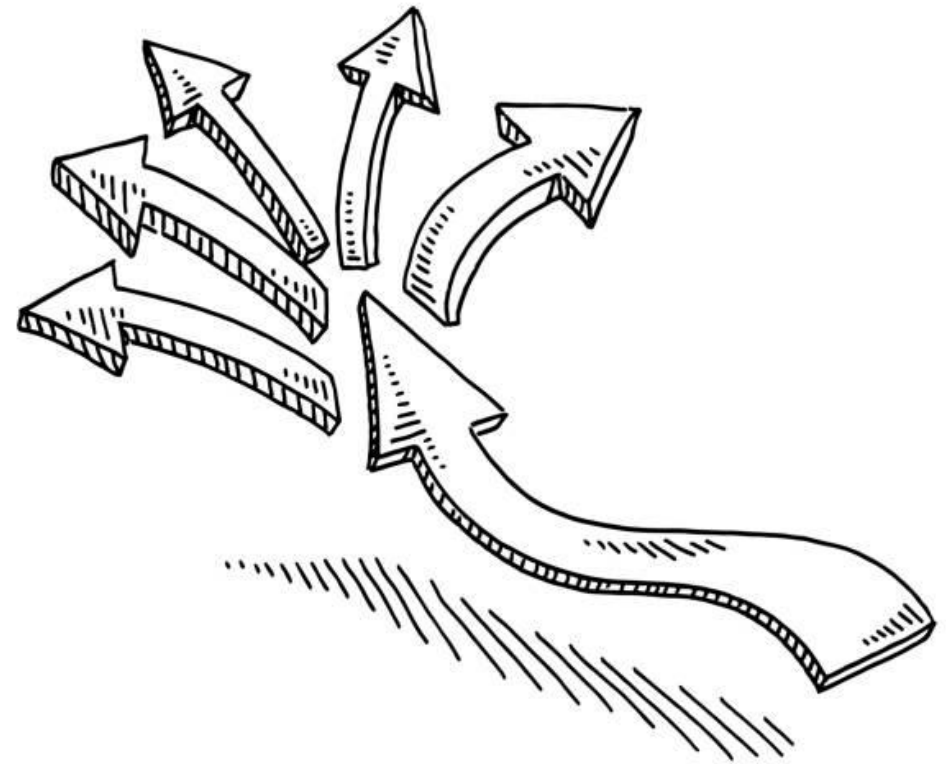
Benefits of Waste Diversion

Conserves natural resources by reducing demand for virgin materials

Reduces greenhouse gas emissions from landfills and manufacturing

Preserves landfill airspace and extends landfill lifespan

Supports a circular economy through material recovery and reuse



Resources Saved by Recycling

- Recycling reduces reliance on virgin materials
- EPA’s W.A.R.M. model estimates resource savings by material type
- District recycling volumes translate into significant environmental benefits.

Example: Recycling 1 ton of cardboard saves

- 17 Mature Trees (compared to pulping adult trees for product)
- 7,000 gallons of water
- 3.14 MTCO₂E
- 15.10 BTUs of energy

Estimated Recycled Commodity Tonnage

Commodity	Rocky Mountain Commodity % (14,372 Tons)	Waste Management Commodity % (4,557 Tons)	Tons of Material Recycled
Cardboard	57.49%	47.07%	10,699.64 Tons
Mixed Paper	11.25%	11.42%	2,195.84 Tons
HDPE	2.85%	3.14%	568.14 Tons
PET	3.69%	4.06%	734.20 Tons
Mixed Plastic	2.74%	2.87%	538.61 Tons
Aluminum	2.77%	1.49%	478.92 Tons
Tin/Steel	1.56%	1.17%	284.95 Tons
Glass	n/a	n/a	836.16 Tons



219,223
Mature Trees

Enough to produce **33.2 million** cardboard boxes



90.2 Million
Gallons of Water

Enough water to provide daily usage to **3,016** people for an entire year.



50,324
Metric Tons

of Greenhouse Gases
Equivalent to the amount produced by **10,684 Passenger Vehicles**



102,864
Megawatt- Hours

of Electricity
Enough energy to supply **3,831** homes power for an entire year.

Diversion Rate and Tonnages

- The 2025 diversion rate **decreased** slightly **by 0.39%** from 2024.
- Tonnages are down slightly across all commodities, reflecting broader trends.
- Commitment remains to expand diversion opportunities and program effectiveness to our residents and community partners.

Chart provides detailed breakdown for each commodity quarterly and year end totals.

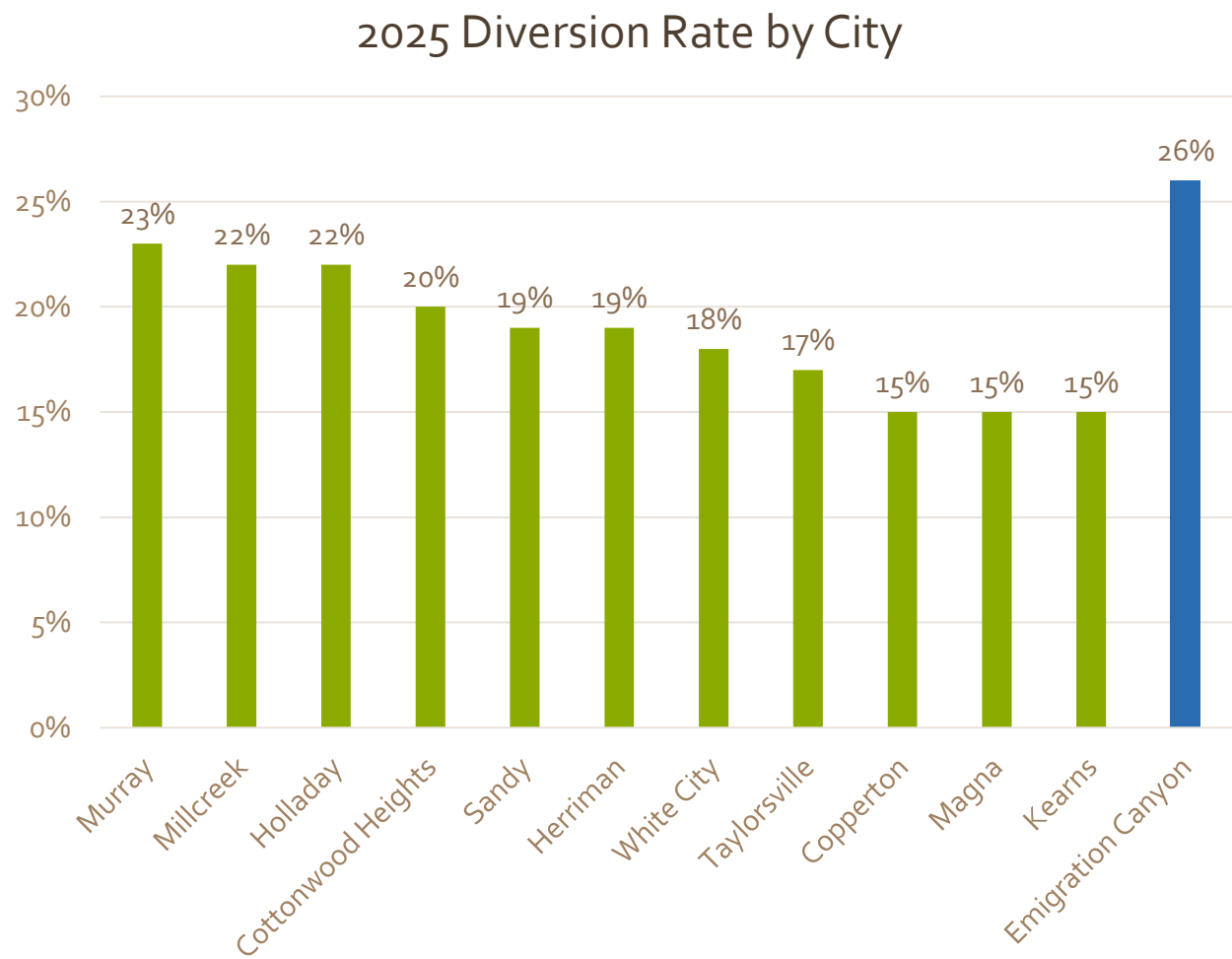
Note: Tonnages include Special Servies, Trailers, Central Site Glass, Leaf Bags, and SCRP.

	Q1	Q2	Q3	Q4	Year Totals
<u>Diversion Rate</u>					
2024	19.11 %	18.70 %	17.19 %	18.70 %	18.37 %
2025	18.98 %	18.20 %	16.82 %	18.21 %	17.98 %
<u>Refuse</u>					
2024	22,996 Tons	35,708 Tons	33,719 Tons	29,638 Tons	122,061 Tons
2025	22,737 Tons	34,695 Tons	33,167 Tons	29,361 Tons	119,961 Tons
<u>Recycle</u>					
2024	4,932 Tons	4,821 Tons	4,639 Tons	5,056 Tons	19,448 Tons
2025	4,847 Tons	4,735 Tons	4,485 Tons	4,861 Tons	18,929 Tons
<u>Glass</u>					
2024	245 Tons	230 Tons	228 Tons	215 Tons	918 Tons
2025	204 Tons	206 Tons	208 Tons	219 Tons	836Tons
<u>Green Waste</u>					
2024	230 Tons	3,161 Tons	2,134 Tons	1,546 Tons	7,072 Tons
2025	239 Tons	2,781 Tons	2,013 Tons	1,458 Tons	6,490 Tons
<u>Trees</u>					
2024	27 Tons	N/A	N/A	N/A	27 Tons
2025	36 Tons	N/A	N/A	N/A	36 Tons

Diversion Rates by City

- Diversion performance closely correlates with access to recycling and green waste services
- Communities with expanded service options show higher diversion rates
- Education and outreach remain critical to increasing participation
- Maintaining low contamination protects material value and reduces processing costs

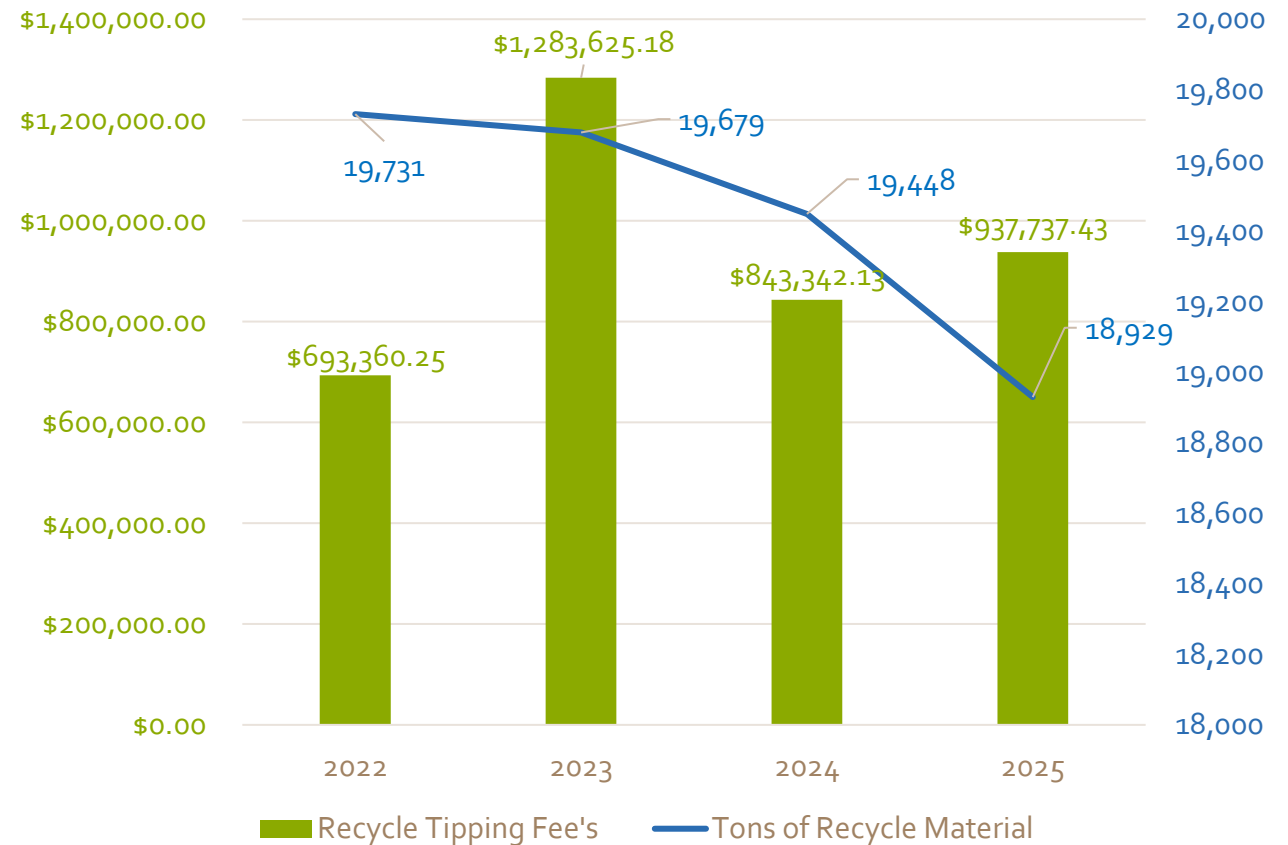
Note: Diversion rate by city only includes curbside tonnages. Canyon Communities include front load tonnages that skew their data.



Recycle Tipping Fees

- **2025 tipping fees increased** compared to 2024, despite lower total tonnage
- Key contributing factors include Q4 **processing increases due to market changes** (detailed in the following slides).
- **Our internal efforts are making a positive impact**, including:
 - QAI efforts
 - Our drivers, through increased contamination reporting.
 - Oops Tag Program

Recycle Tipping Fees and Tonnage by Year

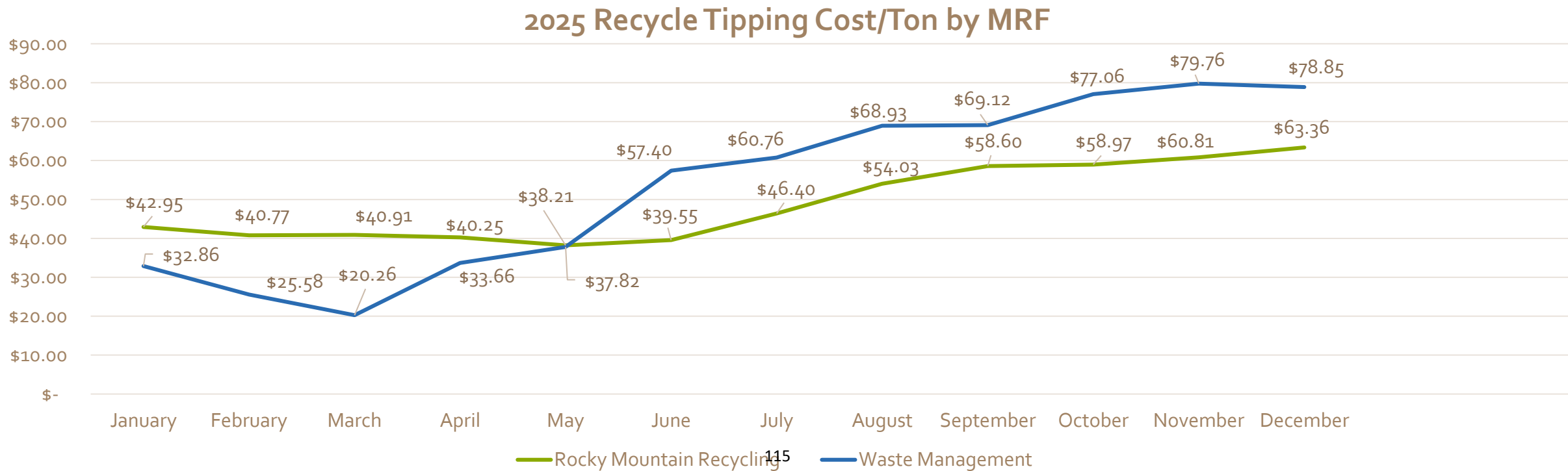


(Includes Curbside and Special Services)

Recycle Processing Price Per Ton

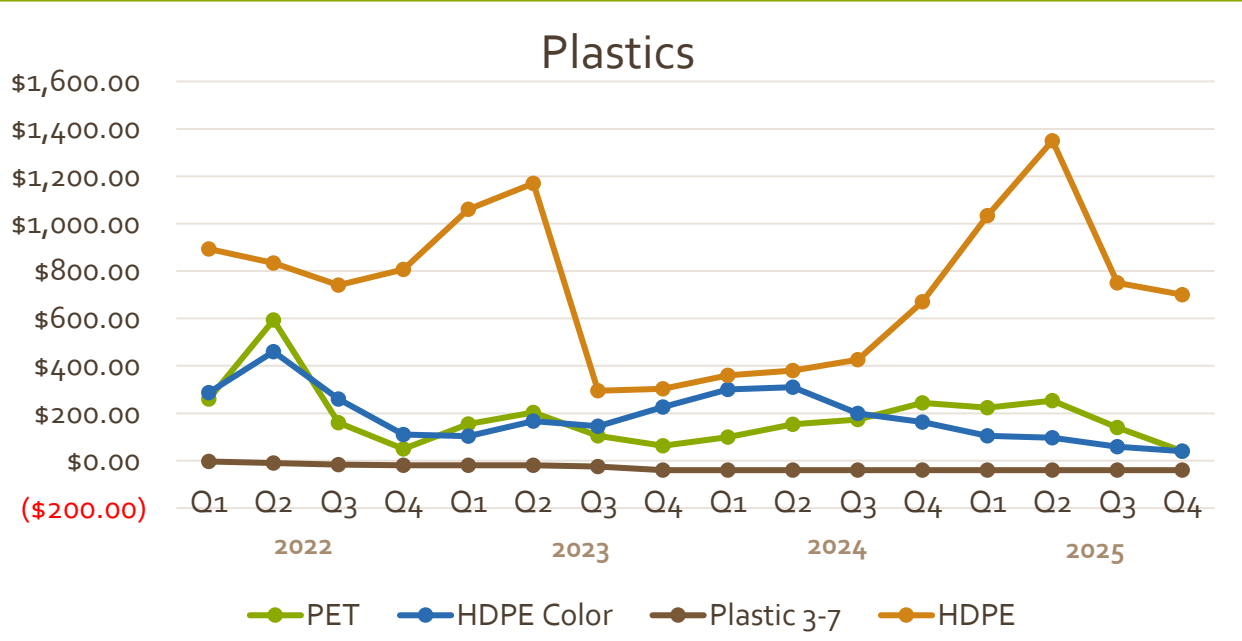
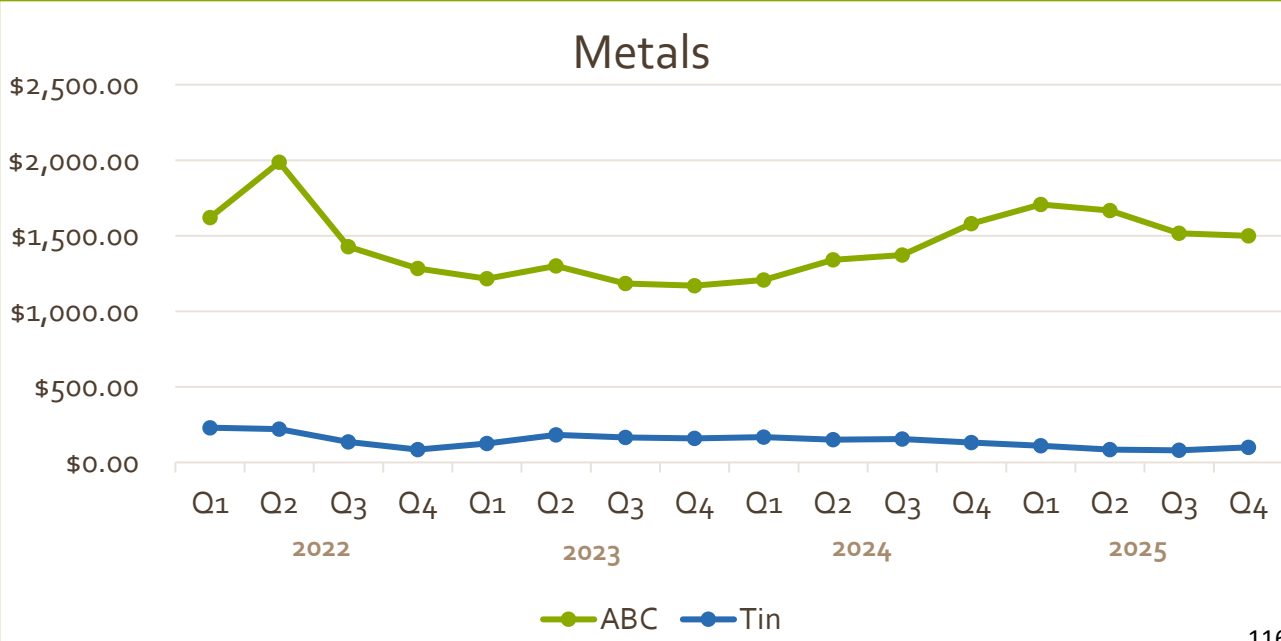
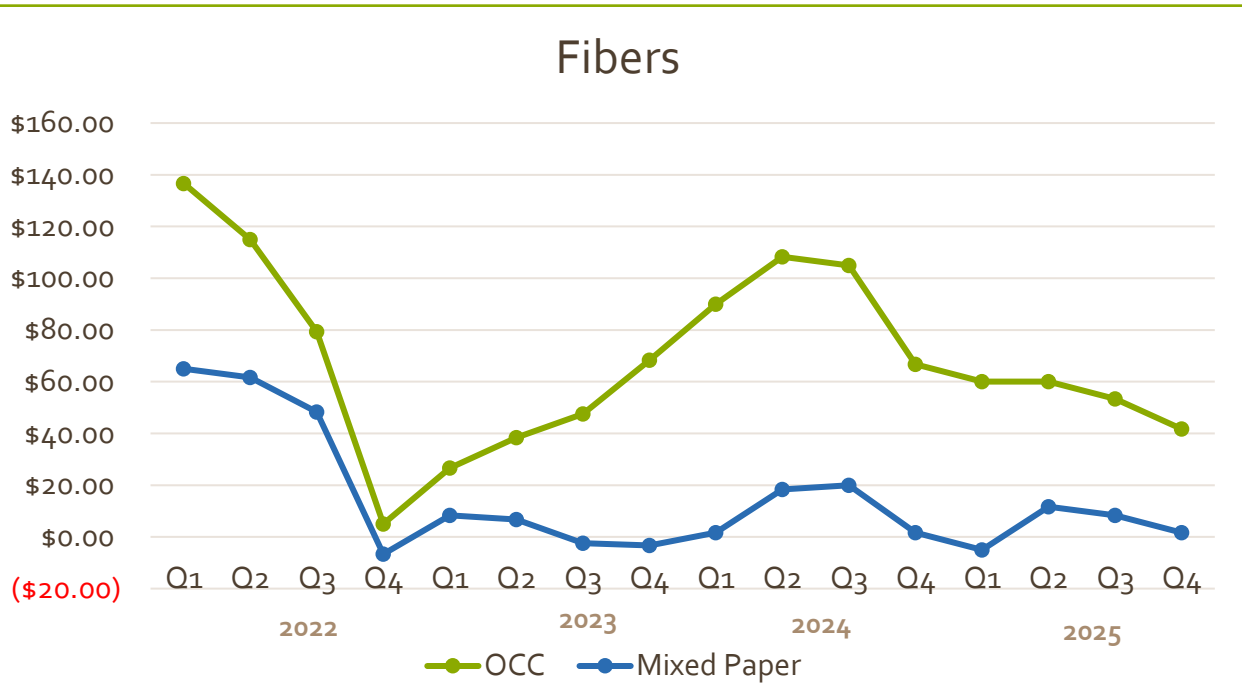
- Price per ton peaked in December:
 - Waste Management - \$78.85
 - Rocky Mountain Recycling - \$63.36
- Processing (tipping) fees are increasing at both Materials Recovery Facilities (MRFs).
- Weaker markets have led to lower MRF rebates resulting in higher tipping fees.

Year-Over-Year Recycle Tipping Cost/ Ton Average by MRF				
	2022	2023	2024	2025
Rocky Mountain	\$33.43	\$55.87	\$39.49	\$49.11
Waste Management	\$36.27	\$89.83	\$54.51	\$51.87



Recycling Market Trends

- All markets other than tin have decreased since Q2, and are reflected in MRF pricing changes.
- OCC has recovered from Q4 2022 low, but prices are lower than 2024 averages.
- Metal markets remain healthy and provide consistent rebate value.
- Natural HDPE remains the most valuable plastic, but has seen significant declines recently.
- Plastics #3-7 have little-to-no value.
 - Some make their way to Geo-Cycle for energy recovery.



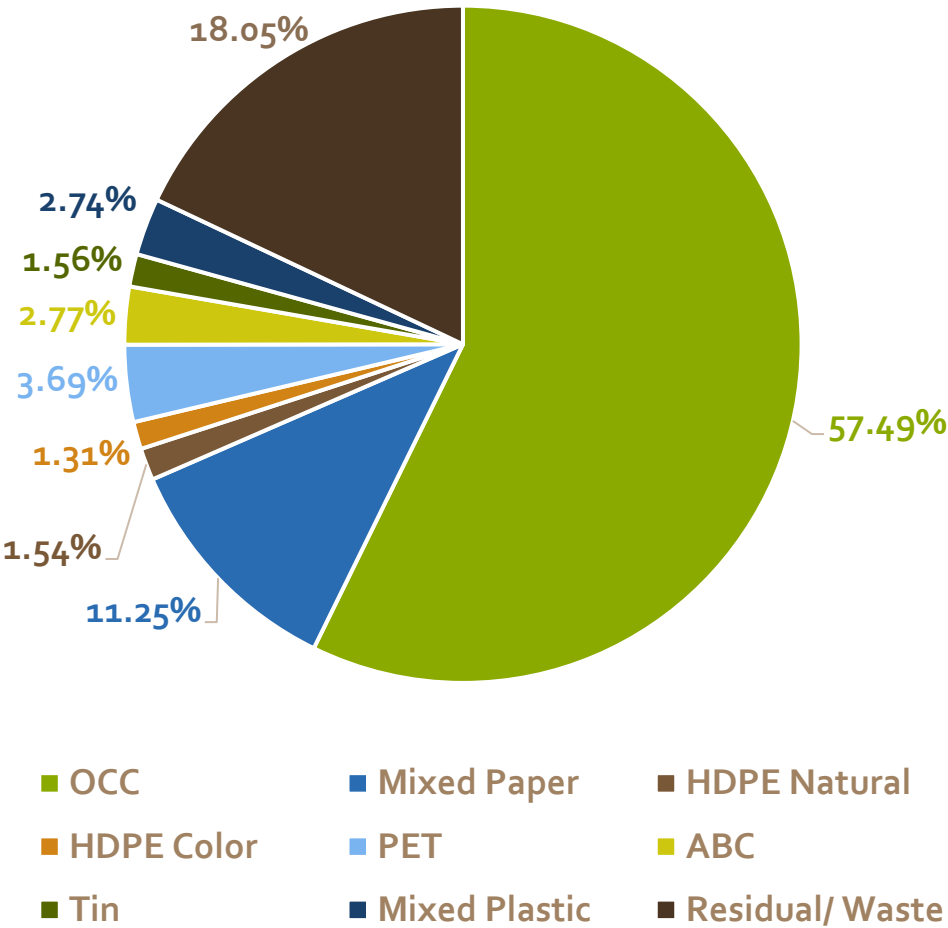
Commodity Composition Percentages by Weight | Rocky Mountain Recycling

Based on 71 sorts conducted:

- OCC has increased to **57.49%**, indicating a cleaner, more fiber-dominant stream.
- PET and ABC have increased in presence in 2025
- Mixed paper has stabilized at approximately 11%.
- Natural and colored HDPE are declining, possibly a shift in packaging.
- Mixed plastic have increased slightly (up 0.11%)

	2024	2025	Delta
OCC (corrugated cardboard)	55.78%	57.49%	1.71%
Mixed Paper	11.39%	11.25%	-0.14%
HDPE Natural	3.39%	1.54%	-1.85%
HDPE Color	2.15%	1.31%	-0.84%
PET	1.97%	3.69%	1.72%
ABC	1.67%	2.77%	1.10%
Tin	1.51%	1.56%	0.05%
Mixed Plastic	2.63%	2.74%	0.11%
Residual/Waste	19.53%	18.05%	-1.48%

Commodity Composition Percentage



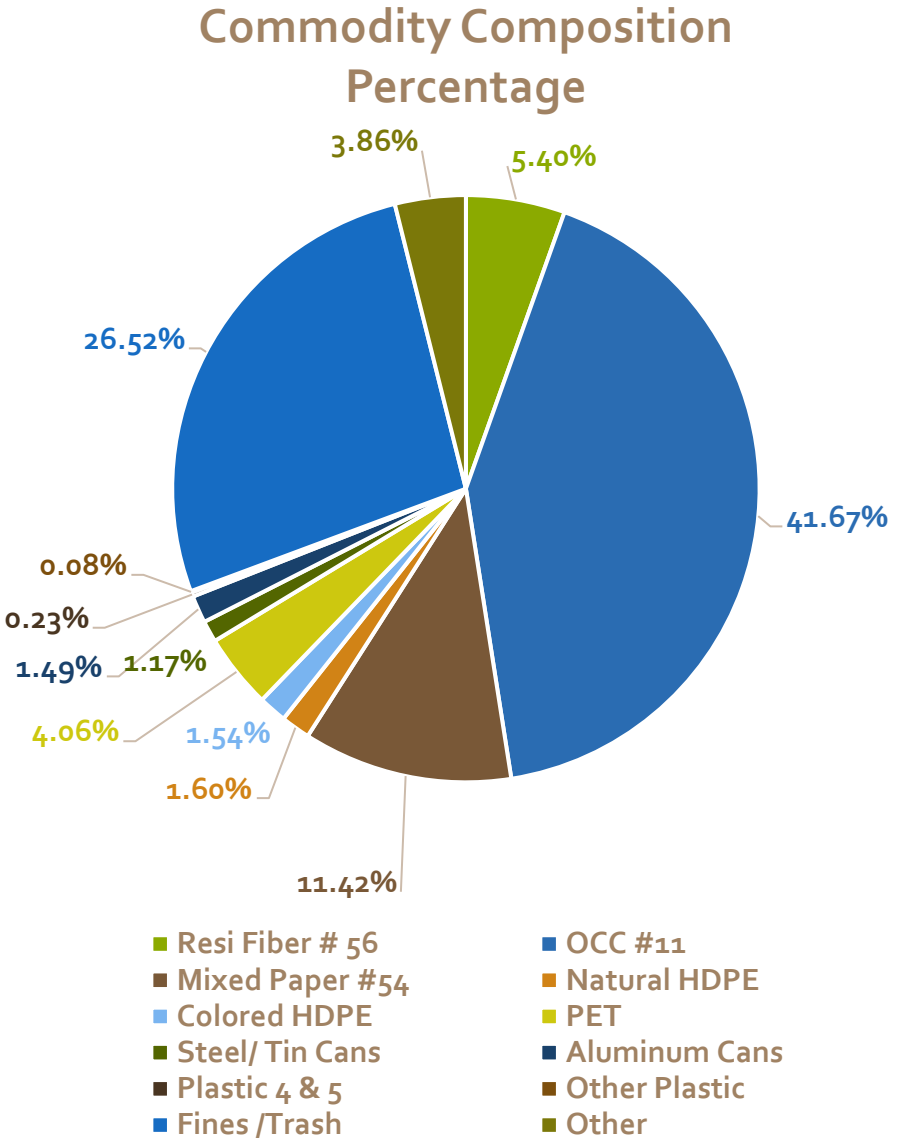
Commodity Composition Percentages by Weight | Waste Management

Based on 9 sorts conducted

- OCC representation is at **41.67%**. A significant increase from 2024.
- Fines/Trash has decreased by **8.57%** from 2024
- Mixed paper has stabilized at approximately 11% across facilities.
- Natural and colored HDPE show lower representation at both MRF's possibly a shift in packaging.

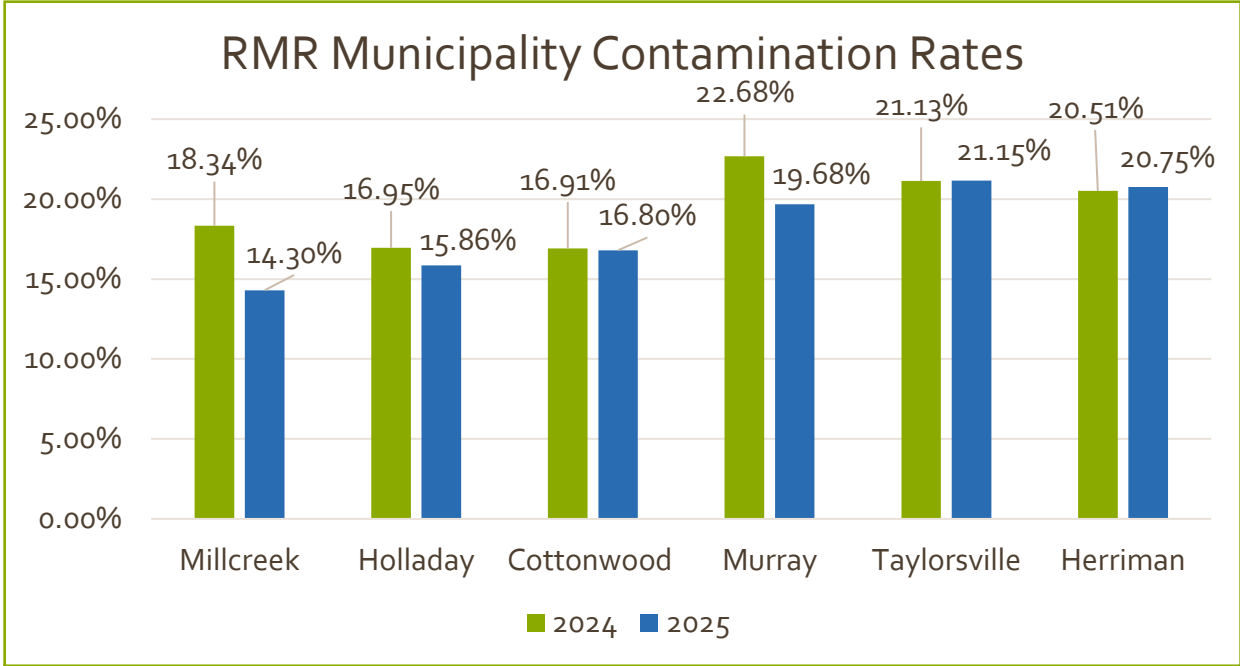
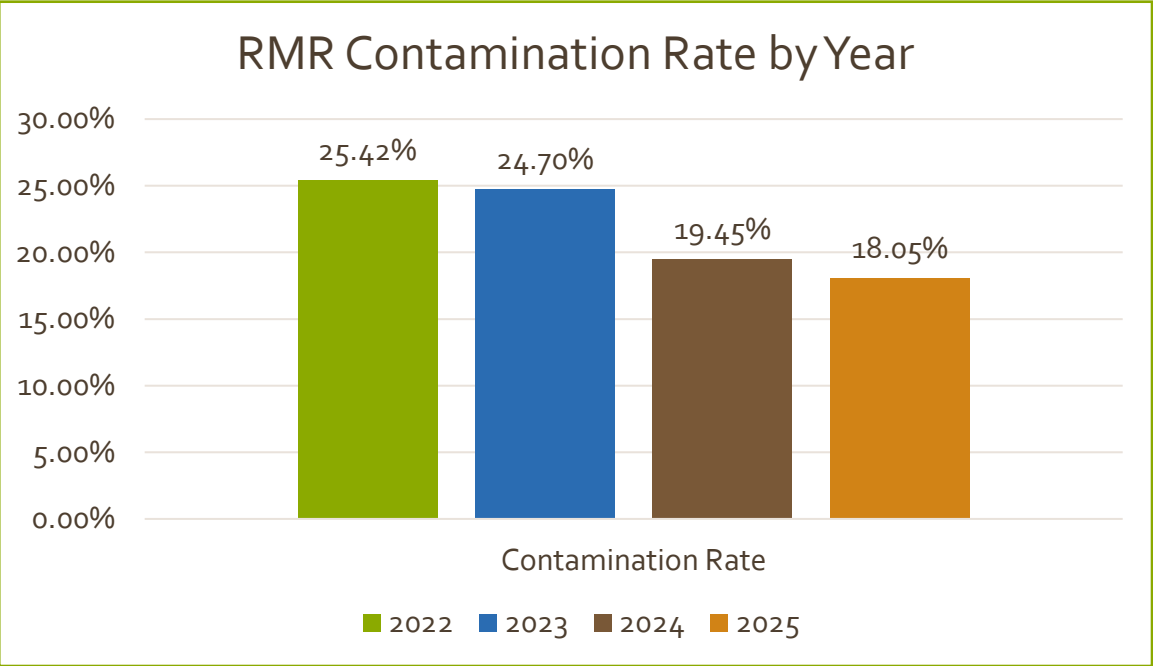
Note: Waste Management has conducted fewer sample sorts and uses smaller sample sizes.

	2024	2025	Delta
Resi Fiber # 56	7.07%	5.40%	-1.67%
OCC #11	28.83%	41.67%	12.84%
Mixed Paper #54	12.13%	11.42%	-0.71%
Natural HDPE	1.65%	1.60%	-0.05%
Colored HDPE	1.65%	1.54%	-0.10%
PET	4.31%	4.06%	-0.26%
Steel/Tin Cans	1.04%	1.17%	0.13%
Aluminum Cans	1.88%	1.49%	-0.39%
Plastic 4 & 5	0.00%	0.23%	0.23%
Other Plastic	0.53%	0.08%	-0.46%
Fines /Trash	35.09%	26.52%	-8.57%
Other	5.41%	3.86%	-1.55%



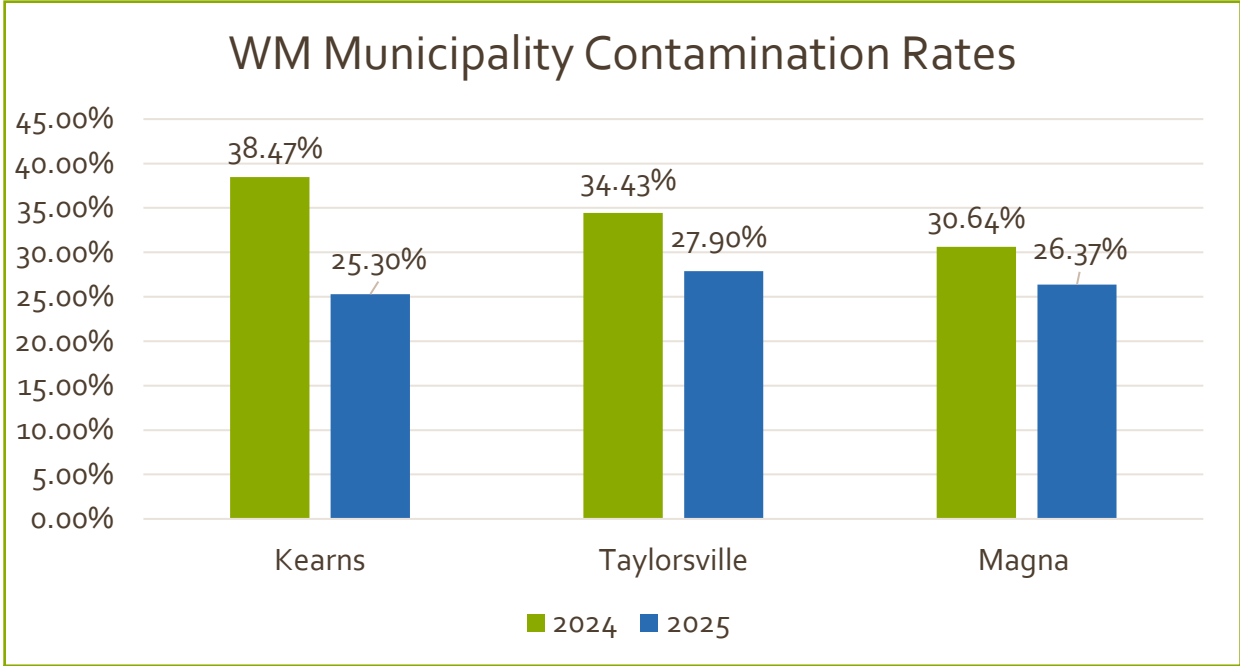
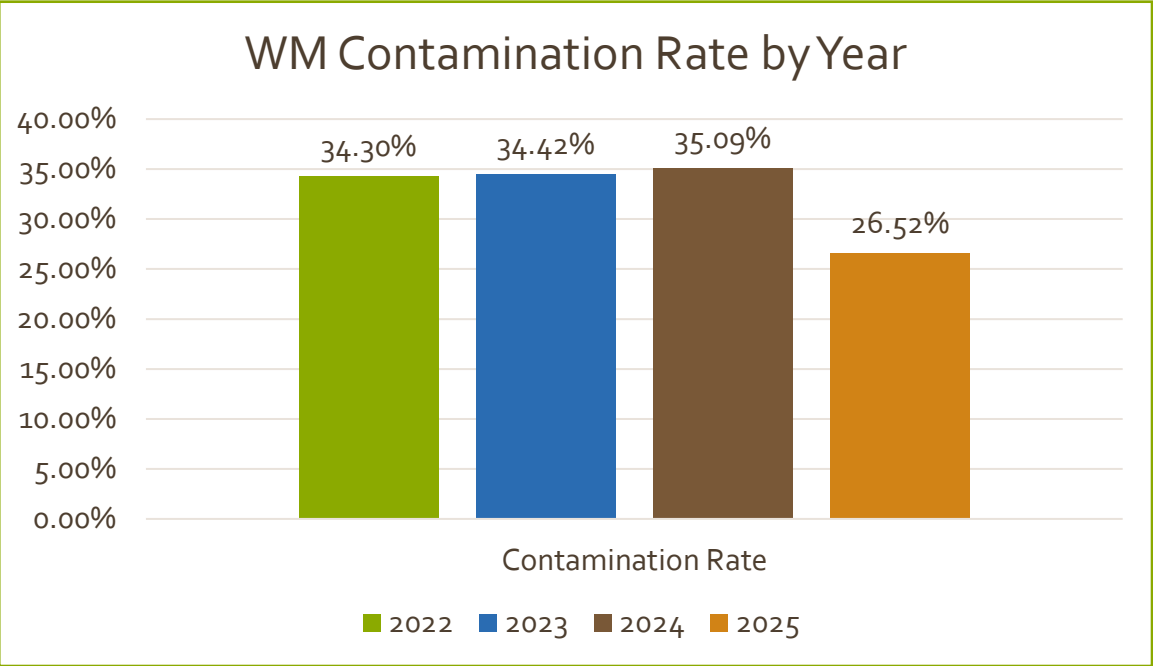
Contamination Rates Rocky Mountain Recycling (RMR)

- Contamination rates have decreased at Rocky Mountain Recycling by 7.37% since 2022 — from 25.42% to 18.05% (2025).
- We conducted 71 sample sorts in 2025 to monitor and enhance material quality.
- Most municipalities demonstrate reduced contamination rate.
- Driver contamination reporting has increased, contributing to improved accountability and addressing issues at the curb.



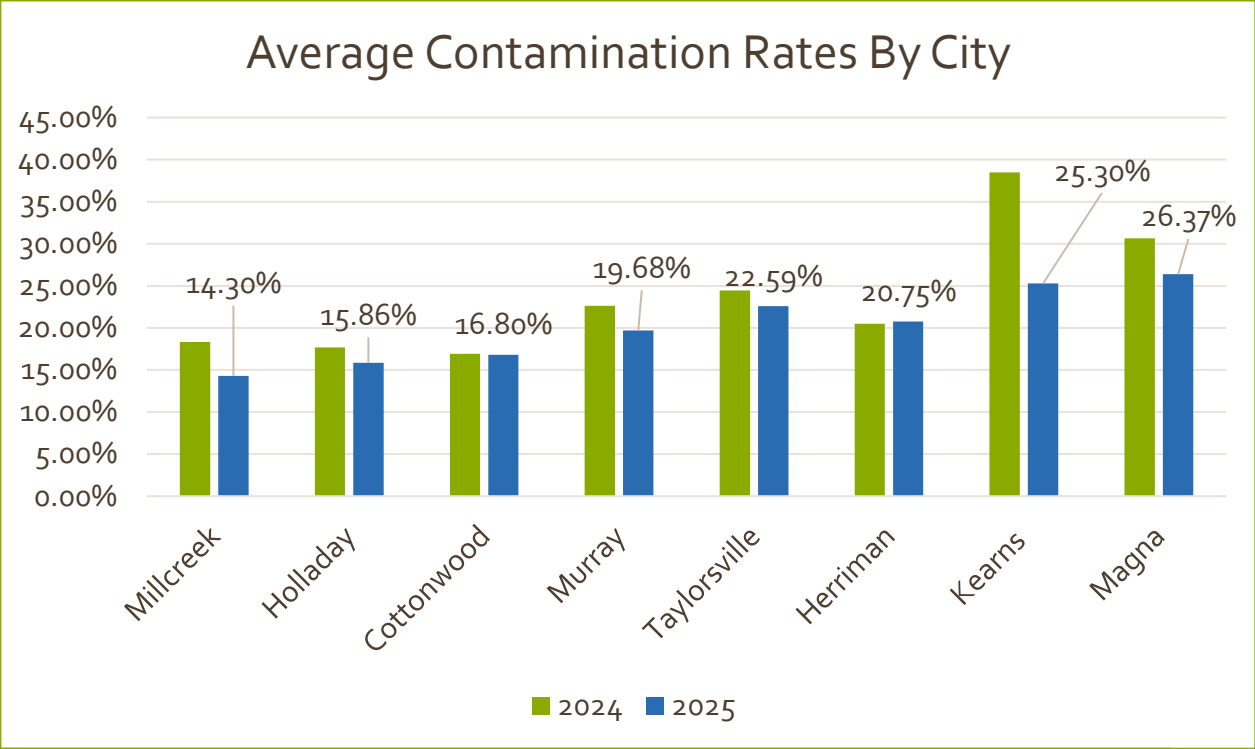
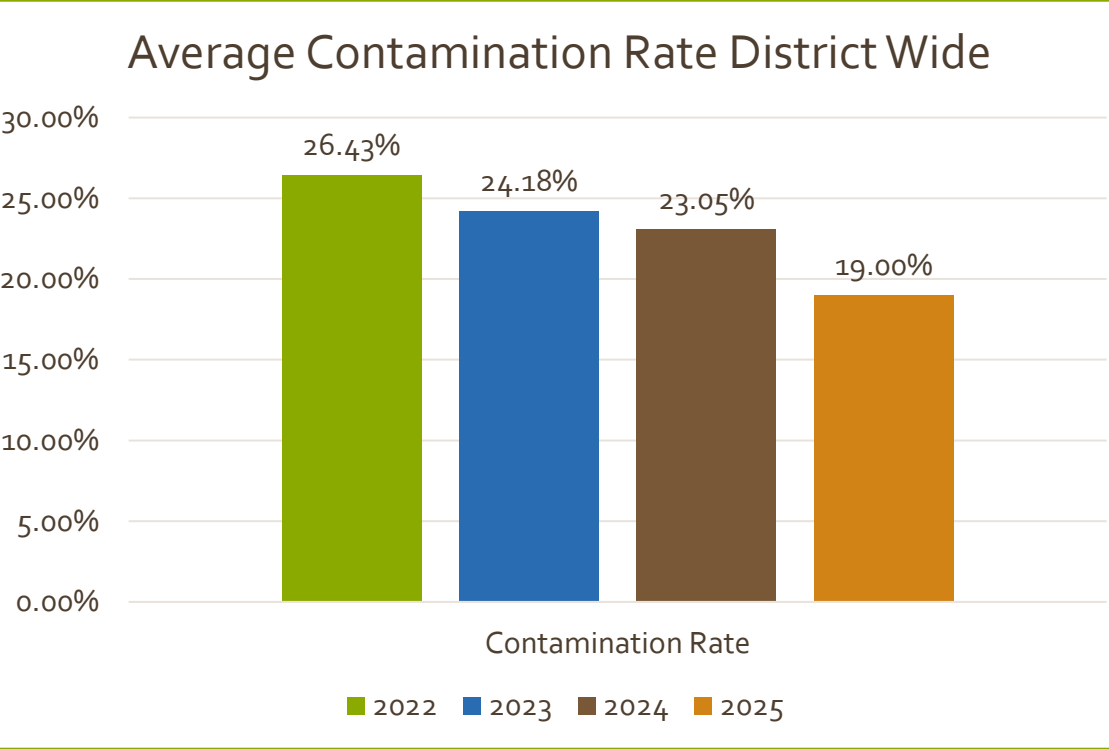
Contamination Rates Waste Management (WM)

- Contamination rates have decreased at Waste Management by 7.78% since 2022 — from 34.30% to 26.52% (2025).
- We conducted 9 sample sorts in 2025 to monitor and enhance material quality.
- Each municipality shows contamination rate reductions.
- Driver contamination reporting has increased, contributing to improved accountability and addressing issues at the curb.



Average Recycle Contamination Rates District Wide

- Average Contamination rate has decreased by 7.43% since 2022 — from 26.43% to 19.00% (2025).
- Contamination rates are based on 80 sample sorts in 2025 across both MRFs.
- Each municipality shows contamination rate reductions.
- Driver contamination reporting has increased, contributing to improved accountability and addressing issues at the curb.



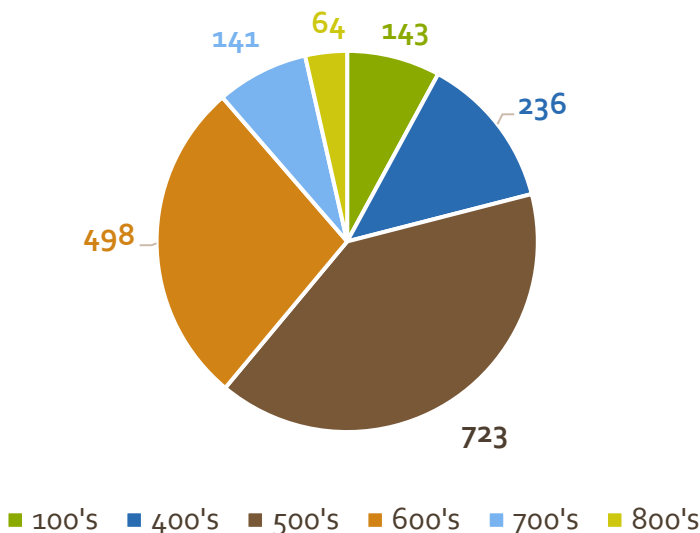
Note: Taylorsville contamination rates represent average rate across 14 sample sorts total at each facility.

Contamination Reporting (Oops Tag Program)

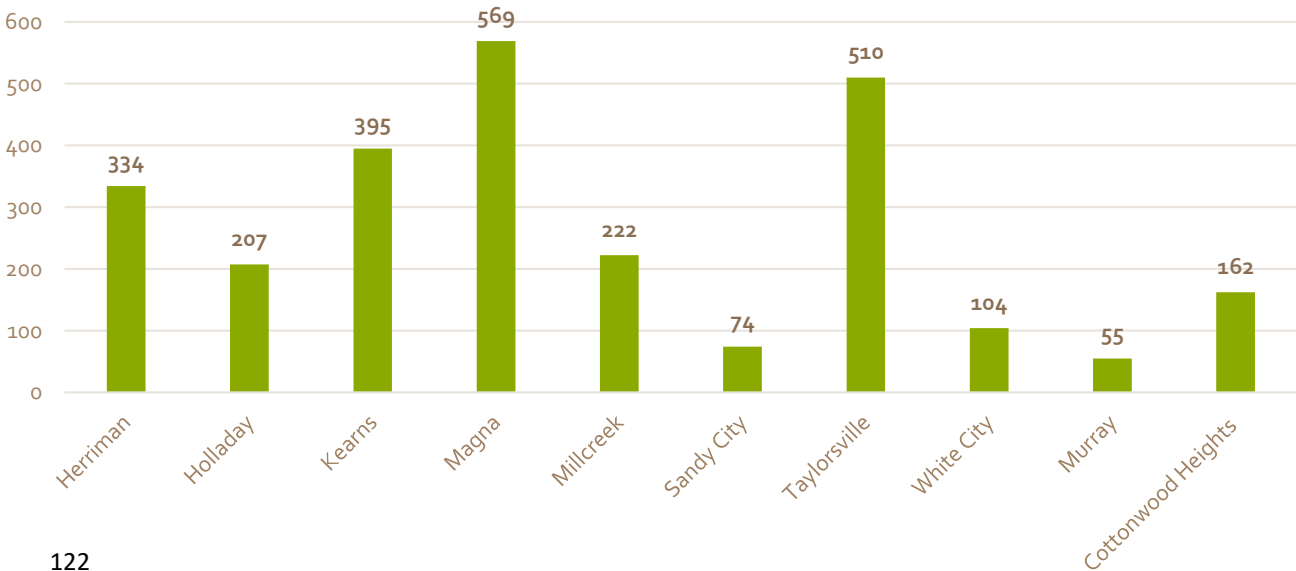
- Average reports: **221 per month** (~10 per day)
- Total reports in 2025: **2,648**
- Top reporting areas:
 - 500's zone — **723 reports**
 - Magna — **569 reports**
- **Tag Escalation Outcomes**
 - 22% of the 2,648 total cans tagged receive a second tag (**426 households**)
 - 29% of the 426 second tag cans receive a third tag (**171 households**)
 - 27% of 171 third tag cans resulted in container removal (**47 households**)
 - 17% of removed containers request container return (**8 households**)

**Beginning in 2026, customers with three or more documented occurrences may be assessed a contamination fee*

Reported Contamination by Team



Driver Reported Contamination by Municipality

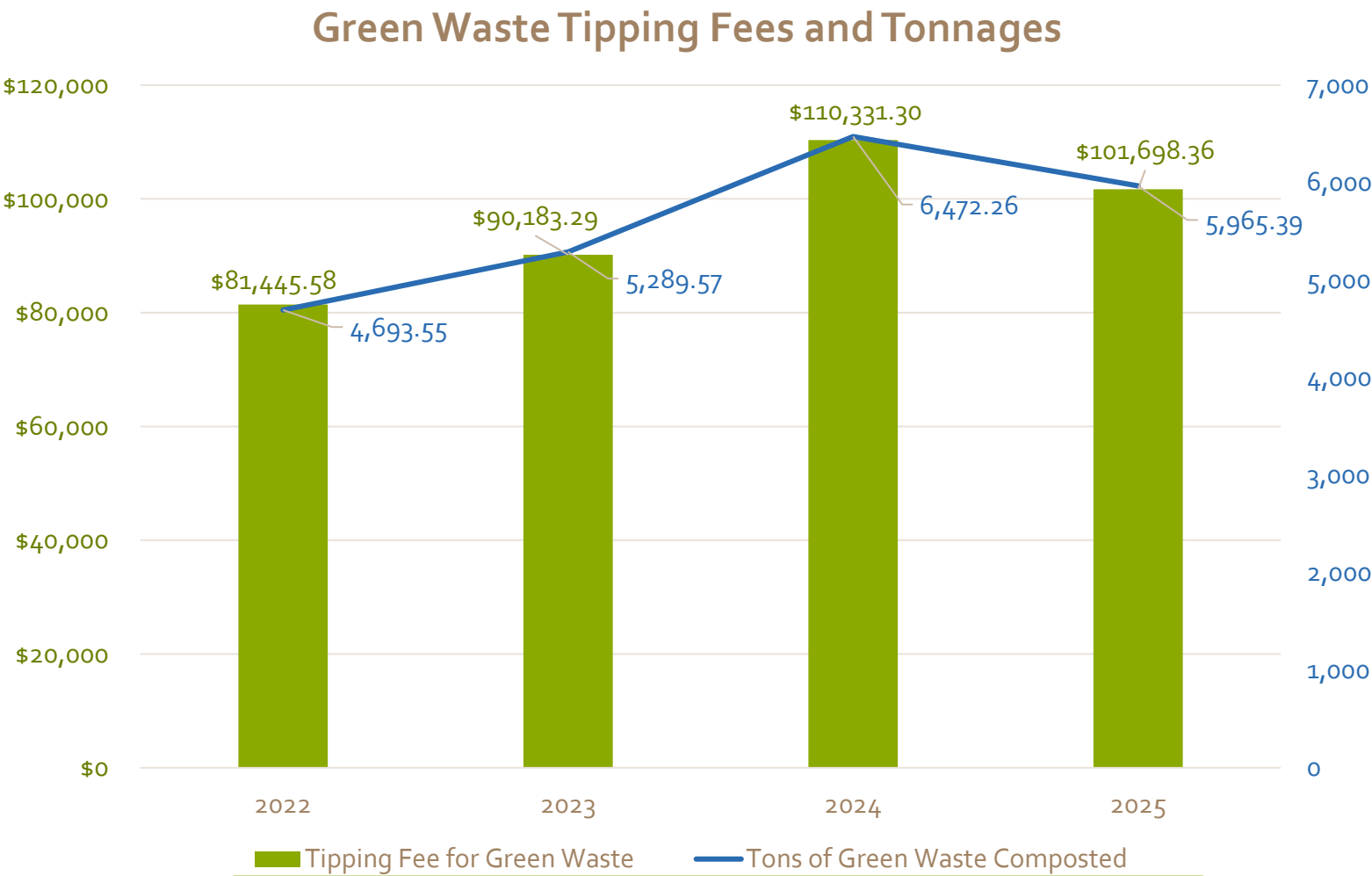


Quality Assurance & Common Contaminants

- Quality Assurance Inspector (QAI) conducts follow-ups and field checks
- **3,506 container checks** completed in 2025
 - Higher than total reports due to repeat follow-ups
- **Most common contaminants:**
 - Wood
 - Food Waste
 - Glass
 - Green Waste
 - Styrofoam
 - Scrap Metal
 - Trash (including bags of trash)
 - Plastic bags and film



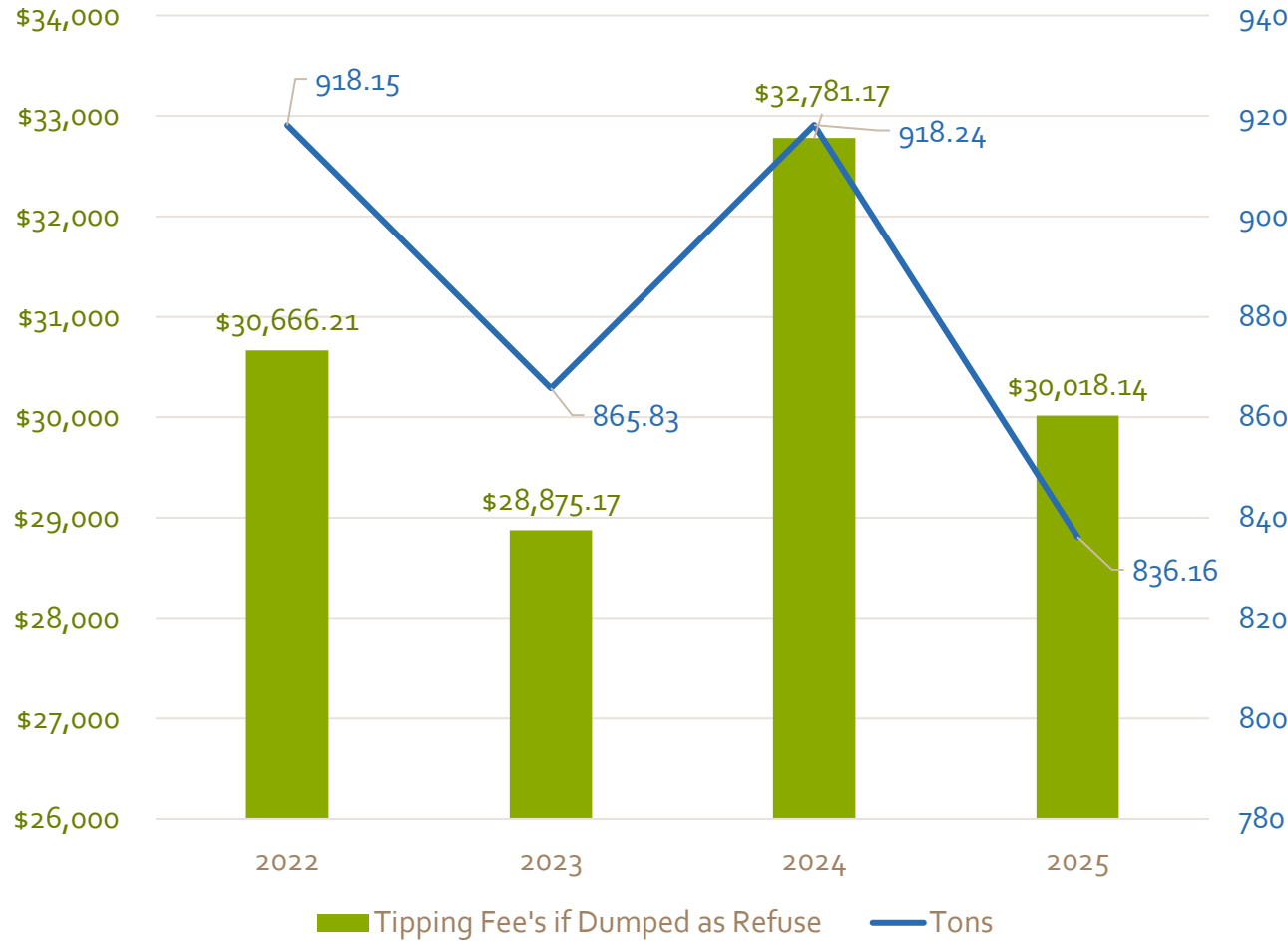
Green Waste Diversion and Beneficial Reuse



Green Waste Subscribers	2022	2023	2024	2025
	10,492	11,260	11,824	12,269

- **Green waste tipping fees remain 48% lower** than landfill disposal, supporting both economic and environmental goals.
 - Waste tipping fees **increasing**, while green waste **remain consistent**.
 - **Long term tipping fee stability** (about \$17.00 per ton)
 - Green waste diversion **reduces landfill impact and methane emissions** and **supports a circular economy**.
 - Green waste is recovered at the Salt Lake Valley facility and **redistributed as nutrient-rich compost** throughout Salt Lake County
- 2025 Totals:**
- **Green Waste Composted– 5,965.39 Tons**
 - **Cost Savings - \$108,402.68**
(Based on if same tonnage was dumped as waste at average landfill waste tipping fees compared to green waste tipping fees)

Tipping Fees Saved Through Glass Recycling



Curbside Glass Subscribers	2022	2023	2024	2025
	2,033	2,037	2,014	1,946

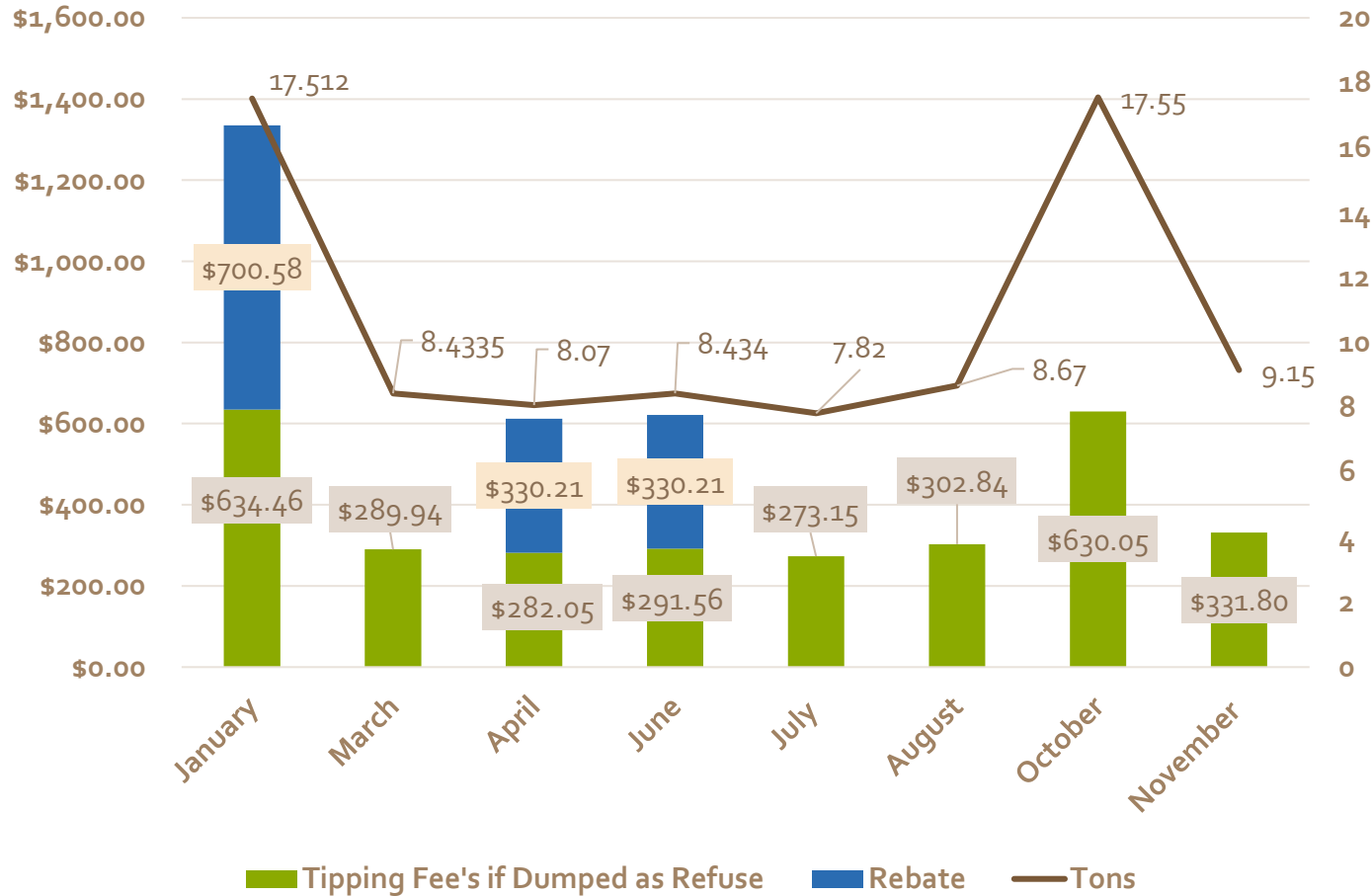
Glass Recycling

- Glass recycling does not incur tipping fees at Momentum Recycling
- Glass recycling has avoided over **\$122,000** in landfill tipping fees since 2022.
- Glass recycling avoided **\$30,018** in landfill tipping fees in **2025 alone**.
- **Tonnage decreased slightly** in 2025, in line with other commodity tonnages.
- Glass diversion saves valuable landfill airspace/volume and creates a circular recycling system.
- Glass can be endlessly recycled.

2025 Totals:

- **Recycled Glass – 836.16 Tons**
- **Cost Savings - \$30,018.14**
(Based on average landfill tipping fees and glass tonnage)

Tipping Fees Saved Through Cart Recycling



Used Cart Recycling

- Cart recycling provides a **sustainable solution for disposing of unusable toters.**
- **Carts are recycled at either a rebate or no cost,** depending on current plastic markets.
- **Transportation of carts is handled by RMR directly at no cost.**
- Our carts department breaks down, stacks, and loads irreparable carts for pickup.
- Metal axles and washers are separated for metal recycling.

2025 Totals:

- **Recycled HDPE Plastic – 86 Tons**
- **Cost Savings - \$4,396.86**
(Includes tipping fees and rebates. Does not reflect transportation savings.)

Christmas Tree Collection



- Christmas trees **are collected separately from curbside waste** via resident service orders.
- Trees are diverted from landfills, **sent to Diamond Tree for chipping, and turned into mulch**—saving airspace and reducing landfill gas emissions.

2025 Totals:

- **Christmas Tree Tons – 35.99 Tons**
(An increase of 8.88 tons from 2024)
- **Christmas Tree Service Orders – 2,191 Service Orders**
(An increase of 435 service orders from 2024)
- **Cost Savings - \$1,120.64**
Based on landfill tipping fees of \$36.00 per ton for 35.99 tons (totaling \$1,295.64), compared to 7 loads at \$25.00 per load (totaling \$175.00)

Community Engagement & Education

School Education

- Visited **6 schools**
- Engaged with **18 classes** and **437 students**
- Outreach expanded during the 2024-2025 school year and will continue to grow in 2025-2026

Public Events

- Attended **26 community events**
- Participated in **6 parades**
- Engaged with ~ **1,350 residents**

City Council Engagement

- Presented at 6 council meetings
- Strengthened alignment with local sustainability goals.

Social Media Outreach

- 46 educational social media posts
- 861 interactions, reaching 72,380 users.



Recycle Can Guide

Recyclables must be empty, clean, and dry. **NO BAGS!**



Accepted Items

Plastic Bottles & Jugs (Leave lids on bottles)



Plastic Tubs & Plastic Jars



Paper Clean office paper, mail and newsprint. (NO paper plates/cups, or paper towels/tissues)



Cardboard & Paperboard



Metal Cans



Aluminum, tin, and empty aerosol cans

Make sure your recycling can lid closes completely. Break down cardboard boxes to fit inside the container and help prevent service interruptions.

Hard to Recycle Materials

Do you have a hard to recycle item?
Scan this QR code to see drop off locations for hard to recycle materials!



Not Accepted Items



Styrofoam



Electronics*



Glass*



Scrap Metal*



Clothing and Shoes*



**Plastic bags/film*
(No bagged recyclables)**



Bulk Rigid Plastic*



Yard Waste*



Tanglers



Food Waste*

* Items may be recycled/reused via other programs in your area
Scan the "Hard to Recycle" QR code for resources

Green Waste Can Guide



Accepted Items



Weeds and lawn clippings



Sticks and branches



**Tea bags & coffee grounds
(NO COFFEE FILTERS)**



**Leaves
(NO BAGS)**



Eggshells



**Fruits and vegetables
(Please remove stickers)**

Accepted items are delivered to Salt Lake Valley Landfill where they are turned into nutrient-rich compost!

- Items not listed should be discarded or recycled separately.
- Keep all items loose — do not bag or tie any material in bundles.
- Make sure the lid closes completely, and cut down branches to fit inside.

Not Accepted Items



Compostable or biodegradable packaging



Animal Waste



Paper and cardboard products



Meat or Dairy Products



Bagged items



Sod, dirt or rocks



Construction wood or lumber



Trash

Media and Flyers

SMART SORTING FOR THE HOLIDAY SEASON

NICE

(PLACE EMPTY, CLEAN, AND DRY RECYCLABLES LOOSE IN YOUR RECYCLE CAN)



Wrapping Paper
(No metallic paper)



Paper Gift Bags and Tissue Paper
(Reuse when possible)



Paper Greeting Cards



Cardboard Boxes



Paper Boxes



Cardboard Tubes



Plastic Bottles, Jugs, and Tubs



Regular Paper
(NO paper plates/cups or paper towels/tissues)



Metal Cans
(Aluminum, tin and empty aerosol cans)

MAKE SURE YOUR RECYCLING CAN LID CLOSES COMPLETELY. BREAK DOWN BOXES TO FIT INSIDE THE CONTAINER.

NAUGHTY

(DO NOT PLACE THESE ITEMS IN YOUR RECYCLE CAN)



Metallic Gift Wrap



Bows or Ribbons



Metallic Gift Bags
(Reuse when possible)



Photo Greeting Cards



Lined and Plastic shipping envelopes



Bubble Wrap, Styrofoam, and Film Plastic



Clothing and Shoes



String lights and other electronics



Tinsel, Ornaments, or Decorations

REUSE OR DONATE ITEMS WHENEVER POSSIBLE!
REDUCTION IS ALWAYS BEST!

WFWRD PICKUP




Real Christmas Trees and Wreaths

TREE PICKUP GUIDELINES

- MUST BE SCHEDULED
- REAL TREES ONLY - NO ARTIFICIAL TREES
- MUST BE FREE OF DECORATIONS, ARTIFICIAL SNOW, AND STANDS
- PLACE AT CURB, NEVER INSIDE WASTE OR RECYCLE CANS

VISIT OUR WEBSITE TO SCHEDULE YOUR PICKUP

www.wfwrdatuh.gov



WASATCH FRONT
Waste & Recycling District



DON'T BAG RECYCLABLES



PLACE RECYCLABLES LOOSE IN BIN

NO PLASTIC BAGS OR FILM PLASTICS IN RECYCLING

Thank you for recycling right!

To see a list of accepted items follow the link in the caption

2025 LEAF BAG COLLECTION

Results

Each fall, Wasatch Front Waste & Recycling District makes leaf cleanup easy. 🍁

From mid-October through November, we collect and haul bagged leaves, saving space in your garbage can and making fall cleanup a breeze.

It's just one of the many services funded from your basic services. Check out the full list at the link in our bio.

This program is a proven success every year, and the 2025 results are in!

2025 LEAF BAG STATS

- Collected from October 15 - November 29th
- 215 Loads Collected and Transported
- 1,207 total tons of leaves



WASATCH FRONT
Waste & Recycling District



OOPS! AVOID RECYCLING MISTAKES

4 REASONS WHY RECYCLING RIGHT REALLY MATTERS



WASATCH FRONT
Waste & Recycling District

ONE WRONG ITEM CAN RUIN GOOD ITEMS

Just one non-recyclable item can spread contamination to otherwise good materials.





WASATCH FRONT
Waste & Recycling District

NOT EVERYTHING IS MACHINE-FRIENDLY

Recycling sorting machines are smart - but only for accepted items. Some items can even damage equipment or hurt employees.





WASATCH FRONT
Waste & Recycling District

15

5/11/2026

130

Summary & Key Takeaways

Recycling tipping fees increased in 2025 due to challenging market conditions, with trends indicating further rises.

Contamination rates have continued to decrease district-wide due to education, media/flyers, driver reporting, and QAI follow-through

Market volatility continues to influence recycling costs

Green waste diversion and community participation continue to grow, providing sustainable solutions that save landfill space and reduce costs by over 50% per ton.

Glass recycling remains steady, avoiding over \$122,000 in landfill tipping fees since 2022.

Community engagement is expanding, with over 1,700 direct interactions via schools, events, and council presentations.

Questions?





Council-Tax Administration
Brad Neff
Tax Administrator

Salt Lake County Government Center
2001 South State Street, N2-300
PO Box 144575
Salt Lake City, UT 84114-4575

April 13, 2026

Wasatch Front Waste & Recycling District
604 W 6960 S
Midvale, UT 84047

Attn: Emily Gray, Chair

RE: AUTHORIZATION TO WITHDRAW PROPERTIES FROM THE
FINAL 2026 TAX SALE

Board Members:

The 2026 May Tax Sale will be held Wednesday and Thursday, May 27-28, 2026. The last opportunity for formal Council action prior to the Final 2026 Tax Sale will be Tuesday, May 26, 2026. The Property Tax Committee requests authorization to withdraw properties which warrant consideration by the County Council as deemed appropriate under existing policy guidelines. The period of authorization will extend from the close of the Property Tax Committee meeting on May 21, 2026, through the conclusion of the Tax Sale on Thursday, May 28, 2026.

This action will allow property owners meeting deferral requirements or properties which require legal consideration to be removed from the sale for review and final ratification by the Council.

Your approval is appreciated.

Sincerely,

A handwritten signature in black ink that reads 'Brad Neff'.

Brad Neff, Chair
Property Tax Committee

cc: County Auditor County Recorder
County Treasurer District Attorney



Board of Trustees Members

Emily Gray, Chair
Holladay City Council

Lise Brunhart
Town of Brighton Council

Tessa Stitzer
Town of Copperton Council

Matt Holton
Cottonwood Heights City Council

Nick Giffith
Emigration Canyon Council

Jared Henderson
Herriman City Council

Lyndsay Longtin
Kearns City Council

Terry George
Magna City Council

Nicole Handy
Millcreek City Council

Clark Bullen
Murray City Council

Laurie Stringham
Salt Lake County Council

Marci Houseman
Sandy City Council

Anna Barbieri
Taylorsville City Council

Zach Jacob
West Jordan City Council

Greg Shelton
White City Council

Administration

Evan Tyrrell
General Manager/CEO
(385) 468-6342

Offices: (385) 468-6325
604 West 6960 South
Midvale UT 84047

May 18, 2026

Brad Neff, Property Tax Committee Chair
Salt Lake County Tax Administration
2001 South State Street, Suite N2-300
Salt Lake City, UT 84114-4575

Dear Mr. Neff:

I am writing to inform you that the Board of Trustees for the District met today and authorized your request.

Please consider this letter as the Board's formal approval for the withdrawal of properties with delinquent Wasatch Front Waste and Recycling District (WFWRD) refuse collection fees from the final May 2026 tax sale.

Helen Kurtz, Finance Director, is available for any questions and can be reached at her office at (385) 468-6346 or by email at hkurtz@wfwr.utah.gov.

Sincerely,

Emily Gray
Board Chair

c: District Clerk Files



BOARD OF TRUSTEES AGENDA ITEM SUMMARY

MEETING DATE: April 27, 2026

AGENDA ITEM: 4.6 Looking Forward – 2027 and Beyond: Fleet Repair and Maintenance, Telematics, and Information Technology Considerations

SUMMARY:

This agenda item focuses on the District's current fleet repair and maintenance, telematics, logistics, and information technologies, and a discussion on how tools and systems can improve operational efficiency, reduce costs, and support data-driven decision-making, while positioning the District for future innovation.

BACKGROUND:

Fleet operations represent a significant portion of the District's operational and capital costs and have continued to increase on an annual basis. Maintaining equipment reliability while minimizing repair costs and downtime is critical to service delivery.

At the same time, advancements in telematics, fleet technology, routing software, and artificial intelligence present opportunities to improve performance, enhance visibility into operations, and support more proactive decision-making.

Given the District's leased office space and other shared facilities with Salt Lake County, the District contracts with the County for Fleet repair and maintenance and Information Technology services. Costs for these services have continued to increase and future strategic planning initiatives are warranted.

ADDITIONAL INFORMATION (Key Areas for Consideration):

Fleet Repair & Maintenance

- Current maintenance practices and cost considerations
- Balancing preventive vs. reactive maintenance
- Reducing downtime and extending equipment life
- Identification of optimal Fleet replacement and excess timeframes
- Total cost of ownership (TCO) analyses to support data-driven decision making
- Staffing, training, and resource needs
- Considerations for an in-house Fleet repair and maintenance program

Telematics & Fleet/Logistics Technologies

- Use of telematics for route optimization, driver performance, and safety
- Data collection and reporting capabilities
- Opportunities to improve efficiency and accountability
- Considerations for routing software acquisition and integration (e.g., Routesmart, Routeware)

- Camera system enhancements
- Integration with existing operational systems

Information Technology & Artificial Intelligence

- Current IT systems supporting operations and customer service
- Opportunities to improve automation, reporting, and system integration
- Potential applications of AI (predictive maintenance, routing, customer communication)
- Ensuring scalability, security, and long-term sustainability of systems
- Alternative considerations for third-party IT service provider and/or in-house IT Coordinator/Manager

STAFF RECOMMENDATION:

Staff is looking for Board ideas and recommendations on priorities for fleet and technology enhancement, and support for continued evaluation of tools that improve efficiency, reduce costs, and enhance operational performance. What items should staff evaluate and what additional information can we bring to the Board?

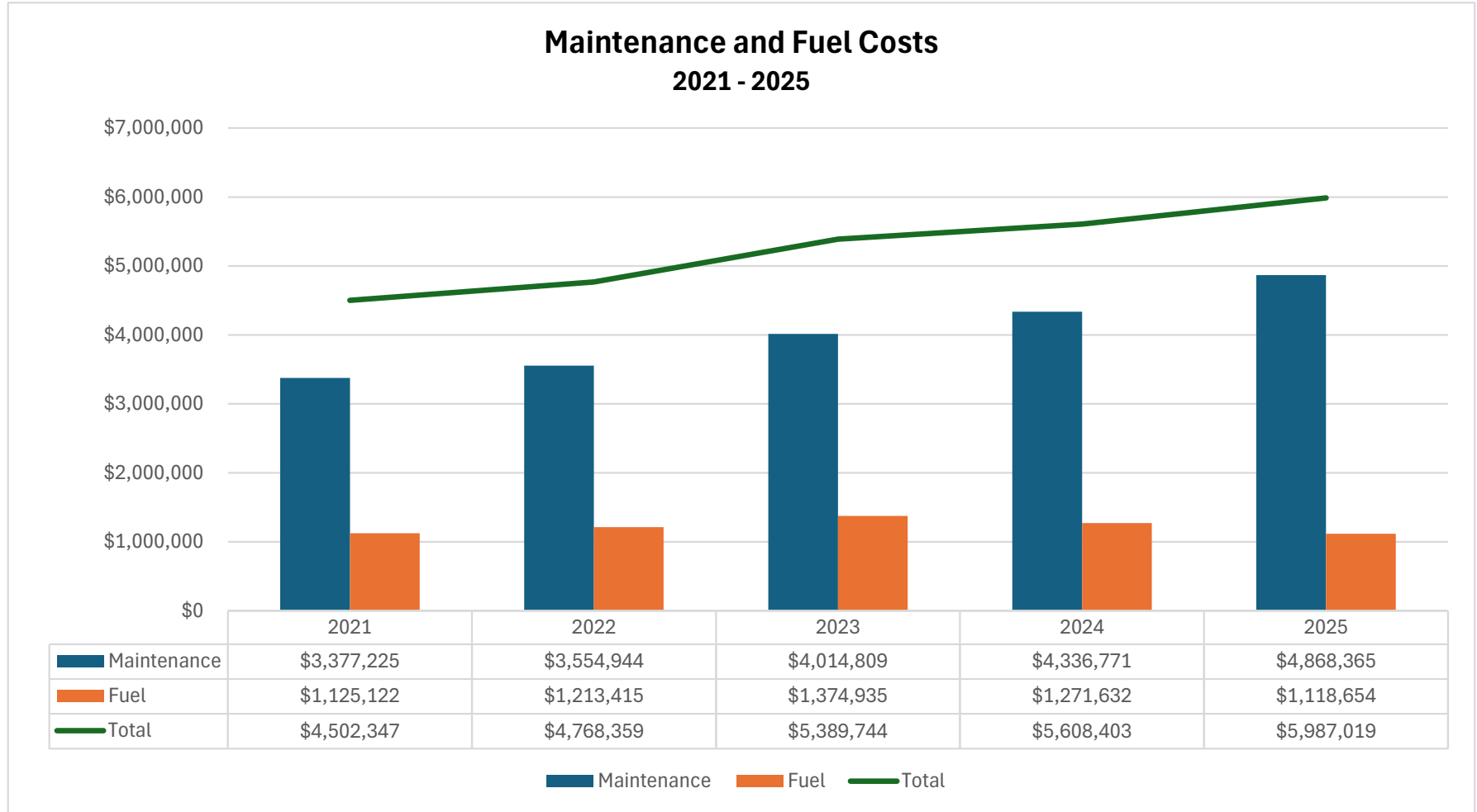
ATTACHMENTS:

1. Fuel and Maintenance Costs - 5 Year History (2021-2025 & 2026 projected)
2. Fleet – Fuel & Maintenance Dashboard 2021-2025
3. SLCo Fleet_WFWRD Trends & Data
4. 2026 SLCo Fleet Rates_WFWRD Final
5. SLCo IT Rates_WFWRD Final

Maintenance and Fuel Costs

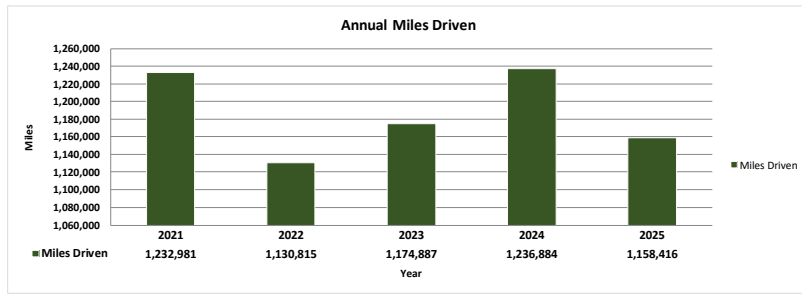
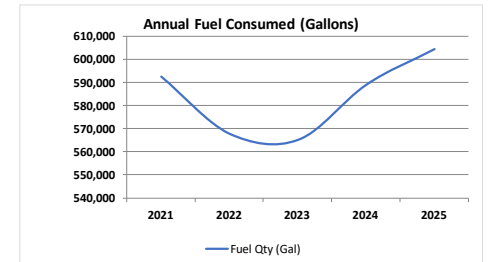
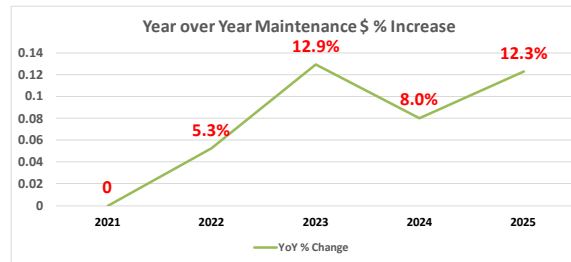
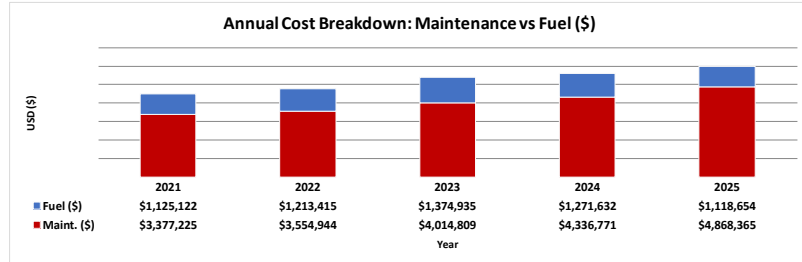
2021-2025 Actuals and 2026 Projected

	2021	2022	2023	2024	2025	2026 (projected)
Maintenance	\$3,377,225	\$3,554,944	\$4,014,809	\$4,336,771	\$4,868,365	\$5,250,000
Fuel	\$1,125,122	\$1,213,415	\$1,374,935	\$1,271,632	\$1,118,654	\$1,082,400
Total	\$4,502,347	\$4,768,359	\$5,389,744	\$5,608,403	\$5,987,019	\$6,332,400



WFWRD — FUEL & MAINTENANCE DASHBOARD (2021–2025)

Total Cost 2021–2025	Maint Cost 2021–2025	Fuel Cost 2021–2025	Total Miles 2021–2025	Total Fuel 2021–2025	Maint Cost Growth 2021–2025
\$26,255,872	\$20,152,114	\$6,103,758	5,933,983	2,919,032	44.2%

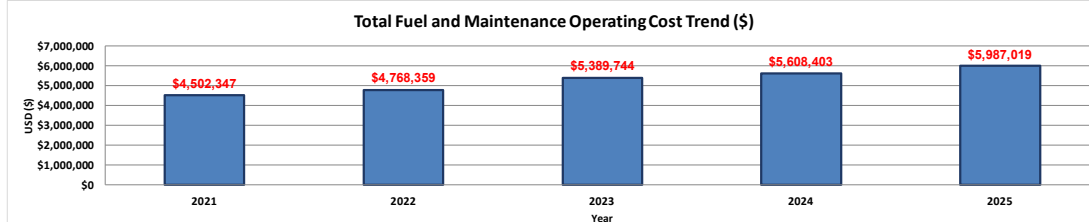


Year over Year Maintenance % Increase			
Year	Maint. Cost (\$)	YoY Change (\$)	YoY % Change
2021	\$3,377,225	—	—
2022	\$3,554,944	\$177,719	5.3%
2023	\$4,014,809	\$459,865	12.9%
2024	\$4,336,771	\$321,962	8.0%
2025	\$4,868,365	\$531,594	12.3%
Totals	\$20,152,114	\$1,491,140	44% increase from 2021 to 2025

Annual Fuel \$-Qty.		
Year	Fuel (\$)	Fuel Qty (Gal)
2021	\$1,125,122	592,649
2022	\$1,213,415	567,978
2023	\$1,374,935	565,078
2024	\$1,271,632	588,956
2025	\$1,118,654	604,370
Total Fuel \$	\$6,103,758	2,919,032

KEY TREND ANALYSIS	
► MAINTENANCE COSTS	
• Maintenance spending rose from \$3.38M (2021) to \$4.87M (2025), a 44.1% increase in 4 years.	
• Year-over-year increases: +5.3% (2022), +12.9% (2023), +8.0% (2024), +12.3% (2025).	
• Compound Annual Growth Rate (CAGR) of maintenance: ~9.6% per year — well above inflation.	
• Maintenance represents 81.3% of combined fuel and maintenance cost (up from 75.0% in 2021).	
► FUEL COSTS & CONSUMPTION	
• Fuel spending peaked at \$1.37M in 2023, then declined to \$1.12M in 2025 — a 5-year flat trend.	
• Total fuel consumed dipped in 2022–2023, recovered in 2024, and reached a 5-yr high in 2025.	
• Despite more gallons consumed in 2025, fuel cost is LOWER — indicative of price relief at pump.	
► MILES DRIVEN	
• Miles driven peaked in 2021 (1.23M) and 2024 (1.24M), with 2022 representing the lowest year.	
• 2025 shows a notable decline to 1.16M miles — the second-lowest in the 5-year period.	
• Maintenance cost per mile has increased every year: from \$2.74/mile (2021) to \$4.20/mile (2025).	
► TOTAL FUEL & MAINTENANCE OPERATING COST	
• Total costs increased from \$4.50M (2021) to \$5.99M (2025), a 33.0% rise over 4 years.	
• 5-year cumulative fleet operating cost: \$26.3M.	

AGED FLEET COST ANALYSIS	
► THE COST OF RUNNING AN AGING FLEET	
• As vehicles age beyond 7–10 years, repair frequency and parts costs escalate significantly.	
• Data shows maintenance costs growing nearly 3× faster than miles driven — a classic aging-fleet signal.	
• Older diesel engines consume more fuel per mile due to wear, injector degradation, and turbo inefficiency.	
► FINANCIAL IMPACT OBSERVED (2021–2025)	
• The fleet has incurred \$20.15M in maintenance costs over 5 years	
• Each \$1M increase in maintenance = ~200+ unplanned breakdowns, lost routes, and idle driver hours.	
• Deferred capital replacement is now costing more annually than a structured replacement program.	
► RISK FACTORS FOR THE BOARD TO CONSIDER	
• SAFETY RISK: Older vehicles are more likely to fail DOT inspections and roadside checks.	
• RELIABILITY RISK: 2025 maintenance spend (+12.3% YoY) suggests accelerating deterioration.	
• INSURANCE RISK: Claims frequency increases with vehicle age, raising premiums.	
• COMPLIANCE RISK: Older fleets face stricter emissions enforcement and retrofit costs.	
► BOARD RECOMMENDATIONS	
• Commission a full fleet age audit with remaining useful life (RUL) projections per vehicle.	
• Establish a Capital Replacement Reserve — target 15–20% of annual maintenance budget.	
• Prioritize replacement of the highest-cost/oldest vehicles first (Pareto analysis).	
• Model TCO (Total Cost of Ownership): new vs. continue-aging to quantify break-even.	



CALCULATED EFFICIENCY METRICS BY YEAR								
Year	Total Cost (\$)	Maint (\$)	Fuel (\$)	Miles	Fuel (Gal)	TOTAL Cost/Mile (\$)	Maint/Mile (\$)	Fuel \$/Gal
2021	\$4,502,347	\$3,377,225	\$1,125,122	1,232,981	592,649	\$3.65	\$2.74	\$1.898
2022	\$4,768,359	\$3,554,944	\$1,213,415	1,130,815	567,978	\$4.22	\$3.14	\$2.136
2023	\$5,389,744	\$4,014,809	\$1,374,935	1,174,887	565,078	\$4.59	\$3.42	\$2.433
2024	\$5,608,403	\$4,336,771	\$1,271,632	1,236,884	588,956	\$4.53	\$3.51	\$2.159
2025	\$5,987,019	\$4,868,365	\$1,118,654	1,158,416	604,370	\$5.17	\$4.20	\$1.851
								Maint % Total
								75.0%
								74.6%
								74.5%
								77.3%
								81.3%

Fleet Customer Meeting

WFWRD

2025 Agenda

2026 Rate Changes

Labor Rate Increase Heavy and Truck	\$6.00 / hour to \$135.50
Labor Rate Increase Lube	\$6.00 / hour to \$110.00
Labor Rate Light Duty Shop	\$6.00 / hour to \$124.00

Labor hours:

2021	12,651
2022	13,536
2023	13,566
2024	13,540
2025 Jan-Jun	6,818 annualized = 13,636

Fuel Costs – Projected Fuel Prices

Diesel	\$3.34
Gas	\$2.94

CNG	gge	\$/gge
2021	505,862	\$1.59
2022	506,986	\$1.79
2023	506,180	\$2.17
2024	526,482	\$1.92
2025 Jan-Jun	263,661	\$1.64

Vehicle Purchases

12 – 18 month lead time for heavy duty trucks
6 months for light duty trucks

Staffing

Fully staffed as of August 2nd

New Sanitation Trucks

What can we help you with

Other

Fleet
PROPOSED BILLING RATES
FOR BUDGET YEAR 2026

Name of Fee	2025 Rate	2026 Rate
Labor Rate		
Light Duty Shop	\$ 118.00 per hour	\$ 124.00 per hour
Hvy duty/Hvy Truck Shops	\$ 129.50 per hour	\$ 135.50 per hour
Lube Shop	\$ 104.00 per hour	\$ 110.00 per hour
Shop Fee	12.00% of labor	12.00% of labor
Parts Markup	26% of part cost	26% of part cost
Tire Markup	15% of tire cost	15% of tire cost
Sublet processing only	10% max \$1,000	10% max \$1,000
Managed Fuel Site	\$ 0.22 per gallon	\$ 0.22 per gallon
CNG and Fuel Card	\$ 0.15 per gallon	\$ 0.15 per gallon
Annual Vehicle Inspection	1 hour labor rate	1 hour labor rate
Road Call	1.25 X labor rate during road call	1.25 X labor rate during road call
Customer Requested Overtime	1.25 X labor rate for OT	1.25 X labor rate for OT
After hour fuel call out	2 hour Surcharge	2 hour Surcharge
Vehicle Management Fee	\$ 100.00 per asset	\$ 125.00 Per Asset



Services & Rates For 2026
Wasatch Front Waste & Recycling

Service		FY 2025	FY 2026	\$ Change
		Rate	Rate	
Network Access Account	AD12	\$ 87.28	\$ 103.29	\$ 16.01
	Provides secure Internet access, logging, filtering, investigative support, VPN access, extranet access to the city and state systems via firewall, system logging and monitoring, network security, security awareness training, security policy development, retulatory compliance, provisioning of: (network access, data access, system access), Active Directory account management, and Active Directory license.			
	Provides local and wireless network access, network administration, email, patch match management, anti-virus support, and engineering, configuration, support of secure client and server configurations.			
Limited Network Access Account		\$ 0.34	\$ 2.41	\$ 2.06
Server	AD54	\$ 1,891.74	\$ 1,660.52	\$ (231.22)
	Server installation, administration, engineering, configuration, support of secure server configuration.			
Database	AE44	\$ 470.92	\$ 619.35	\$ 148.43
	Database administration and support.			
Mainframe Utilization	AE12	\$ -	\$ -	\$ -
	Mainframe service, support, and user licenses.			
Pages Printed - Mainframe	AE21	\$ 0.01	\$ 0.01	\$ 0.00
	Pages printed on the mainframe.			
WAN Connection	AD31	\$ 453.47	\$ 397.77	\$ (55.70)
	Systems that support WAN (Wide Area Network) services.			
Storage - Gigabyte	AE13	\$ 0.01	\$ 0.01	\$ (0.00)
	Disk storage space (personal & shared drives			
GIS License	AD96	\$ 92.12	\$ 72.94	\$ (19.17)
	Hosting and support of GIS licensing.			
Hourly Services				
	Application Development	\$ 275.26	\$ 299.50	\$ 24.24
	Helpdesk Support	\$ 135.00	\$ 117.83	\$ (17.16)
IT Provided	Helpdesk Service - Calls taken and resolved by helpdesk personnel.			
	Consulting - Information Technology consulting service			
	Project Management - Information Technology project management service			
	Assessments - Information Technology assessment service			
Telecom	Hourly	\$ 107.00	\$ 110.00	\$ 3.00
	Mark ups	10%	10%	\$ -
	VoIP Maint	\$ 22.00	\$ 24.00	\$ 2.00
	Contact Center Mngmt	\$ 38.38	\$ 38.38	\$ -