

WASATCH FRONT WASTE AND RECYCLING DISTRICT (WFWRD)

BOARD OF TRUSTEES REGULAR MEETING AGENDA

To be held Monday, October 26, 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 Microsoft Teams. Public login is:

<https://teams.microsoft.com/meet/252836837003883?p=rIMGfPQzESKproqLIV>

Dial in by phone +1 385-229-1020,,482836292#

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, October 25th at 9:00pm. 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. Consent Items (**Approval Requested**) [5 minutes | 9:00am-9:05am]

2.1 September 28, 2026 Board of Trustees Regular Meeting Minutes

3. Business Items:

3.1 General Manager Report (2026 Accomplishments and PGIs Update): Evan Tyrrell, General Manager (**Information/Discussion**) [20 minutes | 9:05am-9:25am]

3.2 3rd Quarter 2026 Financial Report: Helen Kurtz, Finance Director (**Information/Discussion**) [15 minutes | 9:25am-9:40am]

3.3 Presentation of Updated Curbside Bulky Waste Program Plan and Programmatic Direction for Calendar Year 2027 including Valley and Canyon Residential Bulky Waste Services and the Continuation, Modification, or Suspension of Landfill Voucher Offerings: Evan Tyrrell, General Manager, and Renee Plant, Administrative Manager (**Information/Discussion/Direction**) [30 minutes | 9:40am-10:10am]

3.4 Considerations for Differential Hourly Wages for Equipment Operators during the Operation of Front-Load Refuse and Recycle Special Service Collections and in the Performance of Work Requiring a Class A Commercial Driver's License: Evan Tyrrell, General Manager, and David Ika, Operations Manager (**Information/Discussion/Approval Requested**) [15 minutes | 10:10am-10:25am]

3.5 Discussion and Presentation of the 2027 Tentative Budget and Fee Schedule: Evan Tyrrell, General Manager, and Helen Kurtz, Finance Director (**Information/Discussion**) [30 minutes | 10:25am-10:55am]

3.6 Tentative Adoption of the 2027 Tentative Budget and Fee Schedule: Emily Gray, Board Chair
(Adoption Requested) [3 minutes / 10:55am-10:58am]

3.7 Confirm the Date and Time for the Public Hearing to Allow Public Comment on the 2027 Budget and Fee Schedule currently scheduled for Monday, November 16, 2026 at 6:00pm: Emily Gray, Board Chair **(Information/Direction)** [2 minutes / 10:58am-11:00am]

4. Closed Session (If Needed)

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

5. Other Board Business

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

6. Items for Subsequent Board Meetings

- Public Hearing to Allow Public Comment on the 2027 Budget and Fee Schedule
- Adoption of 2027 Budget and Fee Schedule
- Board of Trustees 2027 Regular Meeting Dates and Times
- General Manager Report
- WFWRD Customer Account Management and Billing Overview Presentation
- Updated Considerations for Collection Day by Service Area Modifications (Post-Herriman Withdrawal) and Calendar Year 2027 to Enhance Customer Service and Go-Back Efficiencies
- Open and Public Meetings Act Training
- [ON HOLD] Boundary Adjustment for the Northern Salt Lake County Service Area Annexed by Salt Lake City
- [ON HOLD] Looking Forward – 2027 and Beyond: District Land, Buildings, and Offices

7. Adjournment



General Manager Report

October 26, 2026 Board of Trustees Meeting



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

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

Our Goals: Sustain a High 90th percentile of Customer Satisfaction, Achieve a High 80th Percentile of Employee Satisfaction, Environmental and Financial Stewardship and Loss Prevention.

2026 Major Activities & Accomplishments

- Transition from Quarterly to Monthly Billing (February 2027)
- WFWRD Board of Trustees Strategic Planning Retreat (April 27)
- Implementation of new residential Specialty Curbside Collection Services (SCCS) Program (May 2026)
- Transition to new Payment Services Platform (May 2026)
- Transition to postcard billing (June 2026)
 - Reduced printing and mailing costs (~\$200k annually)
- Change in monthly bill due date – now the 27th of every month
- Significantly increased bulky waste collection services via the Seasonal Container Reservation Program (SCRP)
 - 2026 average = 85 containers per day (~40% increase)
 - 2023-2025 average = 60 containers per day
- Administrative & operational optimization and cost savings initiatives
- Programmatic improvements and enhancements
- New and improved education & outreach media
- Growth and improvements towards community partnerships and relationships
- Navigation of complex legislative matters, public relations, and Herriman City withdrawal



Wasatch Front Waste & Recycling District
3.8 ★★★★★ 424 Google reviews
Waste management service in Midvale, Utah

The graphic features the Wasatch Front Waste & Recycling District logo at the top left. Below it is a blue banner with a megaphone icon and the text 'IMPORTANT BILLING UPDATE!' in large, bold, white and green letters. To the right is a calendar with the date 27 circled in green and labeled 'Pay Due!'. Below the banner is a green and white calendar icon showing 'NEW DUE DATE THE 27TH OF EACH MONTH'. To the right of this is a text box stating 'WFWRD BILLS ARE NOW DUE ON THE 27TH OF EACH MONTH.' and providing instructions to update payments and reminders. Below this is a green checkmark icon and a note: 'If you selected "Pay on the due date" when signing up for AutoPay, no action is needed!'. At the bottom, there are three icons: a calendar for 'SCHEDULED PAYMENTS', a bank building for 'BANK BILL-PAY SETTINGS', and a bell for 'PAYMENT REMINDERS'. To the right of these is a truck icon and the text 'Pay on time. KEEP OUR COMMUNITY CLEAN & STRONG!'. The footer contains a globe icon with 'VISIT US ONLINE wfwr.utah.gov', a phone icon with 'CUSTOMER SOLUTIONS 385-468-6325', and a leaf icon with 'Thank you for being a valued part of our community!'.

WASATCH FRONT
Waste & Recycling District

IMPORTANT BILLING UPDATE!

NEW DUE DATE
THE 27TH
OF EACH MONTH

WFWRD BILLS ARE NOW DUE ON THE 27TH OF EACH MONTH.

Please update any scheduled payments, bank bill-pay settings, or payment reminders to reflect the new monthly due date.

✓ If you selected "Pay on the due date" when signing up for AutoPay, no action is needed!

DON'T FORGET TO UPDATE:

- SCHEDULED PAYMENTS**
- BANK BILL-PAY SETTINGS**
- PAYMENT REMINDERS**

Pay on time. KEEP OUR COMMUNITY CLEAN & STRONG!

VISIT US ONLINE
wfwr.utah.gov

CUSTOMER SOLUTIONS
385-468-6325

Thank you for being a valued part of our community!



2023-2026 SCRCP Metrics

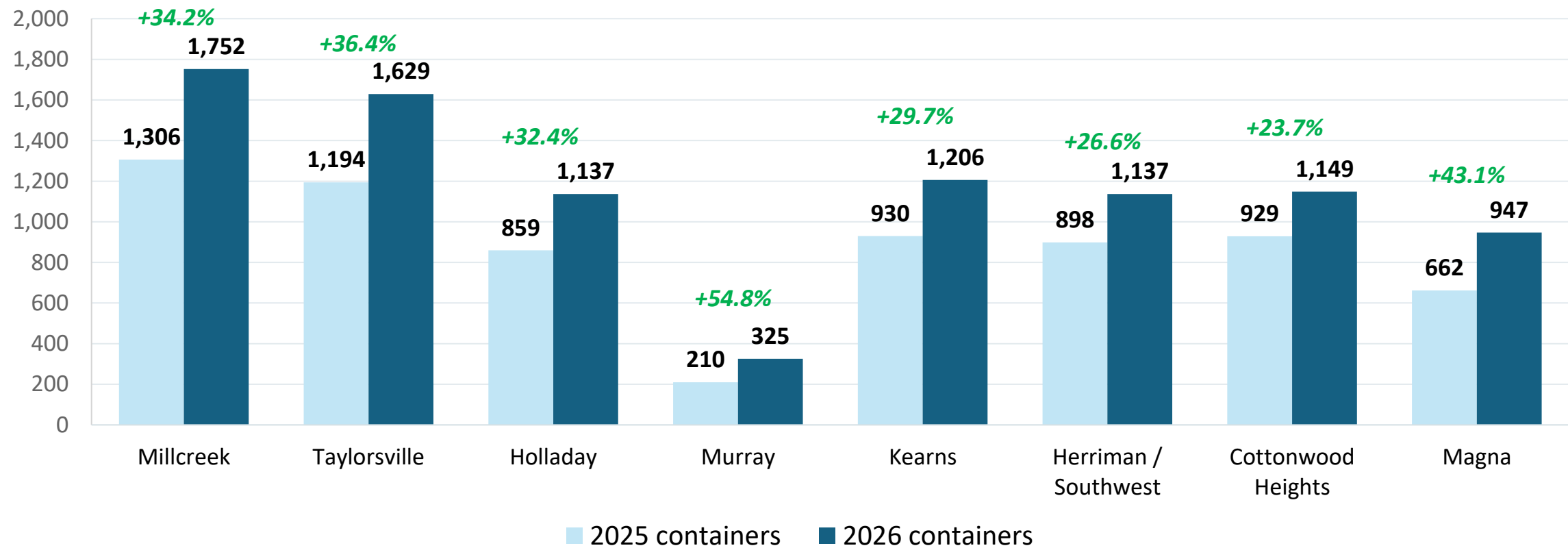
Historical	2023	2024	2025	2026
Seasonal Budgeted Positions (Drivers/Ground Crew)	10 / 4	10 / 4	10 / 4	12 / 0
Permanent Budgeted Positions (Drivers)	NA	NA	NA	2
Total Budgeted Positions (Seasonal & Permanent) ¹	10 / 4	10 / 4	10 / 4	12 / 2
Actual Positions (Drivers/Ground Crew or Permanent)	6 / 4	6 / 3	8 / 0	11.6 / 2
Trucks Leased / Owned	10 / 3	8 / 4	8 / 3	10 / 4
Days of Program	119	120	120	120
Total Containers Delivered	7,421	7,105	7,457	10,242
Containers Delivered per Day	62	59	62	85
Containers Delivered as a % of WFWRD Homes Serviced	9%	10%	9%	12%
Total Tons Hauled	5,814	6,173	5,869	7,286
Tons per Container	0.78	0.87	0.79	0.71

¹ Does not include leads/supervisors/managers; 2025 no Ground Crew



Valley SCRCP Deliveries: Large Service Areas

% change from 2025 to 2026

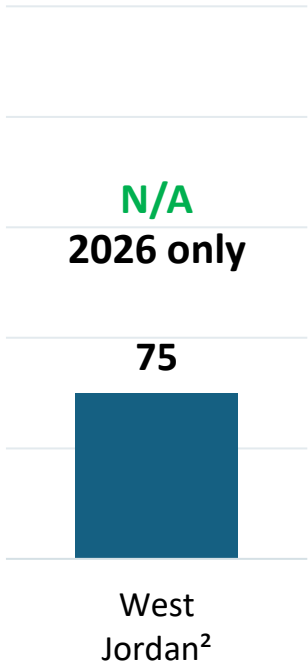
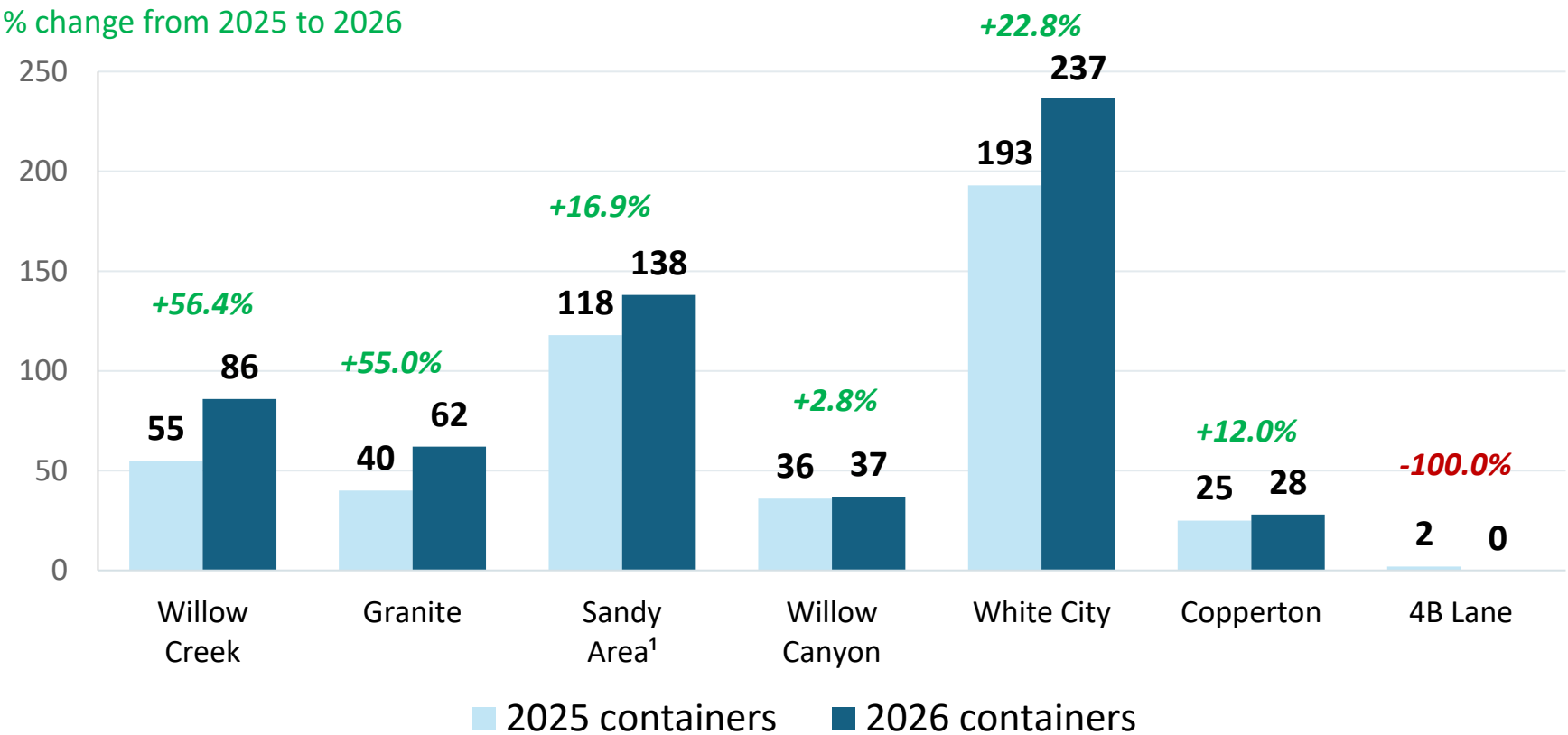


- West Jordan was included in Kearns data in 2025



Valley SCRCP Deliveries: Smaller Service Areas

% change from 2025 to 2026

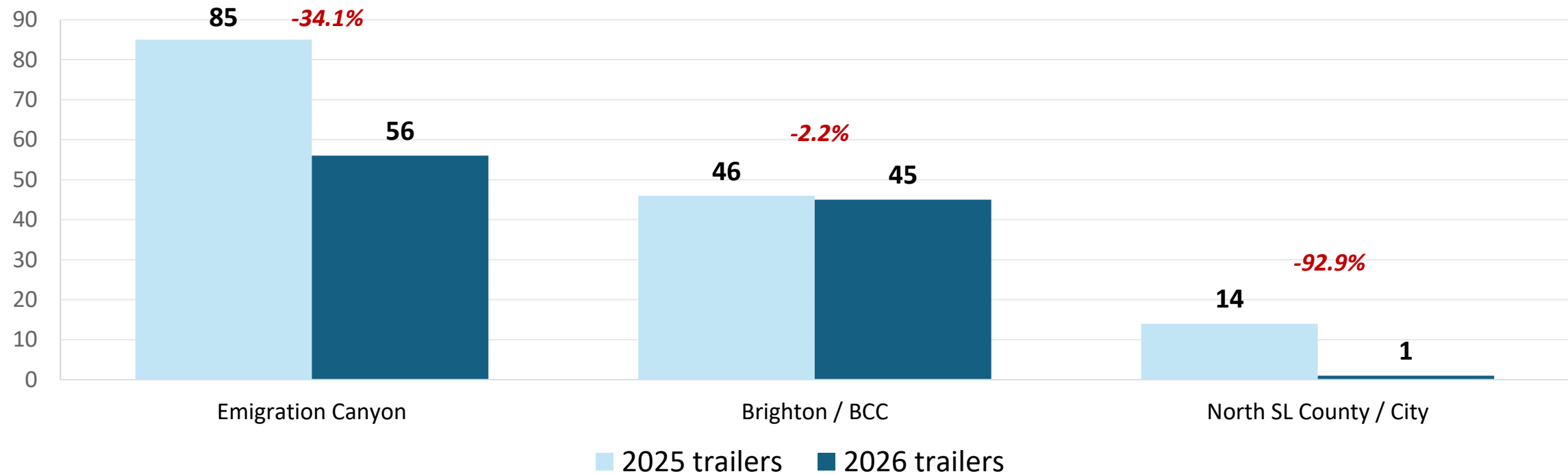


- ¹ Sandy Area includes both Sandy Hills & Sandy City.
- ² West Jordan was included in Kearns data in 2025 (on prior page).



Canyon and North County Trailers in lieu of SCRCP

% change from 2025 to 2026



- In 2025, trailers, in lieu of SCRCP, were available throughout the year.
- In 2026, WFWRD instead used a scheduled service window for the canyons and North SL City.

Specialty Curbside Collection Services (SCCS)



NEW SERVICE OFFERINGS FROM WFWRD

Specialty Curbside Collection Services (Residential Only)

Base Pickup Rate - Specialty Collections

Beginning May 1st, 2026



Valley (In-District):
per household
\$20.00



Canyon Communities (In-District):
per household
\$30.00



Valley (Out-of-District):
per household
\$40.00

Item pricing shown below is in addition to the base pickup rate

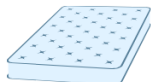
Tires

No Rim **\$5.00** each
With Rim **\$6.00** each



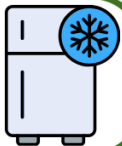
Mattress/Box Springs

\$20.00 each



Appliances

Freon-Containing
\$25.00 each



Appliances

Non-Freon-Containing
\$10.00 each



Forget to set out your
can or need an extra
pickup?

**We've got you
covered!**

\$25.00 per trip

*Service for In-District
Residents Only.
Base pickup rate
does not apply for
this service.*



AVAILABLE NOW!

- New program started May 1, 2026
- Year-round program offering curbside pickup using online request system
- All items **recycled** through various vendor contracts
- 106 SCCS Service Orders through September 30, 2026 since inception
- 146 Late Set-Out/Extra Can Pickup Requests totaling \$3,650
- WFWRD is planning to add the following items to the program in 2027
 - Couches, Recliners, Sofa Beds, Futons (**not recyclable**)
 - Large-Screen TVs (**recyclable**)

By request, subject to
availability and geographic
location.



(385) 468-6325

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WASATCH FRONT
Waste & Recycling District



SCCS Service Orders

SCCS Map

106

Service Orders

\$5,060

Amount Paid

Cities

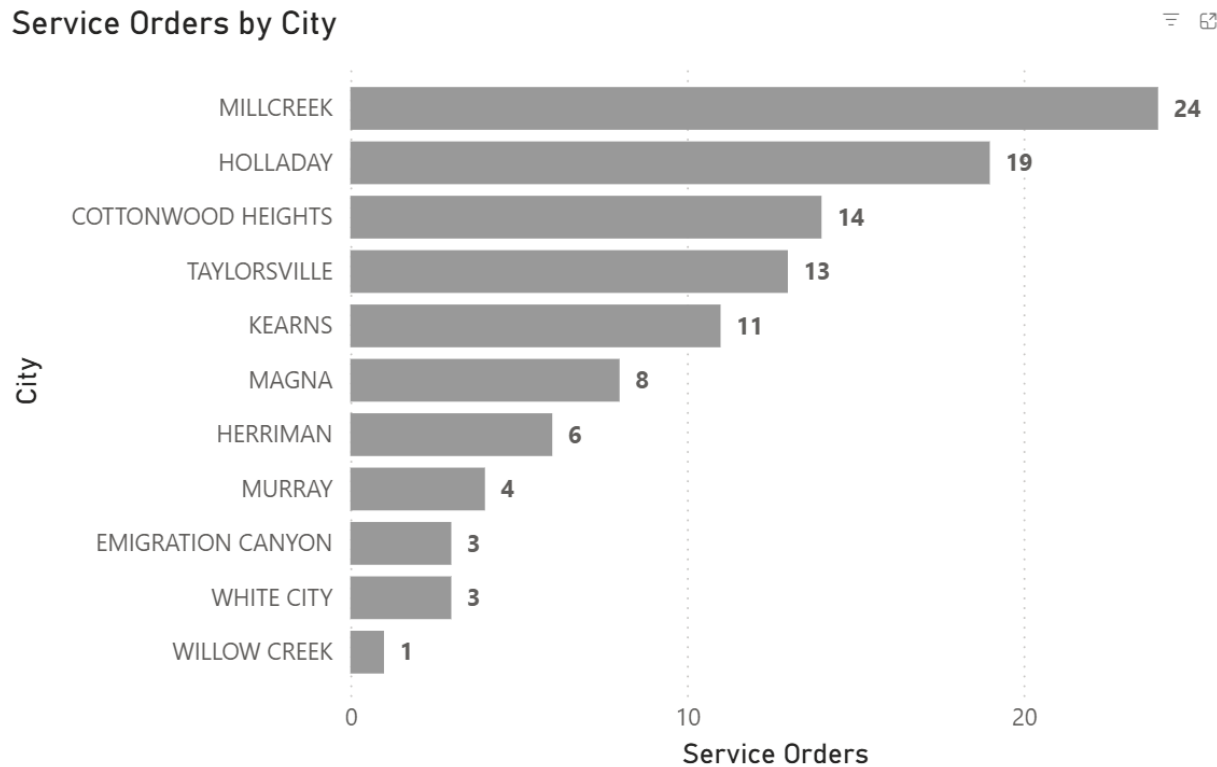
All

Date

5/1/2026

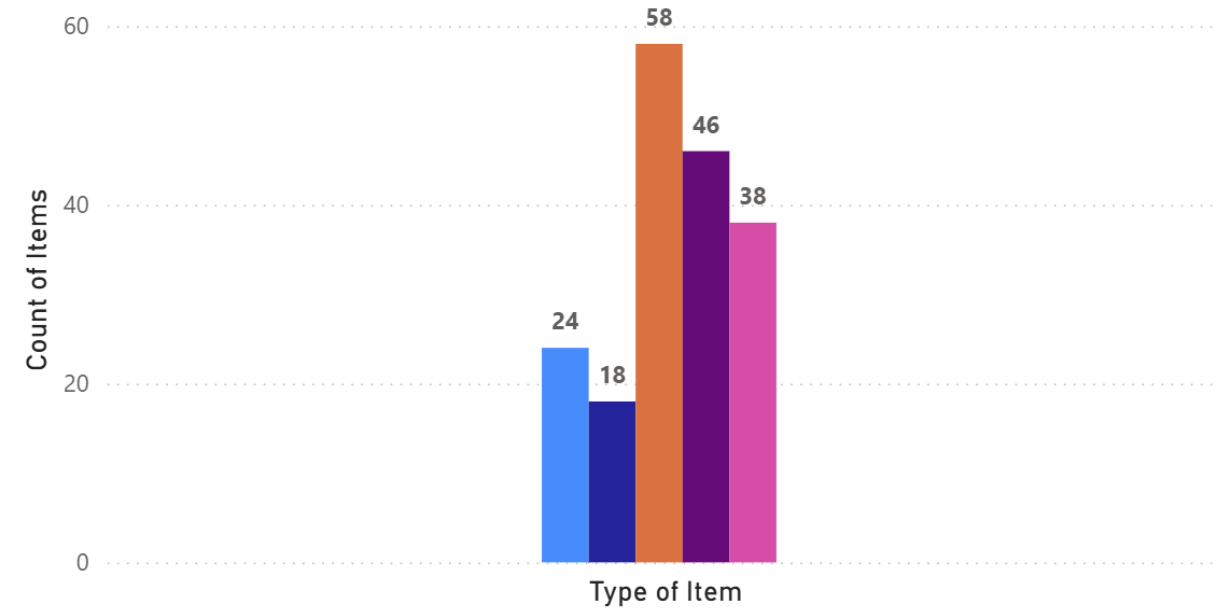
9/30/2026

Service Orders by City

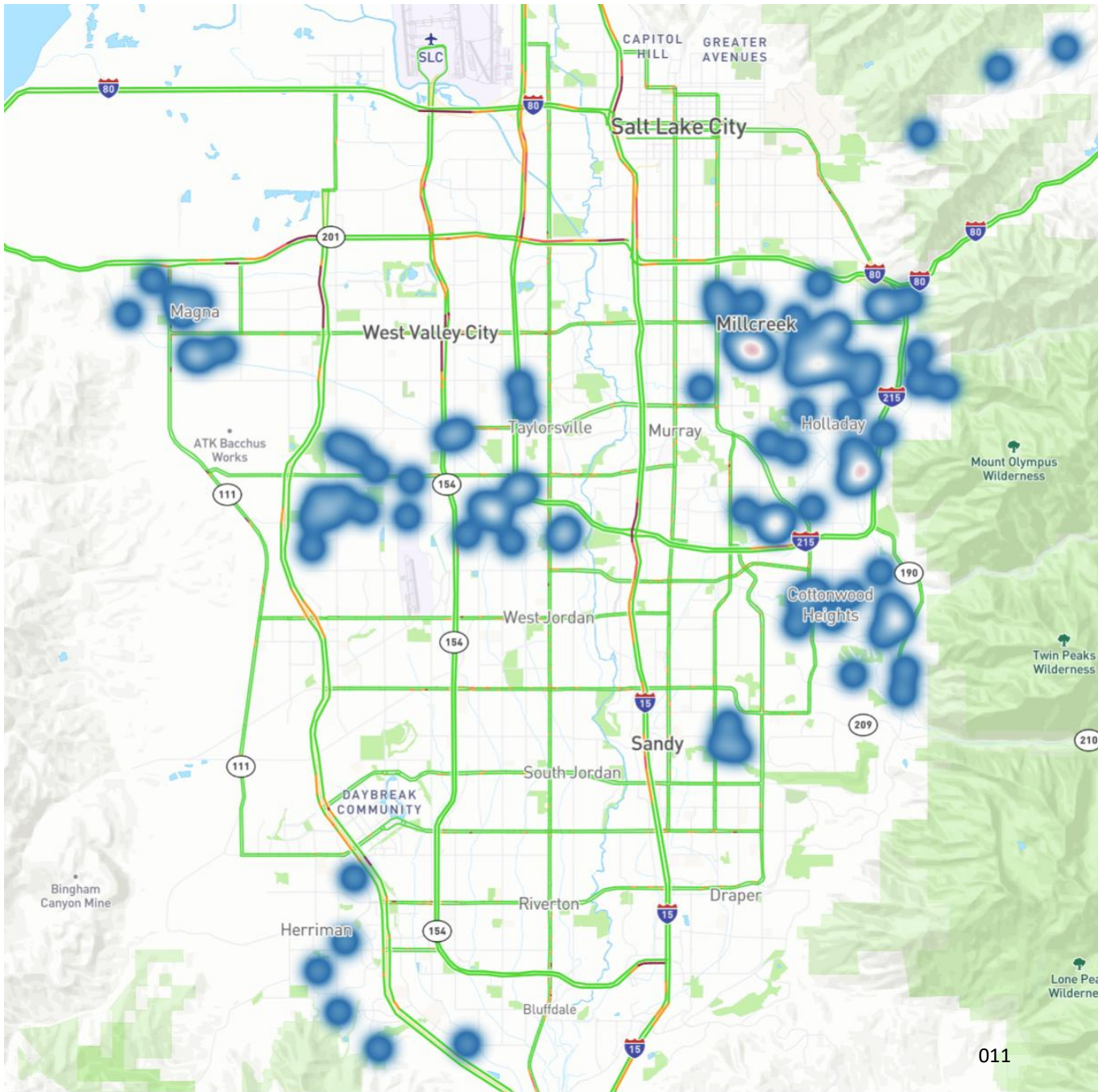


Count of Items

● Tires No Rim ● Tires with Rim ● Mattress/Box Spring ● Appliances Freon ● Appliances Non-Freon



☒ Prior end of month data complete



By request, subject to availability and geographic location.

Starting May 1st

NEW SERVICE OFFERINGS FROM WFWRD

SPECIALTY CURBSIDE COLLECTION SERVICES (Residential Only)

Base Pickup Rate - Specialty Collections

Valley (In-District): per household \$20.00	Canyon Communities (In-District): per household \$30.00	Valley (Out-of-District): per household \$40.00
Item pricing shown below is in addition to base pickup rate		
Tires No Rim \$5.00 each With Rim \$6.00 each	Appliances Freon Containing \$25.00 each	Appliances Non-Freon Containing \$10.00 each
Mattresses \$20.00 per piece		

AVAILABLE NOW!

If you forget to set out your can or need an extra pickup...

We've got you covered!

\$25.00 per trip

Service for In-District Residents Only.
Base pickup rate does not apply for this service.

WASATCH FRONT
Waste & Recycling District

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Green Waste Reclamation Reminder



- All curbside green waste collected by WFWRD is delivered to the [Salt Lake Valley Composting Facility](#)
 - The composting facility is located adjacent to the Salt Lake Valley Landfill in the northwest portion of Salt Lake County
- Curbside green waste is diverted from the landfill via a composting process and is redistributed throughout the area for beneficial reuse
- Historically, the Trans-Jordan Landfill had a similar composting operation, but suspended its program several years ago
 - Since that time, the District has delivered all curbside green waste to the Salt Lake Valley Composting Facility
 - This includes green waste collected in the southwest portion of Salt Lake County (i.e., Herriman, Copperton, and SW unincorporated)
- Due to very few curbside green waste subscribers in SW unincorporated and Copperton, the District has decided to discontinue green waste subscription offerings in Southwest SLC effective December 1, 2026, once the Herriman City service transition is complete

A green wheeled bin with a recycling symbol on it sits on a bed of brown soil and fallen autumn leaves. A small green seedling is growing out of the soil to the right of the bin. The background is a soft-focus landscape with more trees and foliage.

DID YOU KNOW?
Your green waste becomes compost.

All green waste collected through our curbside Green Waste Subscription Program goes to the Salt Lake Valley composting facility.

Enriching soil. Reducing landfill waste.

Learn about compost:
saltlakecounty.gov/landfill/compost/
Green Waste Program & Sign-Up:
wfwrduh.gov/how-recycle/green-waste-101

Reported Missed Pickup Video Verification Cost Savings

January – September 2026

	All REPORTED Single Misses (Not Full Streets)	Confirmed Single Miss	Unable To Determine ¹	Confirmed Falsely Reported Misses
Garbage	667	447	223	193
Recycle	392	270	122	87
Green	197	156	41	23
Totals	1256	873	386	303

Estimated MILEAGE info	Estimated MILES for ALL SINGLE Reported Misses (Not Full Streets)	Estimated MILES of Serviced Misses ² (confirmed + unable to determine)	MILES saved of Not Servicing Falsely Reported Misses
Garbage	4069	4087	1177
Recycle	2391	2391	531
Green	1202	1202	140
Totals	7662	7680	1848

Estimated COST Info	Total Cost if We Would Have Serviced ALL Misses	Cost of Misses we Serviced ²	COST Savings of Not Servicing Falsely Reported Misses
Garbage	\$114,981.46	\$115,498.62	\$33,270.50
Recycle	\$67,575.31	\$67,575.31	\$14,997.58
Green	\$33,960.04	\$33,960.04	\$3,964.88
Totals	\$216,516.82	\$217,033.97	\$52,232.96

Avg Miles per Miss
6.10
Fully-Loaded Cost per Mile
\$28.26

¹ includes truck off for video pull

² includes confirmed miss by driver & unable to confirm whether false or not (as we still service those)

2nd Can Field Audits

January – September 2026



WFWRD Extra Service Charges Template

2026 Rates	EXTRA G FOUND	\$19.50	EXTRA R FOUND	\$5.00	EXTRA GREEN	\$3.50			
Month	EXTRA G FOUND Qty	EXTRA G FOUND Total \$	EXTRA R FOUND Qty	EXTRA R FOUND Total \$	EXTRA GREEN Qty	EXTRA GREEN Total \$	Monthly Qty Total	Monthly Total \$	Cumulative Total
March	71	\$1,384.50	6	\$30.00	0	\$0.00	77	\$1,414.50	\$1,414.50
April	121	\$2,359.50	23	\$115.00	1	\$3.50	145	\$2,478.00	\$3,892.50
May	8	\$156.00	0	\$0.00	0	\$0.00	8	\$156.00	\$4,048.50
June	4	\$78.00	1	\$5.00	0	\$0.00	5	\$83.00	\$4,131.50
July	54	\$1,053.00	14	\$70.00	0	\$0.00	68	\$1,123.00	\$5,254.50
August	80	\$1,560.00	10	\$50.00	2	\$7.00	92	\$1,617.00	\$6,871.50
September	162	\$3,159.00	51	\$255.00	8	\$28.00	221	\$3,442.00	\$10,313.50
October		\$0.00		\$0.00		\$0.00	0	\$0.00	\$10,313.50
November		\$0.00		\$0.00		\$0.00	0	\$0.00	\$10,313.50
December		\$0.00		\$0.00		\$0.00	0	\$0.00	\$10,313.50
YTD Total	500	\$9,750.00	105	\$525.00	11	\$38.50	616	\$10,313.50	\$66,867.00

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

Thank You!

WFWRD MOBILE APP
Get reminders and service updates on the WFWRD app
Receive service reminders, holiday updates, seasonal alerts, recycling tools, and district news directly on your mobile device.

- ✓ Pickup and holiday reminders
- ✓ SCRP and seasonal alerts
- ✓ Recycle Right search tool
- ✓ Service updates and news

Download the App
Choose your device below to download the WFWRD app.

- Download on the App Store
- Get it on Google Play



Questions?



EVAN TYRRELL

General Manager

604 West 6960 South

Midvale, UT 84047

Office: (385) 468-6342

Email: etyrrell@wfwr dutah.gov

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. 06/22/2026: Updates to Section 9.39 - <i>Alcohol and Drug-Free Workplace</i> were approved by the Board.	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. 07/20/2026: on hold pending Herriman withdrawal resolution and other WFWRD priorities.	Indicates active/open item Indicates inactive/open item Indicates updated item since last file version Indicates closed/completed PGI item			
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. 07/20/2026: one additional SOP has been updated and several are undergoing comprehensive reviews and updates.	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	07/20/2026 : the transition from PowerBI to Looker Studio is nearly complete. New dashboards have been created, including heat maps, and a page specific to the new Specialty Curbside Collection Services (SCCS) program.	Data integration and real-time metrics provide the District with immediate tracking and strategic decision-making capabilities.			
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. 07/20/2026 : heat maps have been developed for the SCRP and SCCS programs.				
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. 06/12/2026: the final report entitled "Financial Impact Analysis of Herriman Withdrawal" was received by the awarded vendor. The independent third-party analysis, which included a proprietary financial model supports the District's internal estimates.	Analysis Results *Herriman withdrawal creates a net negative financial impact to the District (\$1.6M in 2027) *Annual revenue loss exceeds realizable cost reductions, producing a recurring operating shortfall. *Over a 10-year period, average annual revenue falls about 12.2%, roughly in proportion to the number of Herriman households leaving the service area, while operating expenses are only reduced by about 9.1%, a key driver of the structural deficit. *Findings suggest that Herriman City's withdrawal would likely create upward pressure on rates, require cost management actions, and/or service expansions to maintain financial solvency. *Further studies or analysis should explore strategies to mitigate costs, expand services, and/or, within the next five years, increase rates. *Opportunities to mitigate costs may include route optimization for fleet vehicles, strategic expansion or reduction of services to increase efficiency and promote full cost recovery, and exploring post-collection facility partnerships.			
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. 07/20/2026: the RFP will be solicited during the month of August. 09/16/2026: the District issued an RFP with a closing date of October 28				

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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.	07/20/2026: several education and outreach events continue to be supported by the District. Currently, a campaign to address recycling contamination in Kearns is underway, which represents the District's service area with the largest percentage of contamination based on recurring material composition audits. 09/30/2026: the average recycling contamination rate at RMR for the month of September 2026 was reported at 15.55%, which consists of a combination of all service area audits for the months of August and September..				
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 05/18/2026: the waste diversion and recycling report was presented during the May 18 Board meeting . 07/20/2026: two additional presentations are being developed for future Board meetings in 2026. 08/24/2026: a WFWRD Safety Program and Loss Prevention Overview was presented during the August 24 Board meeting . A customer account management and billing overview presentation is planned for the November 16 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. 06/30/2026: as of the first half of the year, 224 falsely reported missed pickups have been confirmed as late set-outs via video review. Based on a fully-loaded cost per mile of \$28.26 and an average of 6.1 miles per missed pickup, the total cost savings from Jan-Jun 2026 is currently calculated at \$38,614.46. 09/30/2026: as of the first three quarters of the year, 303 falsely reported missed pickups have been confirmed as late set-outs via video review. Based on a fully-loaded cost per mile of \$28.26 and an average of 6.1 miles per missed pickup, the total cost savings from Jan-Sept 2026 is currently calculated at \$52,232.96.		\$	52,232.96	

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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 *May 2026 Invoice totaled \$16,311.90 *June 2026 Invoice totaled \$17,350.14 (included a few one-time charges for container crew tablets)	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. 07/20/2026: to date, a total of 24 active directory accounts, 2 fax lines, and 1 database have been removed from the District's accounts, resulting in significant savings, and has been calculated out to ongoing savings. Many of these accounts were unused, unnecessary, or were consolidated under existing user accounts.	N/A	\$	-	- This item requires a comprehensive review and update due to ongoing fluctuations imposed by SLCO IT Services
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.	(1) Nearly every office has an individual printer, some of which are color and can cost up to \$1,000 to replace cartridges. (2) the District's primary office printer was beyond end-of-life and up for renewal. By utilizing state contract pricing, purchasing as opposed to leasing, and vendor negotiations, the District was able to save money on the purchase price of the new printer and reduce the price per page printed. The District is also asking staff to print b/w as opposed to color, where possible.	(2) Existing pricing per page for the District's main printer was: \$0.0102 per page b/w \$0.0593 per page color Renegotiated pricing, which includes all toner and maintenance is: \$0.0087 per page b/w \$0.0516 per page color As of the renewal, the District printed an average of 1,473 b/w pages per month and 9,894 color pages per month based on a 12-month rolling average	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. 08/06/2026: the new office printer was installed. Estimated printing savings is provided as a reduction of price per page for 4/12 months in 2026 and 12/12 months ongoing and is based on the rolling average number of b/w & color pages per month.	N/A	\$	8,463.19	\$ 5,940.72 (1) Assumes 5 color printer cartridge replacements per year at \$1,000 per printer.
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. 07/20/2026: at this time, this item will likely carry over into the 2027 budget year. 10/22/2026: this item is recommended for postponement until 2028 in order to receive a full year of financial and operational data without Herriman service and the new proposed curbside bulky waste program.				

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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 successfully completed along with other cost savings initiatives identified below (see FIN.4 & FIN.5).	Consistent cash flow and customer payments. Customers becoming accustomed to monthly billing will presumably make fewer late payments and WFWRD can better respond to billing discrepancies on a routine basis as opposed to only quarterly. Customer calls to WFWRD are expected to level out over time, creating a more even distribution of calls throughout the year.			
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. 07/20/2026: 23,900 customers are signed up for paperless, electronic billing. This represents a 23% increase of 4,413 paperless subscribers since January 20, 2026. 09/30/2026: 25,732 customers are signed up for paperless billing representing a 32% increase from January 2026 and almost 7% over 7/20/2026.	Paperless billing increases billing and payment processing efficiencies and eliminates printing and mailing costs.	\$ 90,062.00	\$ 154,932.00	Calculated using actual postage and printing costs for postcards times the number of paperless customers per known period starting in June, the first month of postcard bills. Both Dec 2026 and ongoing savings are adjusted for the Herriman withdrawal
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. 07/20/2026: postcard bills are being optimized for the upcoming billing month.		\$ 105,313.00	\$ 126,560.00	One-time for 2026 considers 7 billing cycles beginning in June (May billing cycle) whereas ongoing considers all 12 months on an annual basis while accounting for the pending reduction of Herriman service accounts. The current number of printed statements per month is about 52,000 units, which will likely continue to 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. - The Board decided to forego transaction fees.	The initial savings was calculated based on 95% of phone payments going through IVR. This may have been achieved by charging the phone payment convenience fee, which the Board decided to forego. Most phone payments are still being processed by Customer Solutions staff diminishing expected savings.	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. 10/22/2026: Anticipated savings were from implementing an IVR automated phone payment system along with a phone payment convenience fee for CS staff to take payment. Prior vendor would have charged \$1.25 per IVR transaction. New vendor is waiving that fee. Phone payment fee was not implemented and IVR usage is low compared original expectations. However, our new vendor PNP is it's own payment processor. Therefore, the processing fee is charged for credit cards and no other transaction fees are charged as they were with our former payment vendor. This results in significant current year and ongoing savings.		\$ 232,153.00	\$ 292,341.00	One-time represents a go-live date of May 4, whereas the ongoing savings represent a full year of forecasted savings moving forward while accounting for the pending reduction of Herriman service accounts. This calculation considers both IVR savings (fee waived by new vendor) and savings from double fees (per transaction fee and card processing fees) with prior vendor changed to a single fee (card processing) with new vendor.

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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. 07/20/2026: WFWRD has still not backfilled the vacant Lead Operator position. Additional cost savings may be quantified later in the 2026 budget season. 10/22/2026: WFWRD did not backfill the vacant Lead Equipment Operator position for the entire year, which is also proposed for elimination as part of the Herriman withdrawal and has been forecasted as an entire year of cost savings and an ongoing cost savings in subsequent years.		\$178,609.22	\$111,390.00	One-time includes 3-months (Jan-Mar) of savings from not backfilling 3 equipment operator positions and 12 months of not backfilling the lead operator position. The cost savings associated with permanently not backfilling 1 of the Lead EO positions is forecasted as ongoing savings. Values represent fully burdened wages, including fixed and variable benefits.
FIN.7									
OPERATIONAL							One-time (2026)	Ongoing (annual) 2027+	
OP.1.1	Using existing resources and budget allocations, maximize the capacity to better meet service demand for the Seasonal Container Reservation Program (SCRP)	2026 goal is to attain an average of at least 72 containers serviced per day throughout the 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 delivered 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. 07/17/2026: YTD average container deliveries per day have increased to 83! A comprehensive report will be provided at the end of the SCRCP season. 09/30/2026: average container deliveries per day for the season ended at 85, an increase of ~40% and an increase of 2,785 container deliveries compared to 2025.	09/30/2026: At 85 containers per day for the season, this represents and increase of ~40% in container deliveries compared to the past three-year average of 60 containers per day, resulting in additional service and better meeting service demand throughout the District's service areas. Container deliveries increased by 37% compared to 2025 (10,242 v. 7,457) and the District held a few additional central bulk waste drop-off events.	\$2,860.30		09/30/2026: this number represents scrap metal recovery from SCRCP containers. Avoiding an average tipping fee of \$37.40 per ton plus sales revenue of scrap metal totaling 16.96 tons and \$2,226 in revenue. Cost avoidance = 16.96 tons * \$37.40/ton = \$634.30.
OP.1.2	Implement the new Specialty Curbside Collection Services Program (SCCS)	Program went live on May 1, 2026 and offers curbside pickup of bulk waste items such as mattresses, appliances, and waste tires year round. Without this program, which is based on cost recovery, the District would presumably pay for the tipping fees via the SCRCP program. Therefore, any revenues are considered cost savings for disposal costs associated with SCRCP. The container/can team performs the pickups without additional overhead costs, and disposition fees negotiated through District contracts are less than direct deliveries and fees charged by the landfills and transfer stations, which is assumed to offset the costs associated with bulk loading and delivery to reclamation facilities.	N/A	N/A	09/30/2026: out of 106 service orders, the District has collected the following quantities since the SCCS program was implemented on May 1, 2026* Mattresses = 58 Freon Appliances = 46 Non-Freon Appliances = 38 Tires (no rim) = 24 Tires (with rim) = 18 Combined service order and per material fees have resulted in new revenues totaling \$5,060 *NOTE: the above material quantities need to be double-checked	Offered year-round, this program is designed to complement WFWRD's Seasonal Container Reservation Program (SCRCP) by providing convenient and cost-effective collection options for bulky waste items that present unique operational, environmental, and regulatory challenges. The overwhelming majority of these items are recycled, helping to reduce our environmental footprint and preserve valuable landfill space. Tires are hauled to a waste tire recycling facility, mattresses and box springs to a disassembly and recovery facility, and certified specialists safely recover freon from appliances before they are sent to a scrap metal recycling facility.	\$5,060.00		

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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., \$20) 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.	<u>04/30/2026</u> : 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. <u>06/30/2026</u> : 12,615 green waste subscribers + 344 additional green waste can subscribers. Herriman residents accounted for 1,794 green waste subscribers. Copperton and SW unincorporated have 11 green waste subscriptions. <u>09/30/2026</u> : will review and update at a later time	Increases in green waste subscriptions bring in additional revenue for the District and help to enhance economies of scale associated with this opt-in, subscription-based program. From 12/31/2025 to 6/30/2026, there has been an increase of 346 green can subscribers (\$12/mo.) and 24 additional green can subscribers (\$3.50/mo.).	\$	25,416.00	One-time represents an estimated additional 6 months of revenues for the year with 346 new green can subscribers and 24 new additional green can subscribers. No ongoing has been calculated at this time due to the anticipated withdrawal of Herriman City from the District's service area.
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.	SCRIP 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.	<u>03/17/2026</u> : 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. <u>04/27/2026</u> : 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. <u>07/20/2026</u> : a curbside bulky waste conceptual program plan is being developed for the August 24, 2026 Board meeting. <u>10/22/2026</u> : a preliminary and updated curbside bulky waste program proposal was provided as part of the September 28 and October 26 Board meetings, respectively.				
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		<u>07/20/2026</u> : this item is largely inactive due to other priorities, but the District is beginning to look at front-load collection locations in an effort to maximize collection efficiencies.				

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Identifier	PGI Description	Additional Information	Benchmark(s)/Current Status	Unknowns/Challenges/Constraints	Status Update	Qualitative Benefits Achieved	Quantitative Benefits Realized		Quantitative Benefits Notes
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.	07/20/2026 : the District has been engaging with several vendors to better understand needs and wants as it relates to telematics upgrades, routing software, etc. Currently, the District would like to prioritize enhancing its truck cameras so that cameras can record from the sides and rear of the truck. Only front-facing cameras are able to record at this time. Enhancing camera recording capabilities will help the District better verify missed pickups and exonerate drivers for incidents/accidents, thereby avoiding insurance claims and other costs to the District, inter alia.	Offering extra/late set-out return pickups provides enhanced customer service and fulfills community needs.	\$	3,650.00	As of 06/30/2026 , a total of 77 extra/late set-out return pickups had been completed, resulting in \$1,925 in revenue. As of 09/30/2026 , a total of 146 extra/late set-out return pickups had been completed, resulting in \$3,650 in revenue
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	03/17/2026 : 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. 03/23/2026 : 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 (CMV's). 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 CMV's</u> 58 side-load trucks 3 front-load trucks 2 rear-load trucks 3 hook-lift trucks	03/17/2026 : 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? 07/20/2026 : WFWRD's second quarterly				

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
OP.3.6	Earlier this year, after the 2026 budget had been approved, SLCo approached the District regarding the Mahogany Radio Tower, which is beyond end-of-life, and proposed a cost-sharing agreement to pay for capital upgrades to the tower's technology. As a second responder, the District started evaluating alternative options to avoid the large capital cost associated with these upgrades.	Upgrades would require the District to replace all existing radios within its Fleet from analog to digital devices in addition to sharing the costs associated with the Mahogany Tower upgrades.	As of June 2026, the cost to the District to support the Mahogany Radio Tower upgrades was estimated to be \$114,236.57. Additionally, the cost to purchase and install new radios was estimated at \$240,670.36. The Grand Total estimated costs to the District for these upgrades was \$354,906.93.	The District conducted a pilot for push-to-talk devices, which operate similarly to truck radios by tying into the Verizon mobile network.	07/20/2026: the District has decided to move forward with PTT devices, resulting in a significant one-time cost savings. The new devices are anticipated to be implemented throughout the month of August while using the existing radios, where possible, as part of the transition. Several intermittent outages have been occurring over the past 6 months with the District's existing radios as a result of the Mahogany Radio tower issues. 09/30/2026:	No impacts are anticipated. The Verizon network appears to be more reliable in some areas where the District has had trouble in the past (e.g, canyon communities, Magna).	\$	319,056.93	\$ (23,400.00)

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
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.		07/20/2026 : the District has been evaluating other solid waste agency HASPs and has begun a comprehensive update to its HASP.				
SAF.1.2	Continue to provide staff training and hold safety-specific meetings				07/20/2026 : monthly safety stand downs and training have continued .				
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		07/01/2026: the District's insurance renewal took effect. The new EMOD for July 2026-June 2027 has been reduced from 1.74 to 1.36, resulting in a one-time cost savings of \$21,332 according to information provided by the ULGT.		\$ 10,666.00	\$ 10,666.00	Savings based on 6 months in 2026 and 6 months in 2027
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 scheduled retreat. 05/10/2026: this item has been deferred to the June Board meeting due to shifting priorities. 06/22/2026: the Board adopted the new DOT D&A Policy	The new policy will better protect both the District and its employees by modernizing its DOT D&A testing policy and ensuring compliance with the most recent FMCSA rules and regulations.			
SAF.4	Evaluate the District's emergency response readiness, training, and planning program								
SAF.5									
							\$ 1,386,503.53 One-time (2026)	\$ 780,036.28 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. Route and scheduling optimization savings from 2025 were reduced by \$85,000 due to variability in fuel costs, staffing levels, etc.	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	\$ 1,003,417.00	Ongoing (annual) 2027+ cost savings have been reduced to account for the proposed reinstatement of the previously unfilled Collections Supervisor position as well as the proposed reinstatement of a second Quality Assurance Inspector position.
							\$ 2,626,503.53 2026 Combined	\$ 1,783,453.28 Ongoing (annual) 2027+	CUMULATIVE COST SAVINGS
	Indicates active/open item								
	Indicates inactive/open item								
	Indicates updated item since last file version								
	Indicates closed/completed PGI item								



WFWRD Quarterly Financial Report

For the Quarter Ending 9/30/26



2026 3rd QUARTER REVENUES

	3rd Quarter Jul - Sept	YTD Actuals 2026	Budget 2026	Budget less Actuals	Percent of Budget	YTD Actuals 2025
Revenues						
Residential Waste Collections	\$ 7,383,918	\$ 22,092,147	\$ 29,312,089	\$ 7,219,942	75.37%	\$ 21,968,539
Nonresidential Waste Collections	222,992	522,483	731,200	208,717	71.46%	606,411
Specialty Curbside Collections	3,112	5,370	-	(5,370)		-
Neighborhood Trailer Rental	-	108	-	(108)		185,797
Green Curbside (cans/fees)	468,061	1,397,689	1,703,000	305,311	82.07%	1,369,630
Metal Revenue	923	2,536	-	(2,536)		-
Gain/(Loss) on Sale of Assets (Trucks)	17,927	(24,498)	160,000	184,498	-15.31%	105,699
Gain/(Loss) On Investments	(28,884)	(38,239)	-	38,239		19,760
New Home Can and Delivery	33,490	85,060	90,000	4,940	94.51%	75,544
Interest	143,160	392,615	350,000	(42,615)	112.18%	238,935
Misc. Revenues	195,275	338,164	525,000	186,836	64.41%	405,724
Total Revenues	8,439,974	\$ 24,773,435	\$ 32,871,289	\$ 8,097,854	75.36%	\$ 24,976,039



2026 3rd QUARTER PERSONNEL EXPENSES

	3rd Quarter Jul - Sept	YTD Actuals 2026	Budget 2026	Budget less Actuals	Percent of Budget	YTD Actuals 2025
Personnel Expenses						
Wages/Salaries	\$ 1,610,162	\$ 5,056,745	\$ 7,670,600	\$ 2,613,855	65.92%	\$ 5,011,721
Overtime	89,453	177,820	449,500	271,680	39.56%	192,725
Temporary Labor	119,484	273,000	410,900	137,900	66.44%	200,304
Social Security	7,971	18,659	23,900	5,241	78.07%	14,698
Medicare Tax	25,737	77,859	115,000	37,141	67.70%	75,964
Retirement Pension	233,690	767,656	1,292,000	524,344	59.42%	812,613
Supplemental 401(k)	122,856	379,545	552,000	172,455	68.76%	372,862
Health Insurance	338,954	1,139,437	1,720,000	580,563	66.25%	1,127,207
Retirees Insurance	1,703	5,448	14,000	8,552	38.91%	9,881
Miscellaneous Benefits	15,555	89,044	100,000	10,956	89.04%	62,795
Workers Comp/Claims/Insurance	21,598	98,641	181,400	82,759	54.38%	92,377
State Unemployment Tax	8,739	32,352	40,000	7,648	80.88%	37,915
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	2,595,902	\$ 8,116,206	\$ 12,694,300	\$ 4,578,094	63.94%	\$ 8,011,062



2026 3rd QUARTER OPERATING EXPENSES

	3rd Quarter Jul - Sept	YTD Actuals 2026	Budget 2026	Budget less Actuals	Percent of Budget	YTD Actuals 2025
Operating Expenses						
Fuel	\$ 362,088	\$ 975,698	\$ 1,082,400	\$ 106,702	90.14%	\$ 843,298
Maintenance	935,994	3,560,463	5,250,000	1,689,537	67.82%	3,606,605
Waste Disposal Fees	1,339,116	3,526,108	5,215,000	1,688,892	67.61%	3,380,431
MRF Recycle Processing Fees	186,879	660,634	900,000	239,366	73.40%	620,275
Can Purchases	139,376	285,160	582,000	296,840	49.00%	550,104
County Interlocal IT/Phone Services	58,555	169,923	270,200	100,277	62.89%	165,024
Building & Land Leases	9,653	40,460	86,640	46,180	46.70%	59,749
County Interlocal Shared Bldg Costs	90,539	297,681	406,500	108,819	73.23%	276,933
County Interlocal Operations/Truck Lease	67,287	164,187	168,150	3,963	97.64%	127,896
Property Insurance/Claims	89,817	275,136	366,500	91,364	75.07%	368,874
Bank Fees (Includes payment processing)	109,612	463,463	550,000	86,537	84.27%	312,619
Printing and Postage	84,406	396,724	776,800	380,076	51.07%	194,411
Professional Services	72,535	213,978	270,100	56,122	79.22%	477,276
Other	125,531	456,923	639,000	182,077	71.51%	996,292
Depreciation	533,740	1,580,706	2,620,000	1,039,294	60.33%	1,935,667
Total Operating Expenses	\$ 4,205,128	\$ 13,067,244	\$ 19,183,290	\$ 6,116,046	68.12%	\$ 13,915,454
Total Expenses	\$ 6,801,030	\$ 21,183,450	\$ 31,877,590	\$ 10,694,140	66.45%	\$ 21,926,516
Revenues Less Expenses	\$ 1,638,944	\$ 3,589,985	\$ 993,699.00			\$ 3,049,523



2026 CAPITAL PURCHASES through September 30, 2026

2026 Planned Capital Purchases					
Description	Approved Budget	2026 Estimated Purchases	Projected Savings	Amount Spent YTD	Remaining Budget
Carry Forward from 2024					
One Hook Lift Truck - SCRP	\$ 74,940	\$ 68,583	\$ 6,357	\$ 68,583	\$ 6,357
One Cabover Delivery Truck - Cans	77,600	58,166	19,434	-	77,600
Subtotal	\$ 152,540	\$ 126,749	\$ 25,791	\$ 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 - Not Purchasing	40,000	-	40,000	-	40,000
Subtotal	\$ 1,513,856	\$ 1,473,856	\$ 40,000	\$ 1,473,856	\$ 40,000
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	\$ 1,795,684	\$ -	\$ 3,439,200
One Rear Load Truck	-	338,498	(338,498)	-	-
One Cabover Delivery Truck - Cans	77,600	58,466	19,134	-	77,600
Two Light-Duty Trucks	96,000	94,386	1,614	-	96,000
Administration Pool Vehicle - Toyota Highlander	45,000	43,921	1,079	43,921	1,079
Subtotal	\$ 3,657,800	\$ 2,178,787	\$ 1,479,013	\$ 43,921	\$ 3,613,879
Totals	\$ 5,324,196	\$ 3,779,392	\$ 1,544,804	\$ 1,586,360	\$ 3,737,836

← Purchase of four chassis totaling \$907,948 in October 2026

← Purchase of rear load chassis totaling \$226,357 in October 2026

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

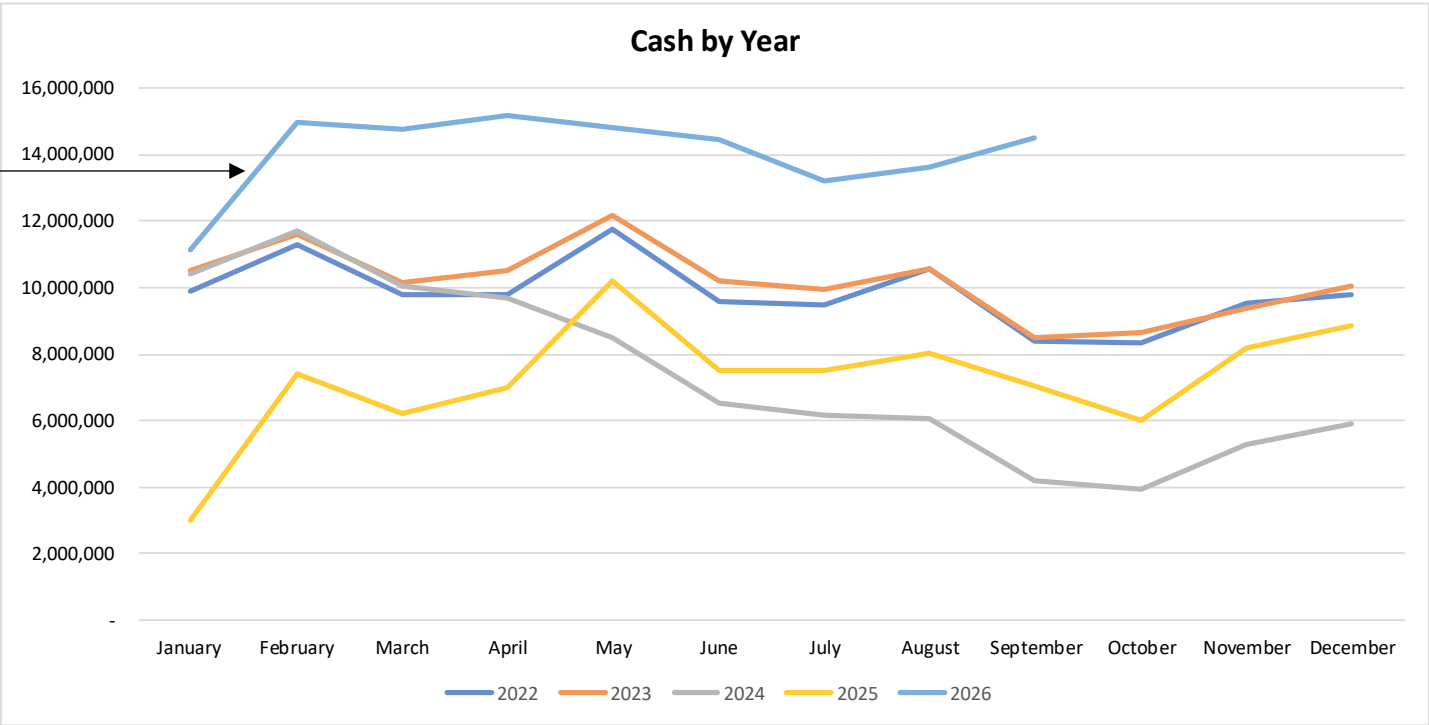


2026 3rd QUARTER CASH BALANCES 2021 - 2026

	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	15,194,703	14,815,621	14,439,319	13,195,963	13,631,779	14,515,011	-	-	-

2026 Cash Balances

- Results of monthly billing
- Includes \$2,193,032 of unspent expected capital purchases (\$3,737,836 of unspent capital budget)





2026 3rd QUARTER REFUNDS & TAX CERTIFICATIONS

Refund Reason	Count	Amount
Overpaid	22	\$ 5,663.36
Paid on closed account	4	142.00
Paid in Error	4	1,253.96
Billing Error	2	2,957.00
Total Refunds	32	<u>\$ 10,016.32</u>

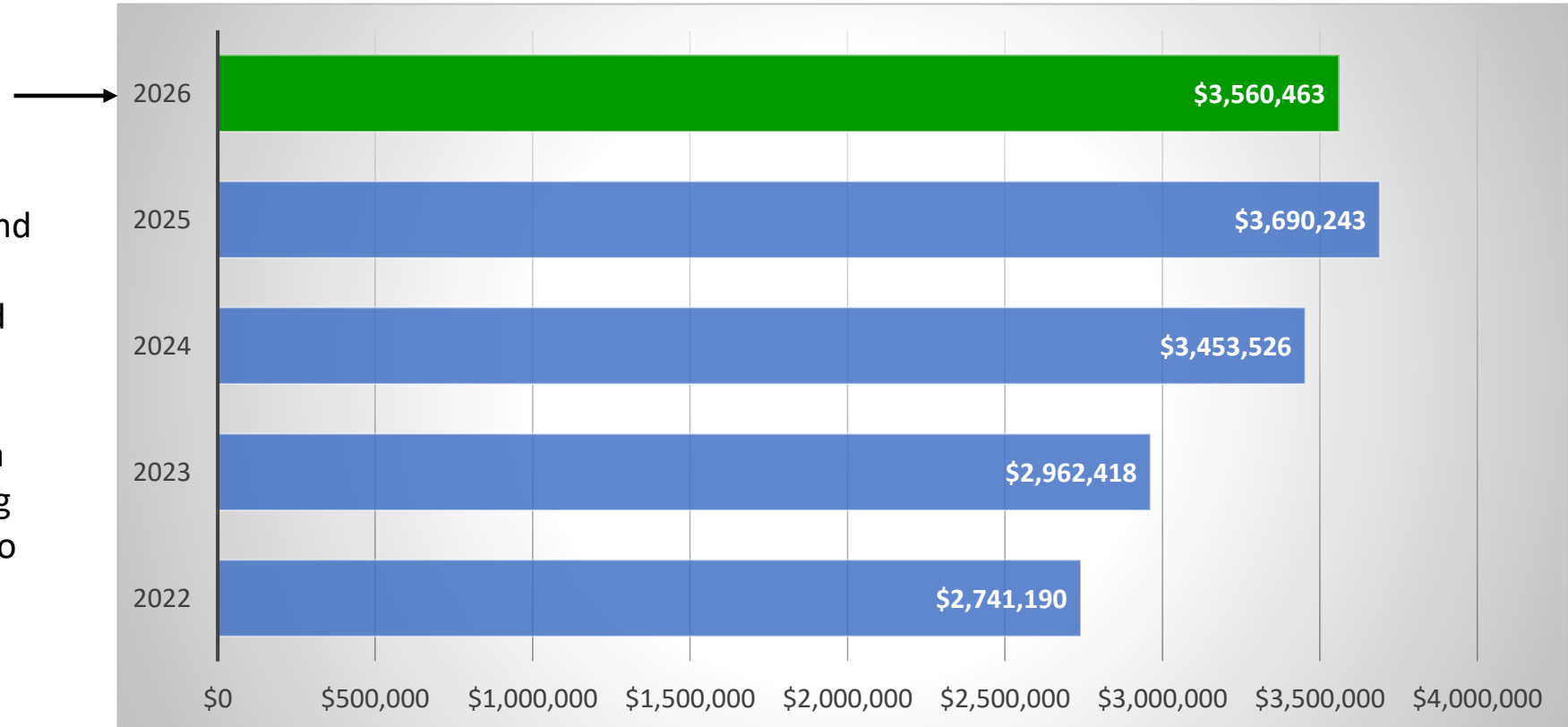
Certification Balances as of September 30 , 2026					
	Original		Outstanding		
Year	Parcels	Amount	Remaining Parcels	Outstanding Balance	Percent Outstanding
2020	14,175	\$ 2,231,894	2	\$ 260	0.01%
2021	13,137	\$ 2,172,454	3	\$ 675	0.03%
2022	13,067	\$ 2,226,732	29	\$ 6,349	0.29%
2023	13,823	\$ 2,547,967	66	\$ 19,152	0.75%
2024	13,588	\$ 2,697,714	129	\$ 35,694	1.32%
2025	13,682	\$ 3,141,356	281	\$ 78,270	2.49%
2026	25,689	\$ 4,239,048	25,689	\$ 4,239,048	100.00%
Total		<u>\$ 19,257,165</u>		<u>\$ 4,379,448</u>	



3rd QUARTER MAINTENANCE COSTS 2022 - 2026

2026 – SLCo Fleet implemented new fleet management software in August that is experiencing issues. As a result, August and September expenses are estimated based on July and may be understated

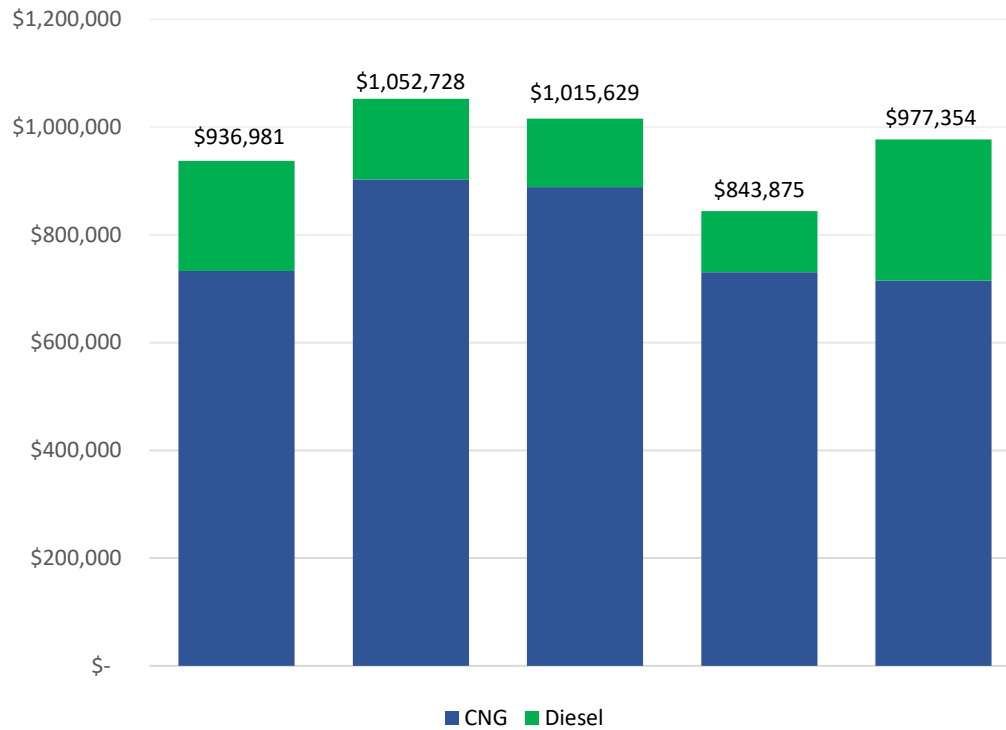
The District has developed a quarterly SLCo Fleet working group meeting in an effort to identify cost savings measures and proactively identify areas for improvement



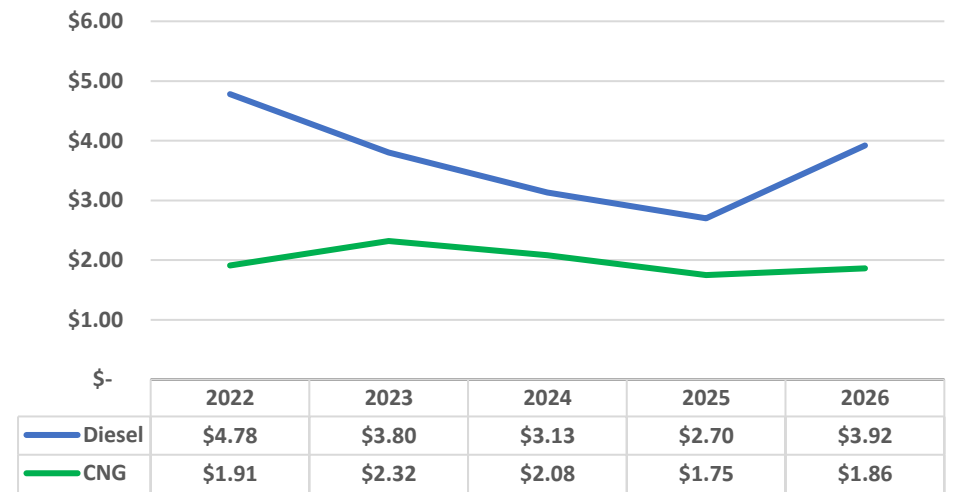


3rd QUARTER FUEL & MILEAGE 2022 - 2026

FUEL EXPENSE 2022-2026



Cost per Gallon

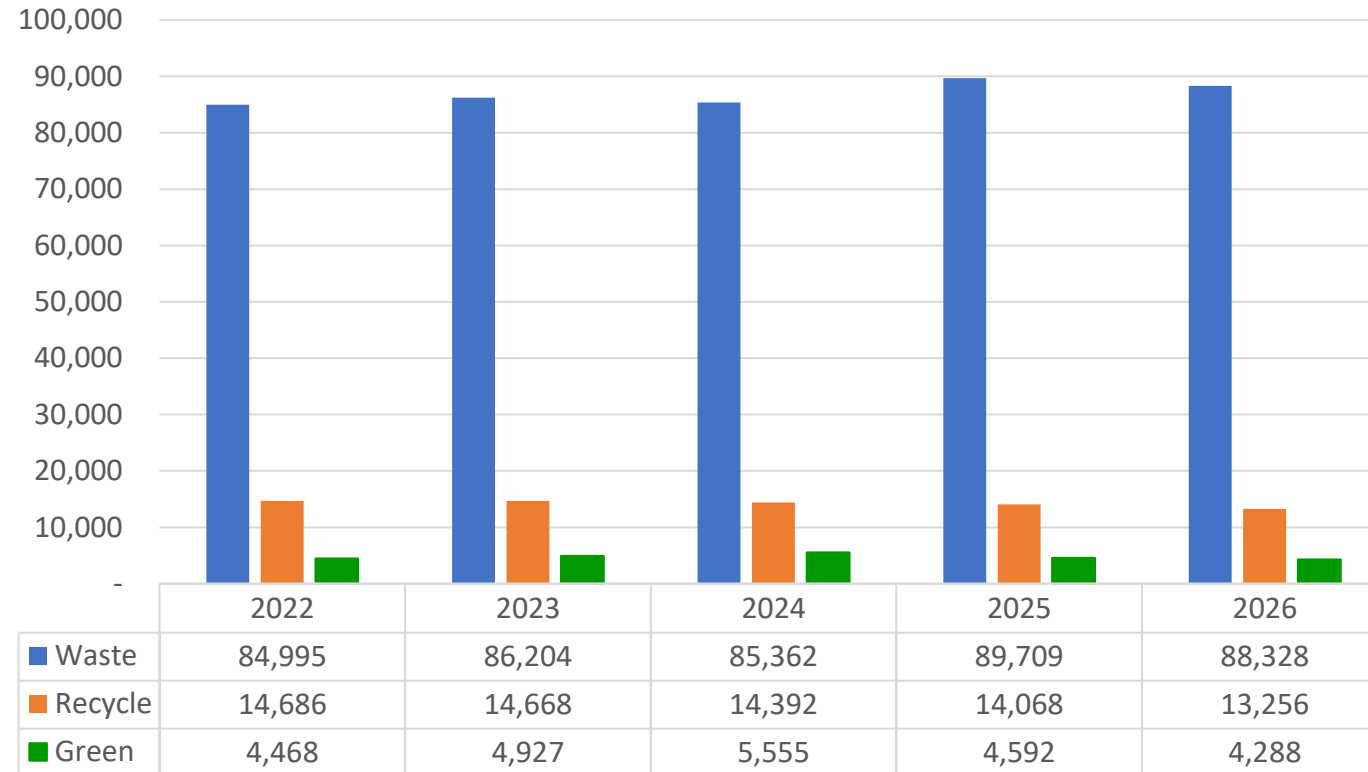


9/30/2026

	MILES					
	2022	2023	2024	2025	2026	Percent
Diesel	246,862	260,969	263,275	242,402	331,372	36.43%
CNG	641,030	645,554	699,669	646,821	578,283	63.57%
Total	887,892	906,523	962,944	889,223	909,655	100.00%



3RD QUARTER YTD COMMODITY TONS 2022 - 2026





2027 Curbside Bulky Waste Program Proposal

Introduction

In August 2026, WFWRD staff presented a preliminary, high-level overview of a bulky waste operational and financial model, and in September 2026, WFWRD presented a provisional draft of this plan, which was subsequently circulated to leadership of cities and towns located within WFWRD's service area.

This updated 2027 Curbside Bulky Waste Program Proposal provides the additional operational, capacity, financial, resident-service, and implementation details needed for Board-level consideration.

Board action requested:

1. ***Provide direction to staff to finalize program planning and implementation of a curbside bulky waste program in 2027. The curbside bulky waste program would replace the Seasonal Container Reservation Program (SCRP) as detailed herein.***
2. ***Approve the reallocation of 2026 capital budget savings towards the procurement of capital equipment for a curbside bulky waste program. During the September 28, 2026 Board of Trustees meeting, the purchase of two rear-load trucks totaling \$700,000 was approved. Additional approvals are still needed for three (3) grapple loaders and (3) tilt-deck trailers, which will be carried over into the 2027 capital budget from 2026 capital savings.***
3. ***Establish the policy for complementary bulky waste services for the canyon communities in Emigration and Big Cottonwood Canyon.***
4. ***Determine whether to continue, modify, or suspend the District's Landfill Voucher Program.***
5. ***FUTURE - in accordance with the 2027 budget process, approve the necessary funding and staffing allocations for a curbside bulky waste program along with the reinstatement of a fee-based cost recovery model for a Container Rental Program.***

Key Goals and Program Highlights

- The existing Seasonal Container Reservation Program (SCRP) has historically struggled to meet community demand, providing bulky waste removal services for less than 10% of households per year serviced by the District. SCRП relies on seasonal CDL drivers and individual container delivery and removal per household.
- The key goal of the Curbside Bulky Waste Program (CBWP) proposal is to better meet service demand for bulky waste removal services while enhancing efficiencies and reducing program costs.
- Program highlights for the CBWP proposal include the following:
 - a. Transitioning from individual container reservations and deliveries to a **structured neighborhood curbside bulky waste collection model.**

- b. **Two curbside bulky waste collection opportunities would be offered annually** for each eligible District household.
 - c. A **three-crew model**, with two full-time employees and one temporary laborer per crew, would be utilized to perform curbside bulky waste removal by loading materials with a grapple loader into a rear load truck, where materials are compacted thereby significantly reducing the number of hauls to a disposal/disposition facility.
 - d. Reliance on Seasonal CDL Drivers would be eliminated and the temporary laborer would be hired through a temporary staffing agency, alleviating administrative cost and time associated with recruiting, hiring, onboarding, retaining, and offboarding Seasonal CDL Drivers.
 - e. The CBWP proposal includes the addition of a District Quality Assurance Inspector (QAI) to support routine inspections, educate residents, and mitigate code compliance burden to municipalities.
 - f. The CBWP would operate from **February through mid-October**.
- The CBWP proposal was developed via comparison of other curbside bulky waste service providers and meetings with public service providers with established curbside bulky waste programs.
 - a. Modeling for this CBWP proposal utilized the above information to develop the following assumptions:
 - i. An estimated **50% household set-out rate** per collection opportunity.
 - ii. A conservative estimate of **3 minutes on average to service each household** with bulky waste materials, which includes travel time between households and trips to and from disposal/disposition facilities.
 - iii. With three crews, the CBWP model estimates extra capacity in meeting biannual curbside bulky waste removal services.
 - b. Household service capacity per year is estimated at 83,250, which is **8,723 more households that can be serviced** compared to the 74,527 homes with estimated setouts across both annual collection opportunities.
 - c. Parcel coverage capacity per year is estimated at 166,500, which is **17,446 more parcels that can be covered** compared to the 149,054 required for biannual collection coverage.
- CBWP cost estimates include the following:
 - a. Estimated annual CBWP operating costs total approximately **\$1.69 million**, compared to the **\$2.38 million currently projected for the 2026 SCRP season**.
 - i. Estimated annual savings of approximately **\$682,785 (28.7% overall cost reduction)** compared to the projected 2026 SCRP costs.
 - b. A **\$1,153,600 initial capital investment** funded utilizing 2026 capital budget cost savings includes:
 - i. Two Rear Load Trucks (\$700,000)
 - ii. Three Grapple Loaders (\$396,000)
 - iii. Three Tilt-Deck Trailers to haul Grapple Loaders (\$57,600)

How the Curbside Bulky Waste Program Would Work

- Based on District modeling, which was developed in consultation with multiple municipalities with existing curbside bulky waste programs, the District anticipates collecting bulky waste from **2,250 households per week**, which includes **three crews running simultaneously each week on a 4-10s schedule**.
 - This coverage, with an **estimated 50% set-out rate**, includes **4,500 parcels per week** (1,500 per crew).

WFRD Curbside Bulky Waste Program Proposal		
PROGRAM INPUTS		
	Value	Notes
Total Customers/Parcels	74,527	Weekly customer count; (MINUS Herriman [11,005] and Canyons & North SLC).
Service Opportunities per Customer/Year	2	Proposed bulky-waste collections offered to each household annually.
Estimated Set-Out Rate per Opportunity	50%	Expected share of households setting material out during each opportunity.
Program Collection Days (4-10 schedule)	148	Total operating days available during the collection season (Feb through Mid-Oct).
Productive Hours per Day, per Crew	9.50	Excludes time for training, meetings, breaks, and pre/post-trips. Crews will operate M-Th on a 4-10s schedule.
Target Minutes per Home	3.00	Estimated average time per household, including travel between households and trips to/from disposition facility.
Number of Work Crews	3	Number of crews operating each collection day (2 FTEs and 1 Temp per Crew).
DEMAND CALCULATIONS		
	Result	Meaning
Annual Service Opportunities (Parcels)	149,054	Total collection opportunities offered annually.
Estimated Annual Set-Outs (Households)	74,527	Estimated household set-outs across both collection opportunities.
CREW CAPACITY		
	Result	Meaning
Homes per Crew per Day	190	Whole homes one crew can service within the productive day based on 50% setout rate and 4-10s schedule.
Targeted Homes Serviced per Crew/Week	750	Based on 50% setout rate (rounded down)
Homes Serviced per Week across all three Crews	2,250	Total homes serviced per week across all three crews
Annual Program Household Collection Capacity	83,250	Based on 37 weeks of program from February through mid-October
Weekly Parcel Coverage per Crew/Week	1,500	Coverage map per Crew/Week with 50% estimated setout rate
Parcel Coverage per Week across all three Crews	4,500	Total parcel coverage per week across all three crews
Annual Program Parcel Coverage Capacity	166,500	Total parcel coverage over the full program season across all three crews.
CAPACITY ANALYSIS		
	Result	Meaning
Annual Household Capacity Shortfall or Surplus	8,723	Modeled Household service capacity in comparison to estimated annual number of set-outs.
Household Capacity Coverage	111.70%	
Annual Parcel Capacity Shortfall or Surplus	17,446	Modeled Parcel coverage capacity in comparison to actual number of biannual parcel coverage requirements.
Parcel Capacity Coverage	111.70%	

- The District would establish a **weekly schedule** throughout its service area that would be communicated to residents via postcards and other online information resources.
 - Each home would receive information on each of its two (2) curbside collection weeks per year along with material placement, set-out timeframes, and acceptable/unacceptable material specifications.
- Each crew would be provided with a weekly route sheet covering 1,500 parcels. All three crews would operate in adjacent areas.
- In the event that one or more crew(s) fall behind on weekly schedules, the alternate crew(s) would support completion of the other weekly routes once their route is complete.
 - One or more crews would come in on Friday to complete the weekly route or, depending on resources, District operations staff would supplement the bulky waste crew(s) to complete the weekly collection routes on Friday.
 - This will ensure that the District does not fall behind on its weekly schedules throughout the year.
- Crews would complete collections by using a **grapple loader** to mechanically load materials into a **rear-load truck** by which materials would be compacted, maximizing hauling capacity and limiting the number of hauls to a disposal/disposition facility.



- A **grounds crew laborer** hired through a temporary staffing agency, would help to arrange piles for collection by the grapple loader, clean up any small, loose debris, flag prohibited materials, and operate the controls on the rear-load truck.
- A dedicated District **Quality Assurance Inspector (QAI)** would perform the following:
 - Conduct visual audits of weekly service areas (1) one-week ahead of schedule and (2) during the actual scheduled collection week
 - Flag any prohibited materials
 - Support resident education and outreach
 - Report, track, and document nonconforming piles (placement and materials) and work directly with residents to resolve issues while communicating with District operations management
 - Communicate and collaborate with the applicable municipal Code Enforcement departments
 - Respond to reports of nonconforming piles, prohibited materials, and open dumping
- CBWP crews would be trained to recognize prohibited materials and would be instructed to leave those materials behind upon collection.
 - Households with prohibited materials will be documented and provided to QAI for follow-up with residents, either face-to-face, emails, letters, or phone calls.
 - One or more CBWP crews would be dispatched to areas with a large number of early setouts based on QAI inspections and city reports, where capacity exists.
- The second Quality Assurance Inspector will support the dedicated QAI staff member, where available, and both QAI staff members will be directly managed and supervised by a proposed Public Relations and Outreach Manager (PROM). The PROM is a proposed position as part of the 2027 tentative budget proposal that would replace the existing Sustainability Coordinator position.

Curbside Bulky Waste Program Service Standards

Detailed resident guidelines would be finalized before launch and incorporated into robust public education and outreach. The current proposed standards are intended to make collection predictable, safe, and enforceable.

MATERIAL SETOUT TIMEFRAMES & PILE SPECIFICATIONS

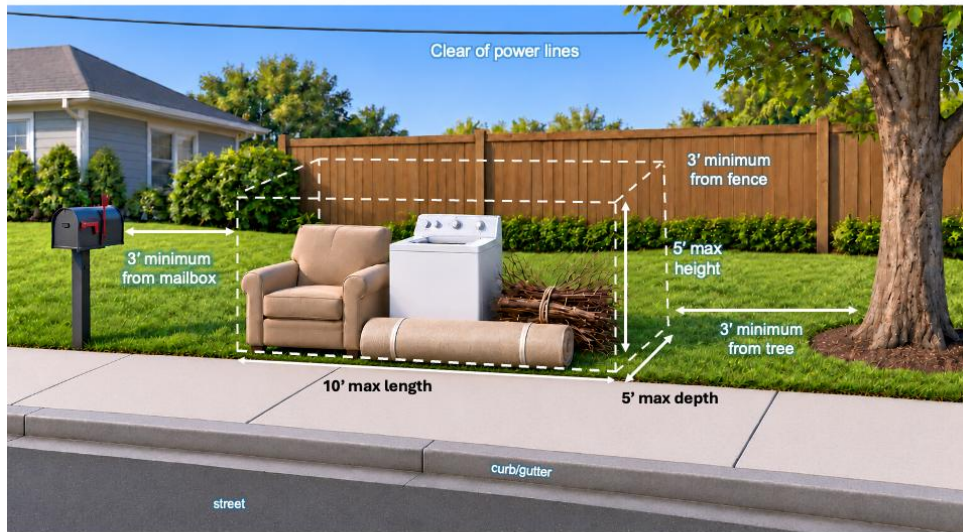
- Materials must be placed **before the curb** on your residential parcel:
 - **No earlier than 48 hours before** the scheduled collection week, and
 - **No later than 7am on the Monday** of the scheduled collection week.
- Neatly arranged piles may not exceed **10 ft. long × 5 ft. deep × 5 ft. high maximum** per household.
 - This equates to approximately 9.3 cubic yards.
- Piles must **not obstruct sidewalks, roadways, or pedestrian access**.
- Piles must **not extend into the curb, gutter, or street**.
- Piles must be placed with **at least 3 feet of clearance from all other objects**, including vehicles, mailboxes, utility boxes, hydrants, sprinkler heads, trees, bushes, poles, fencing, and other objects.
 - Households without sufficient space to place materials within their parcel boundaries must place piles on their driveway while meeting all of the above specifications.



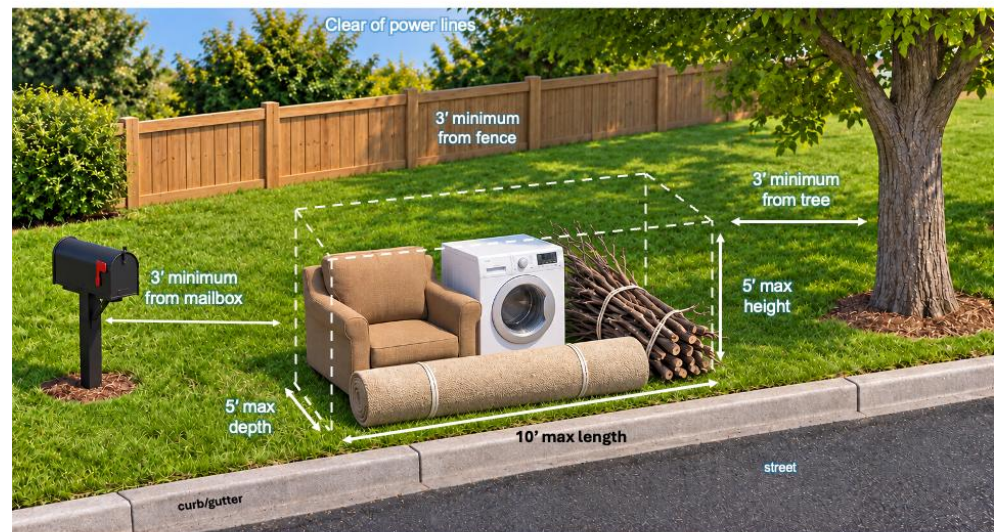
Before the Curb Example Diagrams

*Keep sidewalks, gutters, and roadways clear. No bagged materials.
Bundled and tied sticks and branches must be less than 4-feet long.*

SIDEWALK



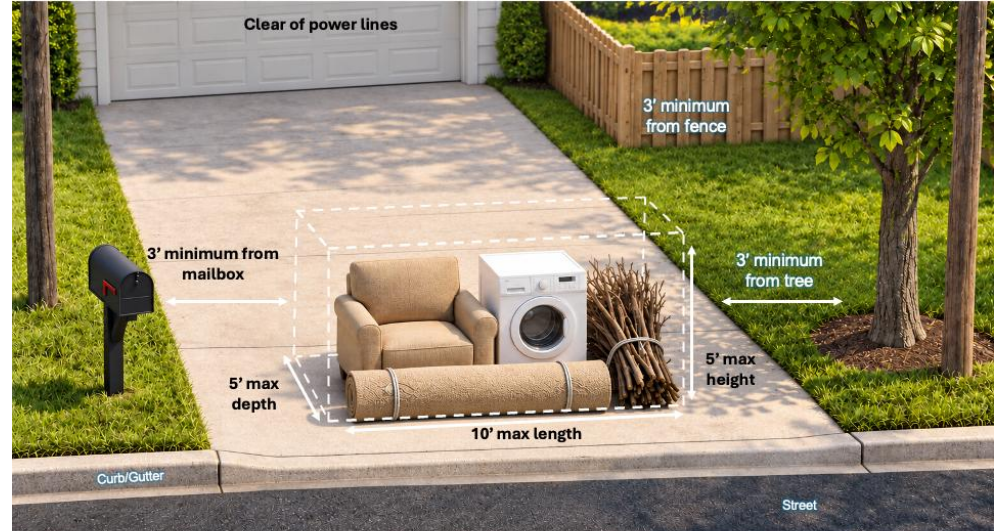
NO SIDEWALK



PARK STRIP



DRIVEWAY



ACCEPTED & UNACCEPTED/PROHIBITED MATERIALS

***NO Bagged Materials**

ACCEPTED MATERIALS	UNACCEPTED/PROHIBITED MATERIALS
Furniture	Household Garbage* <i>(putrescible waste, food waste)</i>
Mattresses & Box Springs	Hazardous Waste/Materials <i>(chemicals, paint, oxidizers, reactives)</i>
Bulky Green Waste <i>(less than 8-inches in diameter and 4-feet in length)</i>	Oversized Green Waste <i>(greater than 8-inches in diameter or 4-feet in length)</i>
Bundled Sticks & Branches <i>(less than 4 feet in length)</i>	Grass Clippings, Weeds, & Leaves <i>(not bulky waste and will make a mess)</i>
Scrap Metal <i>(non-motorized/non-mechanical)</i>	Construction & Demolition Debris
Appliances/White Goods – NO FREON APPLIANCES <i>(washers/dryers, oven/stove/range, hot water heaters, swamp coolers)</i>	Freon-Containing Appliances <i>(air conditioners, refrigerators/freezers)</i>
Carpet & Padding <i>(rolled & tied)</i>	Dirt, Rocks, Gravel, & Sod
Toilets & Sinks	Asphalt & Concrete
Virgin Lumber & Wood – NO NAILS OR SCREWS <i>(unused, clean materials only)</i>	Plate Glass & Mirrors
	Tires
	Batteries of any type
	Compressed Gases <i>(cylinders, propane tanks/cans)</i>
	Liquids of any kind

Additional Information

- The CBWP would be supplemented by the following existing and proposed District programs:
 - **Specialty Curbside Collection Services (SCCS) Program**
 - Curbside collection is offered year-round in accordance with the District's Board-approved Fee Schedule for the following items:
 - Mattresses
 - Appliances (includes freon-containing appliances)
 - Tires
 - **NEW** – large-screen TVs and cathode ray tube TVs
 - **NEW** – recliners, love seats, couches, futons, and sleeper sofas
 - With the exception of couches, these materials, when collected via the SCCS Program, are delivered to reclamation facilities for processing, recovery, recycling, and remanufacture into new products.
 - **Reinstatement of a Roll-Off Container Rental Program**
 - Year-round container rental service would be offered to all District households under a **fee-based full cost recovery model**.
 - Items that will no longer be accepted via a curbside bulky waste model can be collected under this program:
 - Construction and demolition debris
 - Household remodeling waste (e.g., bathtubs, granite countertops, etc.)
 - Dirt, rocks, sod, and other heavy weight materials
 - Roofing materials such as asphalt shingles
 - Other items accepted via the curbside bulky waste program
- By utilizing these supplemental programs, instead of one bulky waste collection program per year, which has been the standard under the SCRP program, **residents will have multiple year-round opportunities to properly disposition unwanted bulky waste materials.**
- Upon implementation of a curbside bulky waste program, the District proposes the **suspension of its Landfill Voucher Program** with a direct estimated **savings of \$40,000 per year**, which does not include administrative costs.
 - With the above year-round options, the Landfill Voucher Program would no longer be warranted.
 - Municipalities and service districts that offer landfill vouchers or other free disposal options usually have a financial interest in or are owner/operators of post-collection facilities (i.e., landfills).
 - The District's Landfill Voucher Program likely originated from its historical ties to Salt Lake County.
 - Currently, landfill vouchers, when redeemed, are charged to the District at the following rates as part of each facility's monthly tipping fee invoice to WFWRD:
 - Salt Lake Valley Landfill = \$17/voucher
 - Trans-Jordan Landfill = \$15/voucher
 - Trans-Jordan/Sandy Transfer Station = \$20/voucher

Number of Landfill Vouchers Requested and Redeemed by Service Area in 2026 as of September 30

City	Customers	Vouchers REDEEMED	Vouchers Requested	% REDEEMED by # of Homes
Salt Lake Valley (unassigned)		32		
Trans-Jordan (unassigned)		28		
4B Lane	5		15	0%
B.C.C	13	2	2	15%
Brighton	591			0%
Copperton	285	2	5	1%
Cottonwood Heights	9,977	111	147	1%
Emigration Canyon	610	1	5	0%
Granite	437	3	3	1%
Herriman	11,037	151	170	1%
Holladay	9,101	173	150	2%
Kearns	9,534	292	341	3%
L.C.C	34			0%
Magna	8,027	249	300	3%
Millcreek (Canyon Rim & Olympus Cove included)	15,735	169	242	1%
Murray	2,867	27	50	1%
North County	20			0%
Sandy City & Sandy Hills	1,325	13	22	1%
Southwest	203		1	0%
Taylorsville	13,805	360	394	3%
West Jordan	486	14	51	3%
White City	1,827	6	22	0%
Willow Canyon	248		1	0%
Willow Creek	500		3	0%

Total Customers	Total Vouchers Redeemed	Total Vouchers Requested
86,667	1,639	1,924

Number of Landfill Vouchers Redeemed and Direct Costs to the District by Year

2021 through September 30, 2026

Year	Vouchers Redeemed	Cost to District
2021	4,215	\$61,683
2022	5,171	\$75,846
2023	5,954	\$92,601
2024	2,729	\$42,370
2025	2,636	\$41,800
2026 (Jan–Sept)	1,639	\$28,026

- Based on the above, and coupled with the implementation of a Curbside Bulky Waste Program and reinstatement of the Container Rental Program, staff recommend permanently suspending the Landfill Voucher Program.
- **Alternative options include the District continuing to administer the landfill voucher program with a pass-through of direct costs to the applicable city.** Code enforcement departments requesting landfill vouchers from the District would be charged the applicable fee the District incurs from the associated landfill or transfer station.

Canyon Household Bulky Waste Services and Limitations

- **Canyon communities**, including Big Cottonwood Canyon (BCC), Brighton, and Emigration Canyon, **would be offered one free container service up to 10% of households per year** in lieu of curbside bulky waste collection service.
 - This is a similar model to past years and is due to known collection challenges and hazards in these areas coupled with larger travel distances compared to District households serviced in the valley.
 - Container service in lieu of curbside bulky waste collection service would be limited between the months of February and mid-October, depending on snow and road conditions.
 - Scheduling would likely occur similar to SCRP. Customers who did not have a container in the previous year would receive preference. Customers who had a container in the immediate year prior to the current year would be subject to container rental pricing.
 - In the event that the 10% threshold is exceeded by canyon service area, additional households requesting a bulky waste container would be subject to established container rental fees.
- **Considerations** - limit complimentary Bulky Waste Services in BCC/Brighton
 - If the Board elects to retain reduced pricing for seasonal/part-time BCC/Brighton residents, staff recommend that seasonal/part-time BCC/Brighton residents are subject to established container rental pricing (i.e., no complimentary container service).
 - Another option is to not provide complimentary bulky waste container services to all BCC/Brighton residents due to their current reduced services rates, including full-time residents, which are ~30% less than the District's base service rates in the valley.
 - Depending on what the Board determines, staff would establish clear eligibility and verification procedures and track complimentary services by household to enforce the annual limit.

Historical Complimentary Canyon Trailer Deliveries in lieu of SCRP

2023–2025

2026	# of Homes in WFWRD	Trailers Delivered	% of Deliveries to # of Homes
Emigration Canyon	607	56	9%
Town of Brighton/BCC	604	45	7%

2025	# of Homes in WFWRD	Trailers Delivered	% of Deliveries to # of Homes
Emigration Canyon	609	85	14%
Town of Brighton/BCC	603	46	8%

2024	# of Homes in WFWRD	Trailers Delivered	% of Deliveries to # of Homes
Emigration Canyon	607	96	16%
Town of Brighton/BCC	599	42	7%

2023	# of Homes in WFWRD	Trailers Delivered	% of Deliveries to # of Homes
Emigration Canyon	603	48	8%
Town of Brighton/BCC	598	31	5%

CBWP Capital Requirements

- To implement the Curbside Bulky Waste Program, the District would require the following capital items:
 - Beyond the one rear-load truck that the District currently has on order, the District has **two additional end-of-life rear load trucks that are recommended for replacement**. The two existing rear-load trucks would be retained as spares in the event of breakdowns and maintenance needs for the three new trucks.
 - Once new spares are on-hand (estimated 2028 or later), the end-of-life rear load trucks will be excessed and sold.
 - Three grapple loaders** with closed-cabs and environmental controls.
 - Three trailers** to haul the grapple loaders.
 - These items are proposed for **purchase utilizing savings from the District's 2026 approved capital budget**, currently estimated at \$1.54M.
 - Preapproval is requested from the Board to get these items on order as soon as possible with the **most time sensitive item being the two rear load trucks**.
 - Funds will be carried over into the 2027 capital budget.
- Existing 1-ton trucks that the District has as part of its former Trailer Program would be used to haul the grapple loader trailers.

2026 Capital Budget, Projected Savings, and Proposed Curbside Bulky Waste Program Purchases				
Description	2026 Original Capital Budget	2026 Estimated Capital Purchases	2026 Projected Capital Savings	Proposed Curbside Bulky Waste Program Capital Purchases
TOTALS \$	5,324,196	\$ 3,779,692	\$ 1,544,504	
Proposed Curbside Bulky Waste Program Purchases				
Two Rear Load Trucks @ \$350,000 each				\$ 700,000
Three Cat Loaders w/ Grapple Buckets @ \$132,000 each				\$ 396,000
Three Trailers to Haul Cat Loaders @ \$19,200 each				\$ 57,600
			TOTAL	\$ 1,153,600
		Remaining 2026 Capital Budget Savings		\$ 390,904

Staffing and Operational Cost Impacts

- Under a Curbside Bulky Waste Program, the District would **no longer need to rely on Seasonal CDL Drivers**, which have been incredibly challenging to recruit and retain in past years.
- The District currently has two full-time staff supporting SCRP, resulting in the need to hire four (4) new full-time employees.
- A second QAI staff member would be hired to directly support the Curbside Bulky Waste Program. The District used to have a second QAI staff member, which was eliminated in early-2025 in an effort to control costs. Reinstatement of this position would be necessary to support the functions identified above.
- Grounds crew laborers would be hired through a temporary staffing agency, as opposed to directly through the District, providing administrative relief in the recruitment, hiring, retention, separation, and payroll-related functions currently managed under SCRP.

- Increases in staffing costs for a Curbside Bulky Waste Program are offset by multiple operational savings compared to the existing Seasonal Container Reservation Program (SCRP)
 - Eliminates the need to rent/lease 10+ hook lift trucks from the County
 - \$182,838 savings
 - Reduces property damage, automotive insurance for leased hook lift trucks, and workers' compensation insurance costs
 - \$18,658 + TBD insurance reduction
 - Significantly reduces fuel and maintenance costs to manage the bulky waste program
 - \$86,296 – Fuel cost reduction
 - \$169,220 – Maintenance cost reduction
 - Eliminates the need to direct haul each SCRCP container to a disposal/disposition facility
 - Materials are compacted into rear-load trucks, further reducing drive time, fuel consumption, and maintenance needs by consolidating the materials from dozens of homes into one truck.

		Wages (at midpoint)	Benefits	Totals
CURBSIDE BULKY PROGRAM				
4	Equipment Operators	258,281	129,140	387,421
1	Quality Assurance Inspector	75,191	37,596	112,787
-12	SCRCP Drivers	(338,302)	(25,880)	(364,182)
3	Grounds Crew Laborers	140,400		140,400
		135,571	140,856	276,427

SCRCP & CBWP Cost Detail			
Cost Category	2025 Actual	2026 Projected	Proposed Curbside
Personnel	\$337,688	\$512,498	\$635,851
Fuel	\$79,689	\$172,592	\$86,296
Fleet Rental	\$127,896	\$182,838	N/A
Fleet/Container Maintenance	\$349,264	\$319,396	\$150,176
Administrative*	\$622,209	\$623,906	\$219,562
Property Damage & Workers' Comp	\$20,207	\$33,813	\$15,155
Disposal / Tipping Fees	\$215,582	\$287,438	\$342,656
Overhead / Unallocated	\$245,663	\$245,663	\$245,663
TOTAL PROGRAM COST	\$1,998,198	\$2,378,144	\$1,695,359

* Includes additional behind the scenes administrative work with Managers, GIS, MIS and CSS

Savings Over Prior Years	
2025	\$302,839
Projected 2026	\$682,785

Implementation Priorities & Controls

1. Develop District-wide CBWP weekly collection timeframes and parcel maps.
2. Complete equipment procurement strategy and confirm purchase vs. rental/lease-to-own options.
3. Finalize staffing plan, including recruitment of four additional full-time employees, an additional Quality Assurance Inspector, and three temporary laborers.
4. Develop resident education and outreach communications, collection calendar, website content, and clear material placement, pile size restrictions, and acceptable/unacceptable material guidance.
5. Coordinate GIS/MIS/customer-service processes so scheduled collection periods and service questions can be supported consistently.
6. Establish first-year performance measures for set-out rates, homes serviced per crew/day, tons collected, cost per household, overtime, fuel, maintenance, safety, nonconforming piles/materials, and customer grievances.
7. Conduct a formal post-season evaluation in Fall/Winter 2027 and present results to the Board.

Key Assumptions / Items to Finalize

- The 50% set-out rate is a planning assumption; actual resident participation is not yet known. Set-out rates may be higher early on, but additional capacity of nearly 17,500 parcels (8,750 homes at a 50% set-out rate) is reflected through conservative District modeling.
- The three-minute target time per home is a capacity assumption and will need field validation, possibly through a neighborhood test. However, this timing has been developed conservatively and is expected to be less (as opposed to greater) than 3 minutes per household.
 - The above two assumptions were strongly vetted with other municipalities currently providing curbside bulky waste service.
- Disposal/tipping costs are expected to increase by approximately 33% because the proposed model serves substantially more households.
- Initial capital costs have been quoted via state contracts and Sourcewell pricing for a total of \$1,153,600, which are proposed for purchase using 2026 capital cost savings.
- Final route design must account for travel time, disposal trips, difficult-access areas, and community-specific constraints, which has been accounted for conservatively using the 3-minute per household model estimates.
- The program name and final public-facing rules should be thoroughly developed before outreach begins.

Conclusion

Staff recommends moving forward with the 2027 Curbside Bulky Waste Program, subject to final budget and procurement approval. The model materially expands access, reduces the operational complexity of individual container delivery and retrieval, and is forecasted to reduce recurring annual operating costs compared with both 2025 actual and 2026 projected SCRP costs.



APPENDIX

Timeline & Communications Plan

Curbside Bulky Waste Program Timeline

PHASE / STATUS	Summer 2026	Fall 2026	Winter 2026 / Jan. 2027	February 2027	Spring 2027	Summer 2027	Fall 2027	Winter 2027
Evaluate & compare COMPLETED Costs, performance, and service models	Summer 2026							
Board direction & equipment orders IN PROCESS Program design, capital orders, and budget approval		Fall 2026						
Outreach & launch preparation PENDING Communications, maps, staffing, and training*			Winter / Jan.					
Collect, inspect, & monitor PROPOSED Two opportunities per household with three crews				February - mid-October 2027				
Evaluate & report PROPOSED Post-season evaluation and report to the Board							Fall / Winter 2027	
Education & Outreach Resident education, program reminders, and ongoing community outreach			Ongoing					

2028 OR LATER (ESTIMATED): FUTURE FLEET MILESTONE
Once new spare rear-load trucks are on hand, excess and sell the end-of-life rear-load trucks.

Seasonal columns show sequence and overlap, not equal calendar durations. Bar endpoints are approximate where the proposal uses broad timeframes.
*Pre-launch tasks are grouped for planning. Launch remains subject to final budget and procurement approval. Status labels reflect the provisional proposal.

Communication & Education Plan

Help residents know their collection weeks, prepare materials correctly, and understand alternative service options (*SCCS, container rentals, etc*).

WINTER 2026 / JAN. 2027

Prepare & coordinate

Finalize program rules, collection maps, a website hub, FAQs, and customer-service guidance. Present to City Councils and equip cities and community councils with consistent messages.

BEFORE LAUNCH

Notify every household

Mail postcards (or letter) with each household’s two collection weeks and preparation instructions. Explain the transition from SCRP, landfill voucher suspension, and specialty, rental, and Canyon service options.

BEFORE EACH COLLECTION WEEK

Remind & demonstrate

Send reminders through email, District app, and partner channels (*will have to be careful with this to not encourage illegal dumping and scavenging*). Use the simple pile-placement diagrams and accepted/prohibited material examples. Include contact and alternate disposal options.

THROUGH WINTER 2027 & BEYOND

Educate & improve

Quality Assurance Inspectors provide education one week before and during collection and follows up on and tracks nonconforming piles, and early set-outs. Customer service logs recurring questions and concerns. Update FAQs and outreach using first-year results. Collaborationn and ongoing communication with operations and customer service. Ongoing communications with city liasons and code-enforcement departments.

CORE RESIDENT GUIDANCE

Two collection weeks per year. Set out no earlier than 48 hours before collection week and by 7 a.m. Monday. Maximum pile: 10 ft. × 5 ft. × 5 ft. Keep 3 ft. clear of objects and leave sidewalks and roads open. No bagged or prohibited materials before the curb.

- Key Performance Indicators (KPI’s): fewer nonconforming piles, recurring questions, time per household, customer grievances, with city specific participation, tonnages and set-out rate tracked throughout.
- Recommended outreach methods build on the provisional 2027 proposal. Finalize public guidance and launch announcements following approval.



BOARD OF TRUSTEES AGENDA ITEM SUMMARY

MEETING DATE: October 26, 2026

AGENDA ITEM: 3.4 – Considerations for Differential Hourly Wages for Equipment Operators during the Operation of Front-Load Refuse and Recycle Special Service Collections and in the Performance of Work Requiring a Class A Commercial Driver's License

PREPARED BY: David Ika, Operations Manager, Justin Tuft, Special Services Collections Manager, Helen Kurtz, Finance Director, and Evan Tyrrell, General Manager

SUMMARY:

This agenda item requests the Board's consideration of an hourly wage differential for Equipment Operators during the operation of front-load refuse and recycle special service collections and in the performance of work requiring a Class A Commercial Driver's License (CDL). Front-Load and Automated Side Load (ASL) operators share the same title, the same Class B CDL requirement, and the same pay range, yet front-load work is far more physically demanding, technical, and hazardous. WFWRD has experienced ongoing challenges in filling front-load routes with its Equipment Operators for these reasons.

Staff recommend a 10% wage differential during the operation of front-load routes to accommodate for the added demands of the assignment, bring the District in line with industry practice, and ensure consistent front-load staffing. Staff also recommend the same 10% wage differential for Equipment Operators when they are performing work that requires a Class A CDL. Class A work requires a higher credential and a higher level of driving skill, and it is also more physically demanding than ASL work. Applying one differential to both assignments creates a clear pay separation between these specialized roles and standard ASL operation, ensuring consistent coverage, boosting Equipment Operator morale, enhancing cross-functional capabilities, and ensuring timely and consistent customer service.

BACKGROUND:

On an ASL route, the operator stays in the cab and uses the truck's automated arm to grab, lift, empty, and return each residential cart. On a front-load route, the operator services 4-, 6- and 8-yard steel containers at government buildings, in canyon communities, and other special service accounts. At roughly 95% of front-load stops, the operator leaves the truck about three times: (1) to open and secure the enclosure gates, (2) to pull the container (about 765 to 1,160 lbs empty, plus contents) into position for the forks, and (3) to return the container and close the gates. Where a tight enclosure keeps the truck from getting close enough, the operator moves the container entirely by hand. Front-load service also necessitates additional backing, which creates additional hazards and demands a high-level of precision and attention.

Front-Load routes also cover long distances, including Big Cottonwood Canyon (Town of Brighton), Little Cottonwood Canyon, and Emigration Canyon. Brighton sits at an altitude of 8,707 feet and averages about 381 inches of snow per year, and UDOT applies its strictest (Class 3) traction requirements to Big and Little Cottonwood Canyons. Snow, ice, steep grades, narrow roads, and longer stopping distances make the canyon routes the District's most demanding assignments. Additionally, the District's special service routes cover extensive distances throughout Salt Lake County with WFWRD drivers in downtown Salt Lake City and as far south as Draper and Herriman to service county facilities under its longstanding interlocal agreement with Salt Lake County.

At its August 26, 2024 meeting, the Board heard that the District averaged about six driver vacancies a year, that candidates were declining offers over starting pay, and that a \$2.00/hour difference can decide where a driver goes. The 7.61% market adjustment approved at that meeting addressed the District's pay relative to outside employers. It did not address the gap between ASL and front-load assignments, which have been paid the same since then.

Finally, the District does not have different grades of Equipment Operators. Most municipal refuse and recycling service providers have grades I, II, and III, with grade III inclusive of front-load and Class A operations. Creating and implementing different grades of WFWRD Equipment Operators would require an extensive amount of lead time and analysis. Although this may be desired in the future, with the winter and snowfall season upon us, we need to offer a wage differential now so we can avoid any service disruptions for the upcoming winter season.

CLASS A CDL EQUIPMENT OPERATOR RESPONSIBILITIES

- Class A CDL assignments require specialized commercial driving qualifications, advanced vehicle-control skills, and additional physical duties beyond those typically performed during Automated Side-Load (ASL) collection operations.
 - Safely couple and uncouple trailers; inspect hitches, shackles, and other securement or coupling components, trailer brake systems, and associated equipment before transport and operation.
 - Safely tow, transport, maneuver, back, and operate heavy equipment and combination vehicles on public roadways, steep grades, and within confined or restricted work areas, using appropriate precautions for vehicle size, weight, clearance, and site conditions.
 - Perform manual collection, removal, and loading of waste or debris when equipment cannot safely access the work area or when limited workspace prevents effective mechanical removal. Manually install, secure, and remove tarps as required

ADDITIONAL INFORMATION:

Major haulers pay more for front-load (commercial) collections compared to residential ASL collections. Waste Management's current Northern Colorado postings pay commercial drivers about 11% more than residential drivers in the same towns. Front-load pay reported for Waste Management, Republic Services, and Waste Connections averages about 11% above each company's general truck driver pay. A current summary of industry comparisons is provided below:

Benchmark (October 2026)	ASL / Residential	Front Load / Commercial	Front Load Premium
WM, same market (Northern Colorado posted midpoints)	\$27.00	\$30.00	+11.1%
WM, Republic, Waste Connections average reported pay (Indeed)	\$25.33	\$28.00	+10.9%
Major haulers, average posted starting rate	\$26.20	\$27.90	+6.5%
Major haulers, average posted top rate	\$29.40	\$30.00	+2.0%
WFWRD with proposed 10% differential	\$27.62	\$30.38	+10.0%

Locally, the Salt Lake City–Murray median wage for refuse collectors is \$29.48/hour (BLS, May 2025), and Waste Management is posting \$28.00–\$30.00/hour for residential drivers in Orem. A front-load rate of \$30.38/hour would sit about 3% above the local median.

Staff did not conduct a separate market study for Class A CDL assignments. The Class A differential is proposed at the same 10% as front-load so that both specialized assignments sit at the same level above standard ASL operation.

Wage differentials would be applied only when qualified District Equipment Operators are performing front-load or Class A CDL work on a per day basis, and managers would be responsible for tracking and accurately classifying the day(s) and hour(s) for which an Equipment Operator would receive a differential wage. Holiday pay and paid time off (PTO) would be paid at the employee’s standard rate without the differential.

Estimated cost per front-load or Class A CDL operator per year, at the current \$27.62 hiring rate and 2,080 hours is as follows:

Scenario	Hourly Wage Differential	Front-Load Rate	Annual Wage Differential	Fully Burdened with Benefits
1. No Wage Differential	\$0.00	\$27.62	\$0	\$0
2. 5% differential	\$1.38	\$29.00	\$2,870	\$3,559
3. 10% differential (recommended)	\$2.76	\$30.38	\$5,741	\$7,119

ANTICIPATED IMPACTS:

ORGANIZATIONAL: Gives operators an incentive to bid on, cross-train, and stay in front-load assignments. This should reduce vacancies, forced assignments, and overtime to cover the District's most demanding routes. Extending the differential to Class A CDL assignments also gives operators a reason to earn and use a Class A CDL for the District, creates a clear pay separation between standard ASL operation and both specialized assignments, and will serve to increase workplace morale.

FINANCIAL: The total annual budget impact for front-load and Class A CDL combined with the proposed 10% wage differential is estimated to be \$44,400, which includes wages of \$35,800 and variable benefits of \$8,600. Reduced overtime partly offsets this: one year of the differential for one operator equals about 10 weeks of overtime premium spent covering a single vacant Front-Load route. There are a total of seven front-load routes each week.

COMMUNITY: Stable, experienced staffing on front-load routes supports reliable service to front-load special service accounts, government entities, and canyon communities, including winter service to the Towns of Brighton and Alta. The Class A CDL differential also supports stable staffing for the District's Class A CDL equipment assignments, which are expected to grow as part of the District's proposed curbside bulky waste program due to the need to haul grapple loaders daily via tilt deck trailers.

STAFF RECOMMENDATION:

Staff recommend a 10% increased hourly wage differential for Equipment Operators during the operation of front-load refuse and recycle special service collections and in the performance of work requiring a Class A Commercial Driver's License. A 5% differential (\$1.38/hour) would fall below both the roughly 11% premium major haulers pay and the \$2.00/hour the Board identified in 2024 as enough to hire and retain a driver and would not provide a large enough incentive to WFWRD Equipment Operators.

OPTIONS/ALTERNATIVES FOR BOARD CONSIDERATION:

1. No action
2. Request additional information
3. Direct staff to develop different job descriptions, qualifications, and experience requirements to create grades for Equipment Operators, perform a market analysis, and evaluate existing Equipment Operator wages (estimated lead time of 3 months or greater)
4. Provide a 5% increased hourly wage differential for Equipment Operations during the operation of Front-Load Refuse and Recycle Special Service Collections and in the performance of work requiring a Class A Commercial Driver's License
5. **RECOMMENDED**: Provide a 10% increased hourly wage differential for Equipment Operators during the operation of Front-Load Refuse and Recycle Special Service Collections and in the performance of work requiring a Class A Commercial Driver's License

MOTION/ACTION REQUESTED:

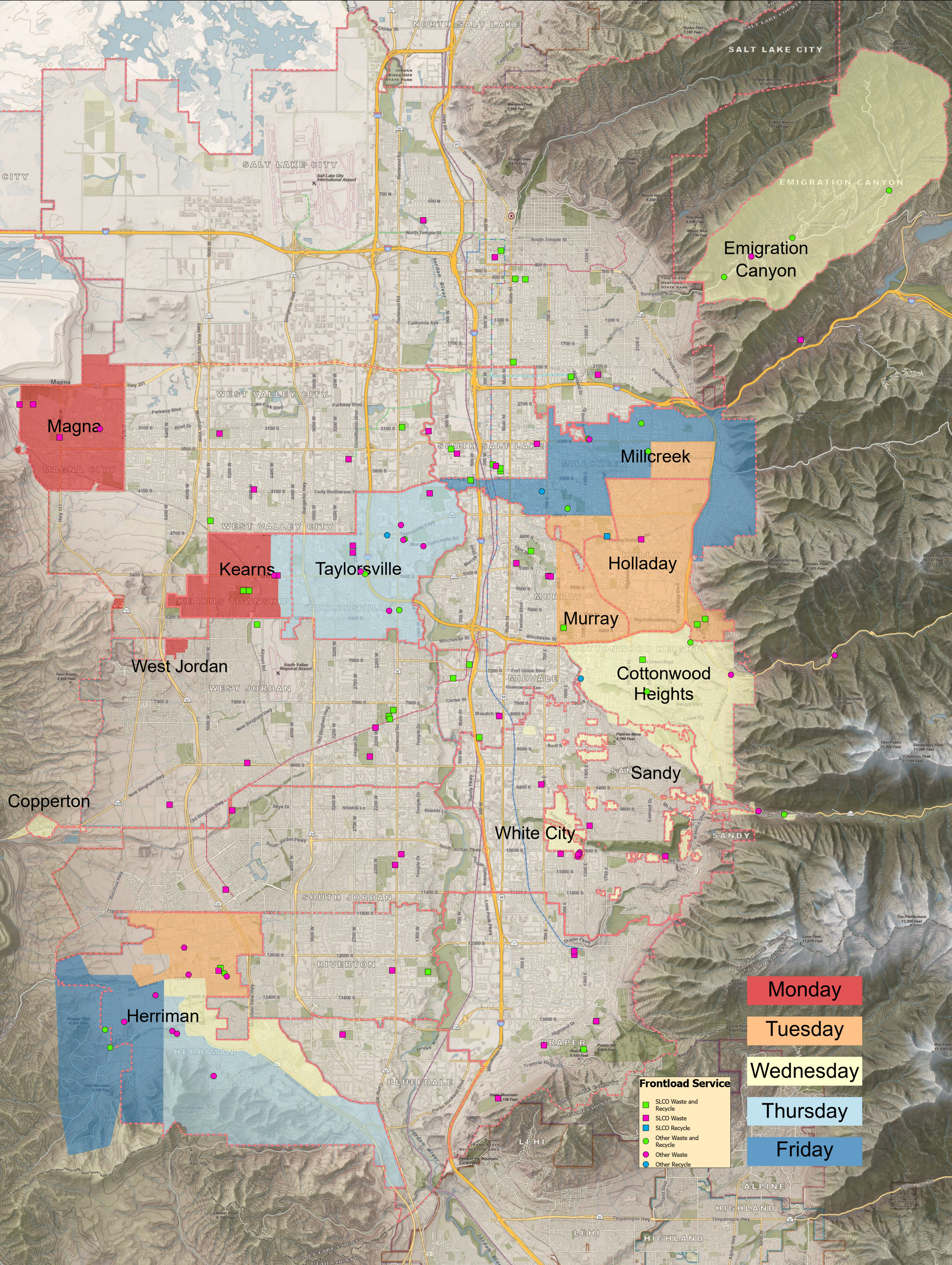
Approve a 10% increased hourly wage differential for Equipment Operators during the operation of front-load refuse and recycle special service collections and in the performance of work requiring a Class A CDL, calculated on the operator's base hourly wage for hours worked in those assignments.

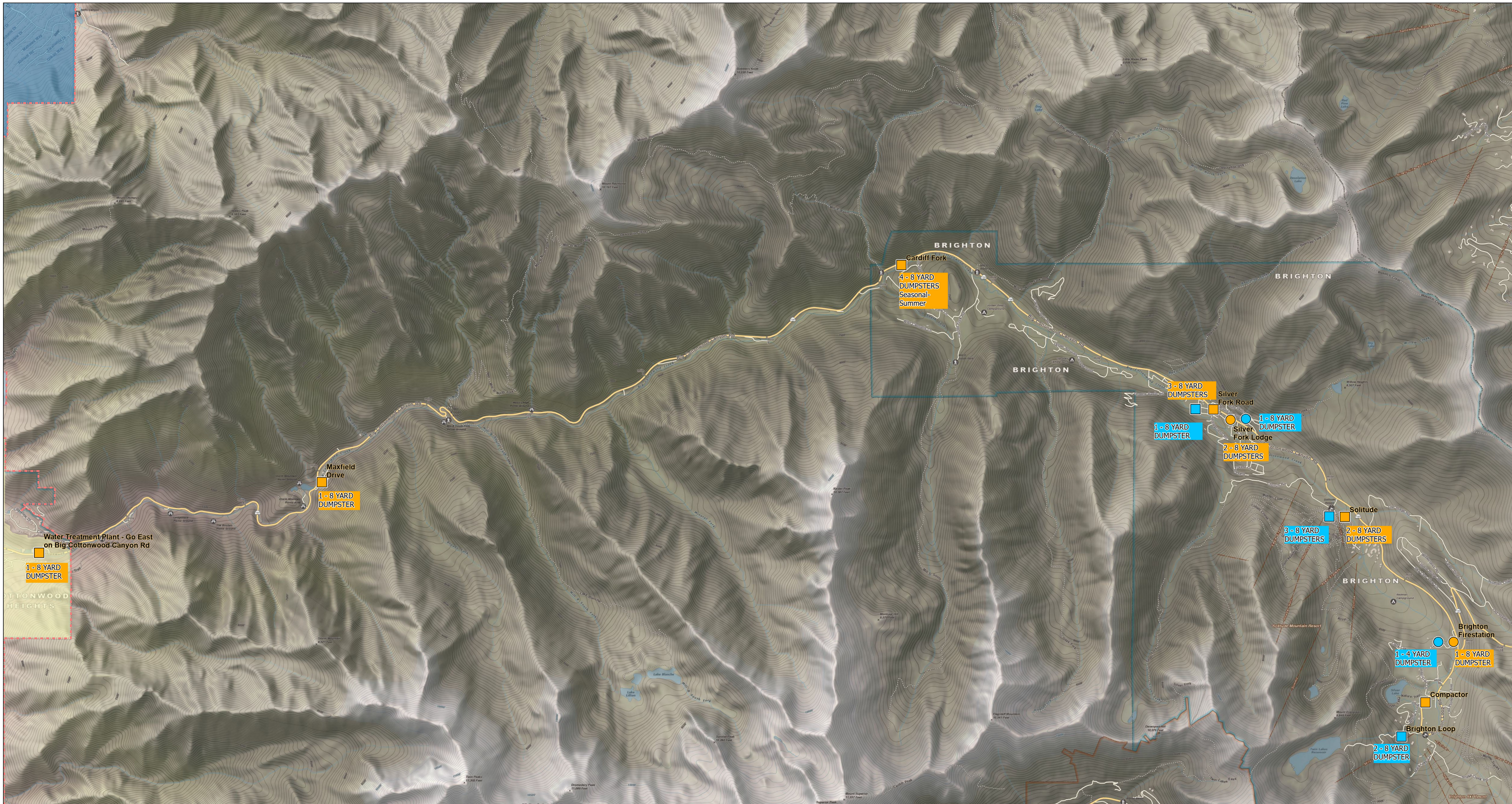
NOTES:

- The differential would take effect on the first full pay period following approval (anticipated November 1, 2026), and staff will report to the Board after 12 months.
- An update to the District's Policy Manual may be necessitated by this change, which would be brought to the Board during the November meeting.

Attachment(s)

1. Map of Current Front-Load Collection Locations in Salt Lake County
2. Map of Current Front-Load Collection Locations in Big Cottonwood Canyon





Wasatch Front Waste and Recycling District

Big Cottonwood Canyon and Brighton City Service Locations

Prepared by WFWR District October 2026



- Residential Waste
- Residential Recycle
- Business Waste
- Business Recycle

Service schedule
RECYCLE:
Weekly- Tuesday and Friday

WASTE:
Weekly - Monday and Thursday

COMPACTOR:
Summer - twice a month
Winter - four times a month





Tentative 2027 Budget Presentation

October 26, 2026 Board of Trustees Meeting



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

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

Our Goals: Sustain a High 90th percentile of Customer Satisfaction, Achieve a High 80th Percentile of Employee Satisfaction, Environmental and Financial Stewardship and Loss Prevention.

WFWRD Services Overview



Base Residential Services (\$26/month) include:

- Weekly 96-gallon curbside garbage & recycling collections
- Bulky waste collection via Seasonal Container Reservation Program (SCRP)
 - Proposed change to Curbside Bulky Waste Program (CBWP) model
- Landfill Vouchers for a residential truck, car, or trailer loads
 - Proposed elimination with implementation of CBWP
- Central glass drop-off recycling locations and hauling
- Container Repair and Replacement (3 to 5 business days)
- Seasonal Services:
 - Central leaf bag drop sites, collection/hauling, and disposition
 - Curbside Christmas tree collection and disposition
- Recycling Education & Outreach and Special Events participation
- In-House, Local Customer Service (M-F 8am-4:45pm)
- In-House, Local Billing/Account Management

Subscription Services:

- Curbside Green Waste Reclamation Services (March-December)
 - \$12.00 per month
- Curbside Glass Recycling
 - \$8.50 per month



Recent Activities & Updates

- Transition from Quarterly to Monthly Billing (February 2027)
- WFWRD Board of Trustees Strategic Planning Retreat (April 27)
- Implementation of new residential Specialty Curbside Collection Services (SCCS) Program (May 2026)
- Transition to new Payment Services Platform (May 2026)
- Transition to postcard billing (June 2026)
 - Reduced printing and mailing costs
 - Paperless, e-bills are strongly encouraged
- Change in monthly bill due date – now the 27th of every month
- Maximizing service capacity for bulky waste collection via the Seasonal Container Reservation Program (SCRP)
 - 2026 average = 85 containers per day
 - 2023-2025 average = 60 containers per day
 - ~42% increase compared to the past three years
- Curbside Bulky Waste Program analysis and proposal
 - Goal is to offer two collections per household per year⁰⁶²



The postcard features the Wasatch Front Waste & Recycling District logo at the top left, which includes a green recycling symbol and the text 'WASATCH FRONT Waste & Recycling District'. To the right is a calendar with the date 27 circled and the text 'Pay Due!'. The main headline reads 'IMPORTANT BILLING UPDATE!' in large, bold, green and white letters. Below this, a green box states 'NEW DUE DATE THE 27TH OF EACH MONTH'. To the right, text says 'WFWRD BILLS ARE NOW DUE ON THE 27TH OF EACH MONTH.' and 'Please update any scheduled payments, bank bill-pay settings, or payment reminders to reflect the new monthly due date.' A green checkmark icon is next to the text 'If you selected "Pay on the due date" when signing up for AutoPay, no action is needed!'. At the bottom, a section titled 'DON'T FORGET TO UPDATE:' lists three items: 'SCHEDULED PAYMENTS' with a calendar icon, 'BANK BILL-PAY SETTINGS' with a bank icon, and 'PAYMENT REMINDERS' with a bell icon. To the right of this is a graphic of a trash truck and bins with the text 'Pay on time. KEEP OUR COMMUNITY CLEAN & STRONG!'. The footer contains a globe icon with 'VISIT US ONLINE wfwr.utah.gov', a phone icon with 'CUSTOMER SOLUTIONS 385-468-6325', and a leaf icon with 'Thank you for being a valued part of our community!'.

2026 New Costs Savings as of mid-October

Description	2026 Cost Savings	Ongoing Savings Anticipated
Purchase of Diesel v. CNG Trucks (\$62,314 × 4)	\$249,250	N/A
Conversion from Radio Tower to Mobile Network Radio Communications	\$319,000	(23,500)
Administrative Optimization (billing/payment, IT services, internal processes)	\$444,750	\$591,500
Underfilling Positions (strategic, time-optimized backfilling of driver positions)	\$178,500	\$111,500
Leaf Bag Program (will no longer purchase or distribute leaf bags)	\$25,000	\$25,000
Operational Optimization (material recovery, new programs, growth)	\$37,000	TBD
Verification of Reported Missed Pickups	\$52,500	TBD
Limited Can Service Audit (underbilled accounts)	\$70,000	\$65,000
Safety Improvements (insurance rate reductions)	\$10,500	\$10,500

- New, quantifiable **cost savings as of October 2026 were \$1,386,500**, which include ongoing annual savings currently estimated at \$780,000
- Combined with ongoing cost savings from 2025, total cost savings in 2026 are currently forecasted at \$2,626,500
- **Priorities, Goals, and Initiatives** (PGIs) being led by the General Manager are tracking qualitative benefits and quantitative one-time and ongoing costs savings



Wasatch Front Waste and Recycling District Rate Analysis

ZIONS PUBLIC FINANCE, INC.

RATE OPTIONS STUDIED

October 2024

Options for Regular Can

Regular Can	2025	2026	2027
Option 1	\$26 ✓	\$27 ✗	\$28 ✗
Option 2	\$26 ✓	\$26 ✓	\$28 ✗
Option 3	\$25 ✗	\$27 ✗	\$28 ✗

- The Board approved Option 4 on December 16, 2024, which was added as an option during the October 21, 2024 Board Meeting
 - Option 4 = \$26 in 2025 | +\$1.50 in 2026 | + \$1.50 in 2027
- **Through ongoing efficiency, optimization, and cost-savings initiatives, the District has avoided the additional \$1.50 base rate increases recommended by Zions Public Finance for 2026 and 2027**
- Combined with ongoing cost savings from 2025, total cost savings in 2026 are currently forecasted at \$2,626,500
- PGIs will continue to be monitored, updated, and presented during public meetings

2027 Tentative Budget Highlights

PERSONNEL & ADMINISTRATION:

- **Proposed 3.0% Cost of Living Adjustment (COLA)** at the beginning of 2027 for all employees (probationary, merit, and appointed) to remain within competitive markets (recruitment and retention)
- **Continued 2% Merit increases for employees** with satisfactory performance ratings during annual evaluations
 - One-time lump sum amount for employees at the top of their salary range
- **PEHP Health Insurance:** currently forecasting an **11.2% increase**
 - Awaiting additional information from Alliant broker
- **Proposed Staffing Adjustments**
 - Right-sizing based on Herriman withdrawal and modified programs and services (NEXT SLIDES)
 - Proposed reinstatement of underfilled Collections Supervisor position (\$123,796 fully burdened)
 - Retirement in 5/2025 was never backfilled and has created ongoing strain for weekly operations coverage
 - Title change and reclassification of Sustainability Coordinator → Public Relations & Outreach Manager
 - Title change and reclassification of Data Programs Specialist → Data Analytics & Systems Coordinator
- **Administrative Initiatives**
 - Market analysis for Accounting Technician, Billing Administrator, Data Systems Coordinator, Container Specialist, and Public Relations & Outreach Manager positions
 - Continue to evaluate/identify areas to enhance efficiencies, reduce costs, and streamline administrative functions
 - Continued emphasis on enhancing public perception, customer service, and strengthening community relationships
- **Proposed Program Adjustments**
 - Conversion from Seasonal Container Reservation Program (SCRP) to Curbside Bulky Waste Program
 - Reinstatement of Container Rental Program (full cost recovery) – trailers discontinued except for unique needs
 - Addition of new Specialty Curbside Collection Services (SCCS) Program items (i.e., recliners, couches, futons, TVs)
 - Elimination of the Landfill Voucher Program due to growth of year-round bulky waste removal options



Proposed Staffing Adjustments & Scenarios



Full-Time Equivalents (FTEs)	2026 Target	FTEs as of 10/15/2026	Post-Herriman Reduction	Post-Herriman Withdrawal FTEs	Curbside Bulky Program Adjustments	Curbside Bulky Program FTEs	Fee-based Container Program Adjustments	Fee-based Container Program FTEs
Lead Equipment Operator	9	8	-1	8		8		8
Equipment Operator	53	50	-4	49	4	53	2	55
Equipment Operator Trainer	2	1	-1	1		1		1
Equipment Operator Apprentice	1	0	-1	0		0		0
Container Specialist	3	3		3		3		3
Quality Assurance Inspector (reduced from 2 to 1 in Feb 2025)	1	1		1	1	2		2
SCRIP Drivers (seasonal, March-September)	12	0		12	-12	0		0
Grounds Crew Laborers (temp staffing agency)	0	0		0	3	3		3
TOTAL FRONT-LINE OPERATION POSITIONS	81	63	-7	74	-4	70	2	72
TOTAL NON-SEASONAL/TEMP POSITIONS	69	63	-7	62	5	67	2	69



Proposed Staffing Adjustment Cost Impacts

		Wages (at midpoint)	Benefits	Totals
HERRIMAN WITHDRAWAL REDUCTION				
-1	Lead Equipment Operator	(74,260)	(37,130)	(111,390)
-4	Equipment Operators	(258,281)	(129,140)	(387,421)
-1	Equipment Operator Trainer	(74,260)	(37,130)	(111,390)
-1	Equipment Operator Apprentice	(56,384)	(28,192)	(84,575)
		(463,185)	(231,592)	(694,777)
CURBSIDE BULKY PROGRAM				
4	Equipment Operators	258,281	129,140	387,421
1	Quality Assurance Inspector	75,191	37,596	112,787
-12	SCRIP Drivers	(338,302)	(25,880)	(364,182)
3	Grounds Crew Laborers	140,400		140,400
		135,571	140,856	276,427
CONTAINER RENTAL PROGRAM				
2	Equipment Operators	129,140	64,570	193,711
TOTAL CHANGE		⁰⁶⁷ (198,473.93)	(26,166.13)	(224,640.06)

2027 Market Analysis and Position Updates

UPDATED AND REPLACEMENT POSITION MARKET ANALYSES

- Recent updates were made to four job descriptions to clarify job functions, while the minimum qualifications remain unchanged. The positions impacted by these updates include **Accounting Technician – AR/AP**, **Accounting Technician – Payroll**, **Container Specialist**, and **Customer Accounts Billing Administrator**.
- As a result of the updates, Melissa Kotter, Compensation Consultant, conducted position market analyses. The findings from these analyses indicate the following changes to the pay range midpoints compared to the COLA-adjusted 2027 Pay Plan:

Midpoints for the wages of these positions have increased as follows:

- Container Specialist** position has increased by 6.7%
- Accounting Technician – AR/AP** position has increased by 13.3%
- Accounting Technician – Payroll** position has increased by 8.8%
- Customer Accounts Billing Administrator** position has increased by 5.8%

Additionally, two positions are proposed to replace existing ones to support operational needs and strategic objectives. The Compensation Consultant also conducted market analyses on the proposed replacement positions.

- The **Data and Program Specialist** position will be replaced with the proposed **Data Analytics and Systems Coordinator** position.
- The **Sustainability Coordinator** position will be replaced with the proposed **Public Relations & Outreach Manager** position.

MARKET PAY ADJUSTMENT RECOMMENDATIONS

To maintain competitiveness in recruitment and retention efforts, adjustments to the proposed 2027 Pay Plan are recommended for the positions and corresponding percentage increases as listed above and quantified in the table to the right.

		Total		
		Wages	Benefits	Impact
TOTAL BUDGET IMPACT OF RECOMMENDED ADJUSTMENTS	Market Analyses	\$27,528	\$7,157	\$34,685
	Replacement Positions	24,456	6,359	30,815
				\$65,500

Proposed 2027 Pay Plan Market Adjustment Calculations:

	ANNUAL					HOURLY				RANGE SPREAD
	MIN	25 TH	MID	MAX		MIN	25 TH	MID	MAX	
Container Specialist (position starts at 25 th Percentile)										
Proposed 2027 Pay Plan:	\$40,866	\$44,957	\$49,049	\$57,208		\$19.65	\$21.61	\$23.58	\$27.50	40%
Proposed 2027 Pay Plan Market Adjustment:	\$43,605	\$47,966	\$52,326	\$61,047		\$20.96	\$23.06	\$25.16	\$29.35	40%
Midpoint % Increase:			6.7%					6.7%		
Midpoint \$ Increase:			\$3,277					\$1.58		
Accounting Technician – AR/AP										
Proposed 2027 Pay Plan:	\$46,787		\$56,144	\$65,502		\$22.50		\$27.00	\$31.49	40%
Proposed 2027 Pay Plan Market Adjustment:	\$53,021		\$63,625	\$74,229		\$25.49		\$30.59	\$35.69	40%
Midpoint % Increase:			13.3%					13.3%		
Midpoint \$ Increase:			\$7,481					\$3.59		
Accounting Technician – Payroll										
Proposed 2027 Pay Plan:	\$54,548		\$65,458	\$76,345		\$26.22		\$31.47	\$36.71	40%
Proposed 2027 Pay Plan Market Adjustment:	\$59,358		\$71,230	\$83,101		\$28.54		\$34.25	\$39.95	40%
Midpoint % Increase:			8.8%					8.8%		
Midpoint \$ Increase:			\$5,772					\$2.78		
Customer Accounts Billing Administrator										
Proposed 2027 Pay Plan:	\$68,539		\$82,265	\$95,947		\$32.95		\$39.55	\$46.12	40%
Proposed 2027 Pay Plan Market Adjustment:	\$72,527		\$87,033	\$101,538		\$34.87		\$41.84	\$48.82	40%
Midpoint % Increase:			5.8%					5.8%		
Midpoint \$ Increase:			\$4,768					\$2.29		

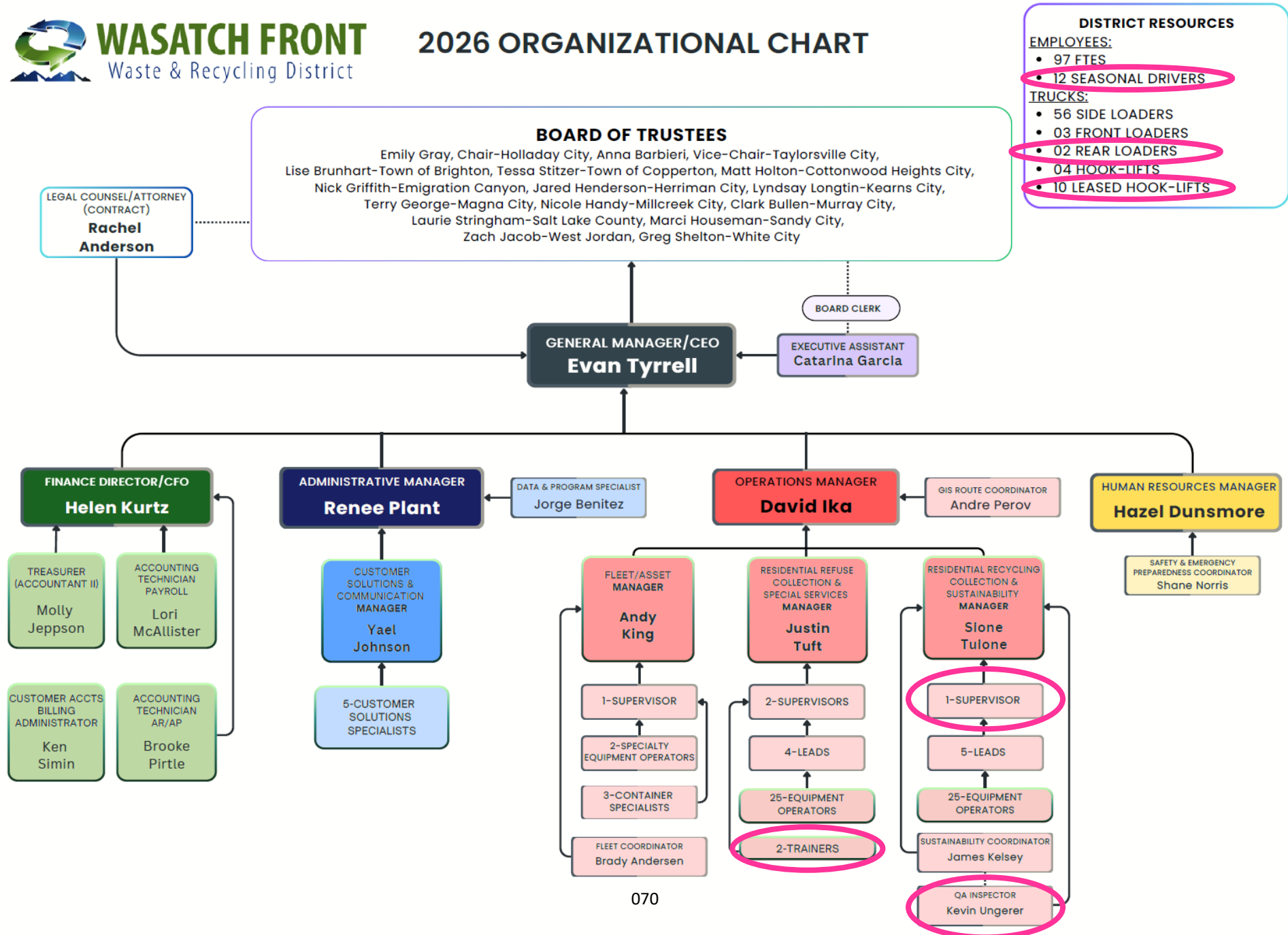
Proposed 2027 Pay Plan Replacement Positions:

	ANNUAL					HOURLY				RANGE SPREAD
	MIN	25 TH	MID	MAX		MIN	25 TH	MID	MAX	
Data Analytics & Systems Coordinator										
Proposed 2027 Pay Plan:	\$67,679		\$81,214	\$94,750		\$32.54		\$39.05	\$45.55	40%
Public Relations & Outreach Manager										
Proposed 2027 Pay Plan:	\$74,901		\$89,882	\$104,862		\$36.01		\$43.21	\$50.41	40%

2027 Market Analysis and Position Updates

POSITION TITLE	FTE	ANNUAL			HOURLY		
		MINIMUM	MIDPOINT	MAXIMUM	MINIMUM	MIDPOINT	MAXIMUM
Market Analyses Adjustments:							
Container Specialist*	3	\$ 43,605	\$ 52,326	\$ 61,047	\$ 20.96	\$ 25.16	\$ 29.35
		\$ 40,866	\$ 49,049	\$ 57,209	\$ 19.65	\$ 23.58	\$ 27.50
Accounting Technician - AR/AP	1	\$ 53,021	\$ 63,625	\$ 74,229	\$ 25.49	\$ 30.59	\$ 35.69
		\$ 46,787	\$ 56,144	\$ 65,502	\$ 22.49	\$ 26.99	\$ 31.49
Accounting Technician - Payroll	1	\$ 59,358	\$ 71,230	\$ 83,101	\$ 28.54	\$ 34.25	\$ 39.95
		\$ 54,548	\$ 65,457	\$ 76,345	\$ 26.22	\$ 31.47	\$ 36.70
Customer Accounts Billing Administrator	1	\$ 72,527	\$ 87,033	\$ 101,538	\$ 34.87	\$ 41.84	\$ 48.82
		\$ 68,539	\$ 82,265	\$ 95,946	\$ 32.95	\$ 39.55	\$ 46.13
Position Replacements:							
Data Analytics and Systems Coordinator	1	\$ 67,679	\$ 81,214	\$ 94,750	\$ 32.54	\$ 39.05	\$ 45.55
Data and Program Specialist	0	\$ 49,825	\$ 59,825	\$ 69,759	\$ 23.95	\$ 28.76	\$ 33.54
Public Relations and Outreach Manager	1	\$ 74,901	\$ 89,882	\$ 104,862	\$ 36.01	\$ 43.21	\$ 50.41
Sustainability Coordinator	0	\$ 68,650	\$ 82,376	\$ 96,124	\$ 33.00	\$ 39.60	\$ 46.21

2026 ORGANIZATIONAL CHART



2027 ORGANIZATIONAL CHART (TENTATIVE)

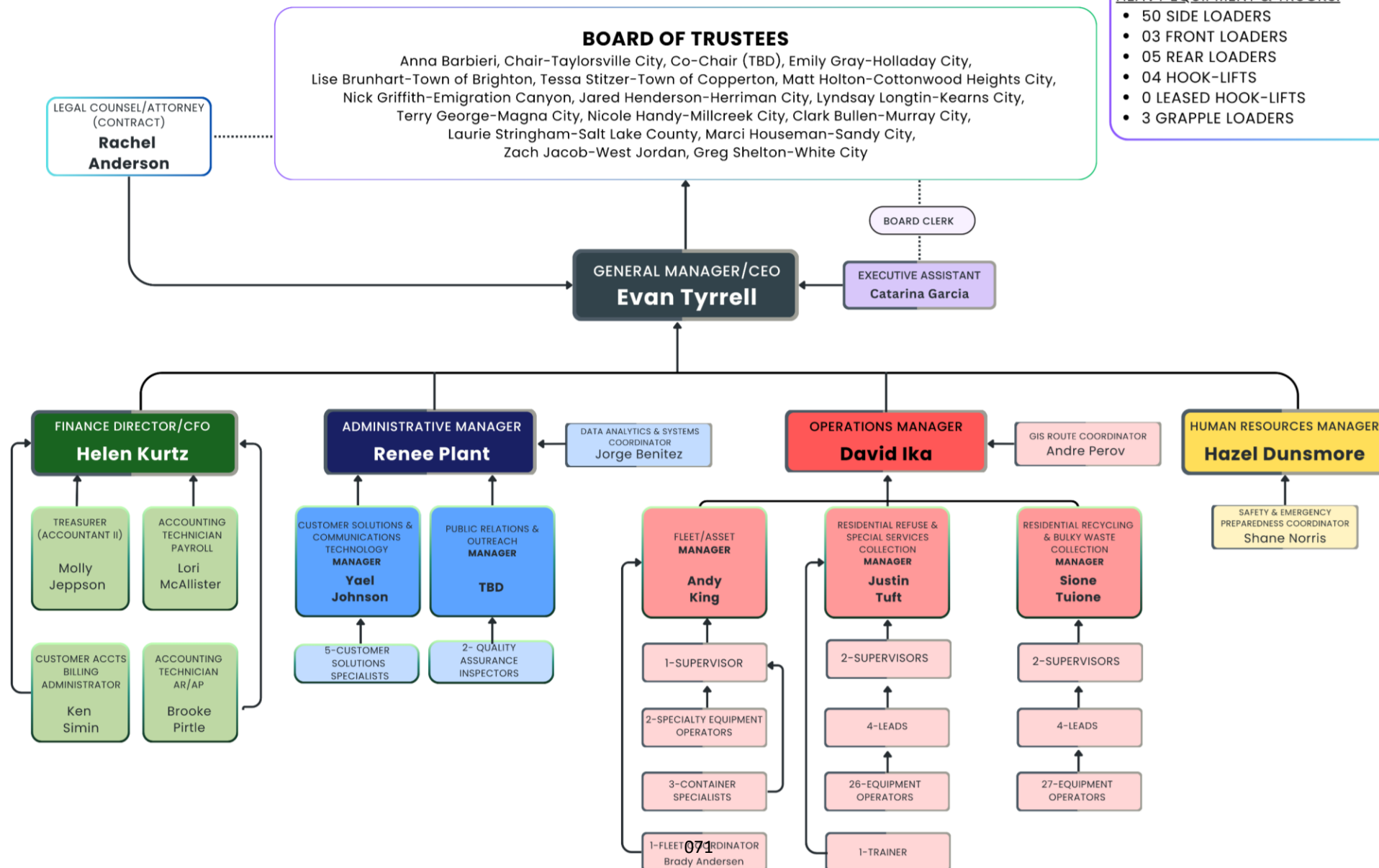
DISTRICT RESOURCES

EMPLOYEES:

- 98 FTES
- 3 TEMP WORKERS

HEAVY EQUIPMENT & TRUCKS:

- 50 SIDE LOADERS
- 03 FRONT LOADERS
- 05 REAR LOADERS
- 04 HOOK-LIFTS
- 0 LEASED HOOK-LIFTS
- 3 GRAPPLE LOADERS



2027 Preliminary Operating Budget Highlights

In 2027, WFWRD will continue to seek out opportunities to reduce costs, streamline organizational functions, increase efficiencies, and further optimize operations

- **Continue to purchase diesel (as opposed to CNG) heavy duty truck replacements**
 - Estimated purchase savings of at least \$60,000 per side load truck
 - Retain the 8 side-load replacement schedule per year (~\$480,000 annual savings)
 - Internal analysis indicates a >10-year break even ROI on purchasing CNG over Diesel based on purchase price, fuel efficiency, average annual miles, and cost per gallon equivalents
- **No Currently Known Increased Disposal Fees**
 - Trans-Jordan Landfill increased \$1/ton in July 2026 (\$41→\$42)
 - Facility will be limited in use moving forward due to Herriman withdrawal
- **Increased Repair & Maintenance Labor Rates**
 - Salt Lake County Fleet is increasing heavy duty labor rates by \$7.00/hour (~\$109,200 increase)
 - Quarterly SLCo Fleet Performance meetings will continue in 2027
- **Information Technology Service Rate Escalations (~32% in 2027; ~30% in 2026)**
 - Salt Lake County IT has proposed large rate increases for software and hardware maintenance increases, improving systems, and increasing capabilities. If the increases are approved by the Salt Lake County Council, the budget impact to WFWRD will be ~\$71,100 or a 32.4% increase
 - Total SLCo IT and Telecom expenses to the District in 2027 are expected to be \$290,774
- **Fuel Cost Volatility**
 - Diesel costs are anticipated to remain high & CNG is expected to remain steady
- **District share of Midvale Yard Pavement Preservation Micro-Surfacing Plan (\$52,659.57)**



2027 Tentative Budget – Revenue Projections

	Budget 2026	Estimated 2026	Proposed 2027	Withdrawal Reductions	Proposed Post W/D 2027
Revenues					
Residential Waste Collections	\$29,312,089	\$29,125,927	\$29,807,562	\$ (3,806,448)	\$26,001,114
Nonresidential Waste Collections	731,200	637,891	700,000	(19,000)	681,000
Neighborhood Container Rentals	-	-	-		-
Green Curbside (cans/fees)	1,703,000	1,841,745	1,900,000	(260,726)	1,639,274
Glass Recycling	200,000	204,101	200,000		200,000
Gain/(Loss) on Sale of Assets (Trucks)	160,000	(480,000)	120,000		120,000
Gain/(Loss) On Investments	-	(16,161)	-		-
New Home Can and Delivery	90,000	109,660	95,000	(37,500)	57,500
Interest	350,000	500,046	400,000		400,000
Miscellaneous Revenues	325,000	423,336	333,842		333,842
Total Revenues	\$ 32,871,289	\$ 32,346,545	\$ 33,556,404	\$ (4,123,674)	\$ 29,432,730

2027 Tentative Budget – Personnel Expenses

	Budget 2026	Estimated 2026	Proposed 2027	Withdrawal Reductions	Proposed Post W/D 2027
Personnel Expenses					
Wages/Salaries	\$ 7,670,600	\$ 6,783,409	\$ 7,752,108	\$ (463,185)	\$ 7,288,923
Overtime	449,500	227,305	394,500	(45,000)	349,500
Seasonal Labor	410,900	279,576	338,302		338,302
Social Security	23,900	19,140	20,975		20,975
Medicare Tax	115,000	102,709	117,311	(6,716)	110,595
Retirement Pension	1,292,000	1,036,717	1,162,816	(64,846)	1,097,970
Supplemental 401(k)	552,000	508,809	558,152	(33,349)	524,803
Health Insurance	1,720,000	1,509,705	1,892,177	(126,681)	1,765,496
Retirees Insurance	14,000	45,489	33,813		33,813
Miscellaneous Benefits	100,000	128,761	130,000		130,000
Worker's Comp/Claims/Insurance	181,400	147,964	177,150	(6,358)	170,792
State Unemployment Tax	40,000	47,501	40,000		40,000
Pension (Benefit) Expense (GASB 68)	75,000	75,000	75,000		75,000
Other Post Employment Benefits (OPEB)	50,000	50,000	50,000		50,000
Total Personnel Expenses	\$ 12,694,300	\$ 10,962,085	\$ 12,742,304	\$ (746,135)	\$ 11,996,169

2027 Tentative Budget – Operating Expenses

	Budget 2026	Estimated 2026	Proposed 2027	Withdrawal Reductions	Proposed Post W/D 2027
Operating Expenses					
Fuel	\$ 1,082,400	\$ 1,255,385	\$ 1,418,585	\$ (239,741)	\$ 1,178,844
Maintenance	5,250,000	4,953,551	5,062,751	(855,605)	4,207,146
Disposal Fees SLValley Landfill/Transfer	4,465,000	4,393,175	4,524,970	(808)	4,524,162
Disposal Fees TransJordan	750,000	762,997	785,887	(670,873)	115,014
MRF Recycle Processing Fees	900,000	893,483	950,000	(120,000)	830,000
Can Purchases	582,000	383,712	582,000	(73,448)	508,552
County Interlocal IT/Phone Services	270,200	313,284	320,073		320,073
Building & Land Leases	86,640	50,113	51,000		51,000
County Interlocal Shared Bldg Costs	406,500	383,453	387,000		387,000
County Interlocal Operations/Truck Lease	168,150	182,838	168,136		168,136
Property Insurance/Claims	366,500	365,923	385,900	(2,243)	383,657
Bank Fees (Includes payment processing fees)	550,000	594,983	500,000	(50,000)	450,000
Printing and Postage	776,800	509,151	550,000	(57,215)	492,785
Professional Services	270,100	325,163	290,200		290,200
Other	639,000	614,204	635,000	(87,709)	547,291
Depreciation	2,620,000	2,094,444	2,264,518		2,264,518
Total Operating Expenses	19,183,290	18,075,859	\$ 18,876,020	\$ (2,157,642)	\$ 16,718,378
Total Expenses	\$ 31,877,590	\$ 29,037,944	\$ 31,618,324	\$ (2,903,777)	\$ 28,714,547
Revenues Less Expenses	\$ 993,699	\$ 3,308,601	\$ 1,938,080	\$ (1,219,897)	\$ 718,183
Capital Outlays	\$ 5,324,196	\$ 2,720,665			\$ 4,634,827

2027 Tentative Budget – Revenue Projections

Proposed Curbside Bulky & Container Rental Programs

	Proposed Post W/D 2027	Curbside Bulky 2027	Proposed 2027	Containers 2027	Proposed 2027	Tentative 2027
Revenues						
Residential Waste Collections	\$26,001,114		\$26,001,114	\$ -	\$26,001,114	\$ 26,000,000
Nonresidential Waste Collections	681,000		681,000		681,000	681,000
Neighborhood Container Rentals	-		-	329,000	329,000	329,000
Green Curbside (cans/fees)	1,639,274		1,639,274		1,639,274	1,639,000
Glass Recycling	200,000		200,000		200,000	200,000
Gain/(Loss) on Sale of Assets (Trucks)	120,000		120,000		120,000	120,000
Gain/(Loss) On Investments	-		-		-	-
New Home Can and Delivery	57,500		57,500		57,500	57,000
Interest	400,000		400,000		400,000	400,000
Miscellaneous Revenues	333,842		333,842	17,500	351,342	351,000
Total Revenues	\$ 29,432,730	\$ -	\$ 29,432,730	\$ 346,500	\$ 29,779,230	\$ 29,777,000

2027 Tentative Budget – Personnel Expenses

Proposed Curbside Bulky & Container Rental Programs

	Proposed Post W/D 2027	Curbside Bulky 2027	Proposed 2027	Containers 2027	Proposed 2027	Tentative 2027
Personnel Expenses						
Wages/Salaries	\$ 7,288,923	\$ 333,472	\$ 7,622,395	\$ 96,855	\$ 7,719,250	\$ 7,720,000
Overtime	349,500	(21,996)	327,504		327,504	328,000
Seasonal Labor	338,302	(338,302)	-		-	-
Social Security	20,975	(20,656)	-		-	-
Medicare Tax	110,595	(4,586)	106,009	1,404	107,413	107,000
Retirement Pension	1,097,970	46,686	1,144,656	13,560	1,158,216	1,158,000
Supplemental 401(k)	524,803	24,010	548,813	6,974	555,787	556,000
Health Insurance	1,765,496	96,040	1,861,536	26,490	1,888,026	1,888,000
Retirees Insurance	33,813		33,813		33,813	34,000
Miscellaneous Benefits	130,000		130,000		130,000	130,000
Worker's Comp/Claims/Insurance	170,792	(12,406)	158,386		158,386	158,000
State Unemployment Tax	40,000		40,000		40,000	40,000
Pension (Benefit) Expense (GASB 68)	75,000		75,000		75,000	75,000
Other Post Employment Benefits (OPEB)	50,000		50,000		50,000	50,000
Total Personnel Expenses	\$ 11,996,169	\$ 102,262	\$ 12,098,112	\$ 145,283	\$ 12,243,395	\$ 12,244,000

2027 Tentative Budget – Operating Expenses

Proposed Curbside Bulky & Container Rental Programs

	Proposed Post W/D 2027	Curbside Bulky 2027	Proposed 2027	Containers 2027	Proposed 2027	Tentative 2027
Operating Expenses						
Fuel	\$ 1,178,844	\$ (86,296)	\$ 1,092,548	\$ 32,107	\$ 1,124,655	\$ 1,125,000
Maintenance	4,207,146	(150,176)	4,056,970	94,225	4,151,195	4,151,000
Disposal Fees SLValley Landfill/Transfer	4,524,162	55,218	4,579,380	38,715	4,618,095	4,618,000
Disposal Fees TransJordan	115,014		115,014		115,014	115,000
MRF Recycle Processing Fees	830,000		830,000		830,000	830,000
Can Purchases	508,552		508,552		508,552	508,000
County Interlocal IT/Phone Services	320,073		320,073		320,073	320,000
Building & Land Leases	51,000		51,000		51,000	51,000
County Interlocal Shared Bldg Costs	387,000		387,000		387,000	387,000
County Interlocal Operations/Truck Lease	168,136	(168,136)	-		-	-
Property Insurance/Claims	383,657	(6,252)	377,405		377,405	377,000
Bank Fees (Includes payment processing fees)	450,000		450,000	6,930	456,930	457,000
Printing and Postage	492,785		492,785		492,785	500,000
Professional Services	290,200		290,200		290,200	290,000
Other	547,291	140,400	687,691		687,691	688,000
Depreciation	2,264,518		2,264,518		2,264,518	2,265,000
Total Operating Expenses	\$ 16,718,378	\$ (215,242)	\$ 16,503,136	\$ 171,977	\$ 16,675,113	\$ 16,682,000
Total Expenses	\$ 28,714,547	\$ (112,980)	\$ 28,601,248	\$ 317,260	\$ 28,918,508	\$ 28,926,000
Revenues Less Expenses	\$ 718,183	\$ 112,980	\$ 831,482	\$ 29,240	\$ 860,722	\$ 851,000
Capital Outlays	\$ 4,634,827		\$ 1,232,600			\$ 5,867,427

2027 Planned Capital Purchases							
Description	2026 Original Budget	2026 Estimated Purchases	2026 Projected Savings	2026 Amount Spent YTD	2026 Remaining Budget	Carry Forward	2027 Proposed Budget
Carry Forward from 2024							
One Hook Lift Truck - SCRP	\$ 74,940	\$ 68,583	\$ 6,357	\$ 68,583	\$ 6,357	\$ -	\$ -
One Cabover Delivery Truck - Cans	77,600	58,466	19,134	-	77,600	58,466	58,466
Subtotal	\$ 152,540	\$ 127,049	\$ 25,491	\$ 68,583	\$ 83,957	\$ 58,466	\$ 58,466
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 - Not Purchasing	40,000	-	40,000	-	40,000	-	-
Subtotal	\$ 1,513,856	\$ 1,473,856	\$ 40,000	\$ 1,473,856	\$ 40,000	\$ -	\$ -
Carry Forward from 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	\$ 1,795,684	\$ 907,948	\$ 2,531,252	\$ 735,568	\$ 735,568
One Rear Load Truck	-	338,498	(338,498)	226,357	112,141	112,141	112,141
One Cabover Delivery Truck - Cans	77,600	58,466	19,134	-	77,600	58,466	58,466
Two Light-Duty Trucks	96,000	94,386	1,614	-	96,000	94,386	94,386
Administration Pool Vehicle - Toyota Highlander	45,000	43,921	1,079	43,921	1,079	-	-
Subtotal	\$ 3,657,800	\$ 2,178,787	\$ 1,479,013	\$ 1,178,226	\$ 2,818,072	\$ 1,000,561	\$ 1,000,561
Proposed Purchases for 2027							
Eight Diesel Side Load Trucks @ \$425,000 each		\$ -	\$ -			\$ -	\$ 3,400,000
Two Rear Load Trucks @ \$352,000 each		704,000	(704,000)			704,000	704,000
Three Cat Loaders w/ Grapple Buckets @ \$132,000 each		396,000	(396,000)			396,000	396,000
Three Trailers to Haul Cat Loaders @\$19,200 each		57,600	(57,600)			57,600	57,600
Two Light-Duty Trucks (Replacements) @ \$50,000 each		-	-			-	100,000
One F-350 Dually (Replacement)		-	-			-	75,000
One Cabover Deliver Truck (Replacement)		-	-			-	75,800
Subtotal		\$ 1,157,600	\$ (1,157,600)			\$ 1,157,600	\$ 4,808,400
Totals	\$ 5,324,196	\$ 4,937,292	\$ 386,904	\$ 2,720,665	\$ 2,942,029	\$ 2,216,627	\$ 5,867,427



2027 Tentative Fee Schedule Updates



- **No change to base service rate of \$26/month (stabilized)**
 - Although we have continued to face inflationary pressures, ongoing optimization, efficiency, and cost-savings measures have stabilized the District's enterprise fund and successfully led to the deferral of previously recommended rate adjustments
- **Primary focus on full cost recovery across suite of WFWRD subscription-based and ancillary services**
 - Additional Can Service Rate Adjustments
 - Additional Garbage Can (\$19.50/month | NO CHANGE)
 - Additional Recycle Can (\$5.00/month → \$7.95/month)
 - Additional Green Can (\$3.50/month → \$6.95/month)
 - New Home and Can Start-Up Fees
 - Proposed \$5 increase per can/cart to account for increased cost of supplies and administrative and delivery costs
 - Expansion of Specialty Curbside Collection Service (SCCS) Program Offerings
 - Ottomans/Footstools, Recliners/Sofa Chairs, Love Seats, Large Sofas/Futons, Sectional/Sleeper Sofas, Flat Screen TVs, Cathode Ray Tube (CRT) TVs
 - Reinstatement of Container Rental Program (pricing includes up to two-tons of materials, plus delivery and removal)
 - 14-Yard Bulk Waste Roll-Off Container
 - In-Valley, In-District = \$295 (\$50 discount for bulk green waste only)
 - In-Canyon, In-District = \$395 (\$50 discount for bulk green waste only)
 - Container Use Fee (beyond three days after delivery) = \$10/day
 - 18-Yard Bulk Waste Trailer (largely discontinued except for unique needs)
 - \$495 (District trailers are beyond end-of-life and require extensive maintenance, tires, and separate insurance)
 - Adjustments to cart and container delivery fees for special clean-up services and events to cover cost of service



2027 Tentative Fee Schedule Discussion Items

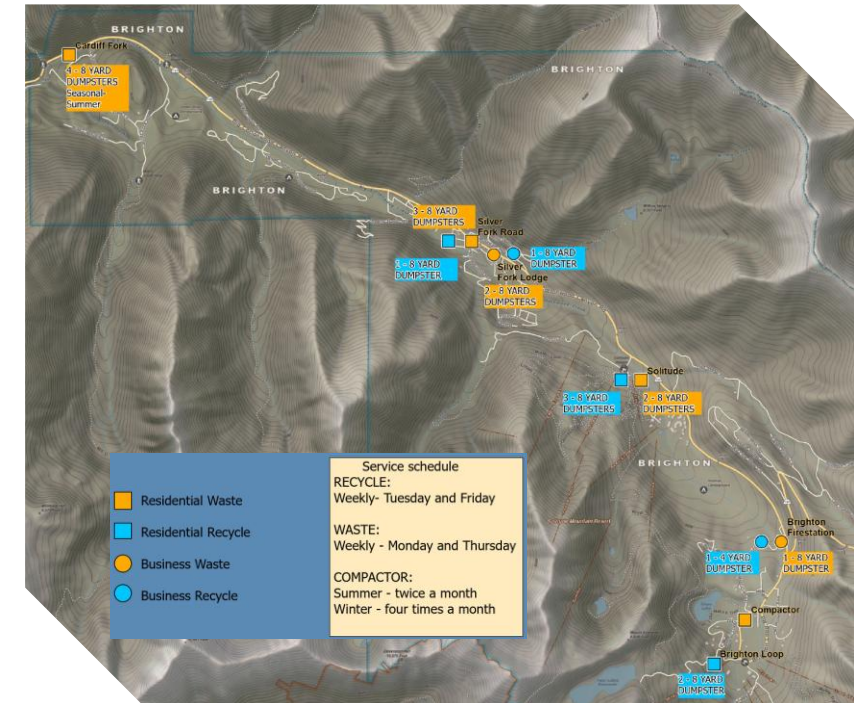
- **Prospective Credit/Debit Card & ACH Payment Transaction Fees**

- Deferred in 2026 based on multiple discussions
- A 3% and \$1.50 per transaction fee was considered
- A payment transaction fee would save the District between \$243,000 and \$397,000

- **Big Cottonwood Canyon (BCC) and Brighton Town Residents**

Rate Category	Number of Households	Monthly Service Rate	Annual Service Rate	Combined Annual Service Revenue
Seasonal/Part-Time	376	\$11.75	\$141	\$53,016
Full-time	228	\$18.00	\$216	\$49,248

- WFWRD does not provide for seasonal/part-time rates for any other service area
- Policy was established for BCC/Brighton in 2015 that created alternate pricing levels
- Seasonal/part-time homes may offer part-time rentals (AirBNB identifies more than 100 temporary rentals in Brighton/BCC)
 - Some rentals may be associated with Solitude Condos | Brighton mentioned they can provide a list of registered rentals from MSD
- Current rate categories are based on the Salt Lake County Assessors Office information
 - If a home is listed as a secondary home, then the seasonal/part-time rate is applied (additional verifications are not in place)
- BCC/Brighton residents currently receive an equivalent level of basic services except for seasonal leaf bag and holiday tree collection
 - Brighton residents also have a hydraulic compactor available that is managed by WFWRD via a contract with a separate hauler
- There are several options to consider (discussion)

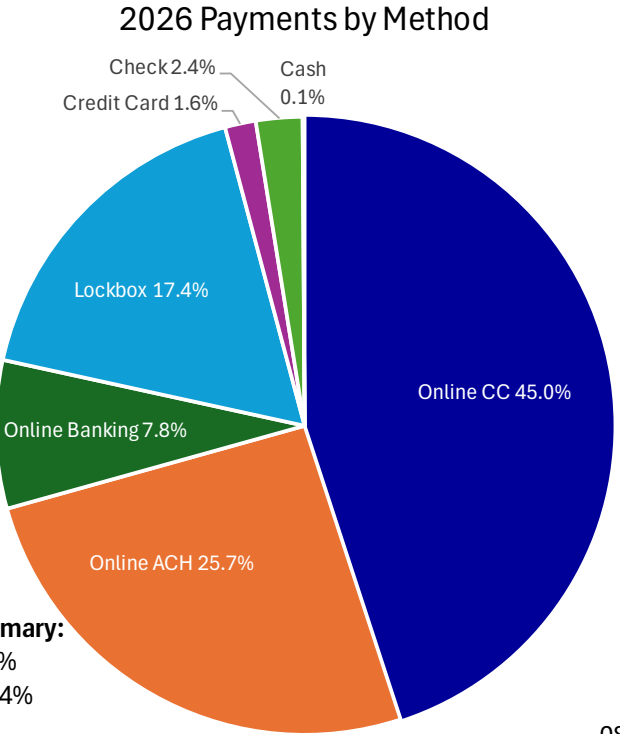


Payment Transaction Fees - Projections and Scenarios

Payment Processing Fees

				SCENARIO 1		SCENARIO 2		SCENARIO 3	
				Tx Fee on Cards Only (No Fee for ACH)		Tx Fee on Cards & ACH (E-Bill ACH Fees Waived)		Tx Fee on ALL Cards & ACH	
Fee Type		2026	2027	WFWRD		WFWRD			
	Quantity	Projected Processing Fees	Projected Processing Fees	Annual Processing Fees Recovered	Processing Costs after Tx Fees (2027 Projected)	Annual Processing Fees Recovered	Processing Costs after Tx Fees (2027 Projected)	Annual Processing Fees Recovered	WFWRD Processing Costs after Tx Fees (2027 Projected)
Zions Lockbox	96,562	\$ 21,195	\$ 21,195	\$ -	\$ 21,195	\$ -	\$ 21,195	\$ -	\$ 21,195
Payment Vendor	453,463	413,004	427,098	(243,446)	183,652	(312,288)	114,810	(397,098)	30,000
Card Processor	99,510	128,262	-	-	-	-	-	-	-
Total Online		541,266	427,098	(243,446)	183,652	(312,288)	114,810	(397,098)	30,000
Grand Total		\$ 562,461	\$ 448,293	\$ (243,446)	\$ 204,847	\$ (312,288)	\$ 136,005	\$ (397,098)	\$ 51,195

Current E-Bill Customers: approx. 25,700 as of 9/30/26



Payment Method Summary:
Online Payments, 78.4%
Checks to Lockbox, 17.4%
In Person/Phone, 4.1%

Fee Paid by Customer
(set by Point & Pay)

Credit/Debit Card	\$1.50
ACH	\$1.00

Absorbed Fees (paid by WFWRD)

Credit Card	cost + 15bp + \$0.05
ACH	\$0.55
Bank Bill Pay	\$0.25

Number of Transactions by Payment Method

Online Card	45.0%
Online ACH	25.7%
Online Banking	7.8%
Lockbox	17.4%
Card (in office)	1.6%
Check (in office)	2.4%
Cash (in office)	0.1%
	100.00%

Upcoming Items & Initiatives



- **Possible service day changes**
 - Copperton and Southwest Unincorporated (December 1, 2026) – **TUESDAYS**
 - Remaining Service Areas with some collection day changes effective March 2027 or later
- **Line-of-Service Financial Assessment by Geographic Service Area**
 - Recommended postponement to 2028 in order to receive a full year of financial and operational data without Herriman service and new curbside bulky waste program
- **Recycling Set-Out Rate Analysis (ongoing)**
 - Currently indicating a >70% weekly set-out rate District-wide
- **Finalize and issue Employee Handbook by March 31, 2027**
 - Reduction of nearly two dozen (i.e., 24) SOPs
- **Continue to reasonably support a smooth transition with Herriman City**
- **Comprehensive review and update of District Policy Manual (late-2027)**
- **Review and update of the District's Charter (i.e., Serviceability)**
- **Continued identification and implementation of optimization, efficiency, and cost-savings initiatives**
- **Growth of Green Waste subscriptions, SCCS Program, and reinstatement of Container Rental Program**



Thank You!



WFWRD MOBILE APP

Get reminders and service updates on the WFWRD app

Receive service reminders, holiday updates, seasonal alerts, recycling tools, and district news directly on your mobile device.

- ✓ Pickup and holiday reminders
- ✓ SCRP and seasonal alerts
- ✓ Recycle Right search tool
- ✓ Service updates and news

Download the App

Choose your device below to download the WFWRD app.

[Download on the App Store](#)

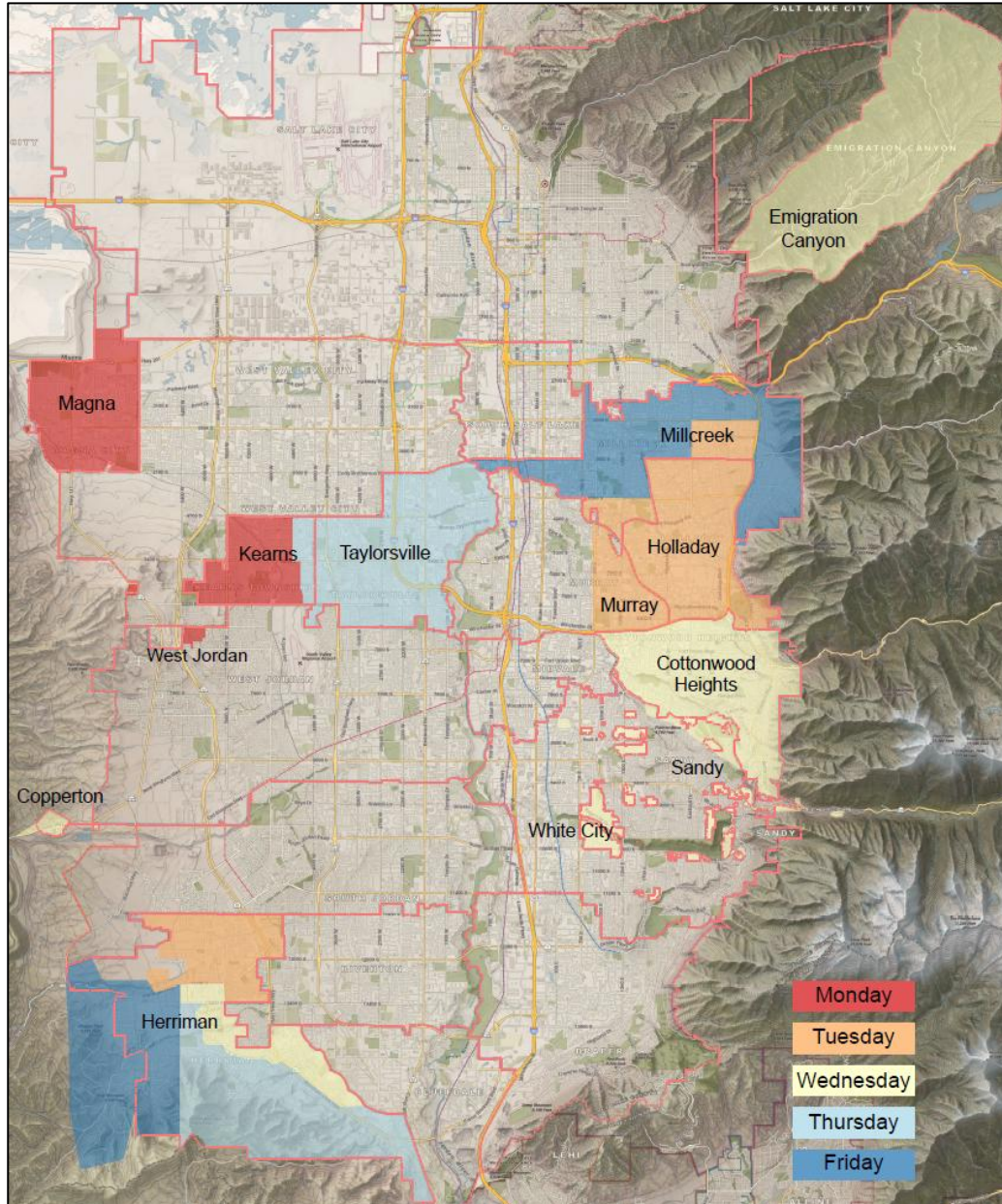
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Questions?

Supplemental Information

WFWRD Service Areas



Service Area	No. of Homes Serviced
Millcreek	15,742
Taylorsville	13,788
Herriman	10,994
Cottonwood Heights	9,976
Kearns	9,536
Holladay	9,094
Magna	8,009
Murray	2,867
White City	1,826
Sandy Hills	819
Emigration Canyon	609
Brighton	591
Sandy City	506
Willow Creek	500
West Jordan	485
Granite	436
Copperton	285
Willow Canyon	248
Southwest	202
Other	55
Big Cottonwood Canyon	13
4B Lane 086	5
Totals	86,586

- 86,586 total homes serviced as of June 30, 2026
- Collection and go-back days are established to maximize efficiencies
- Disposition facilities for trash and recycling are based on geographic service area and cost
- “Other” includes Little Cottonwood Canyon and North Salt Lake County

Homes Serviced by WFWRD

Total Homes Serviced & Cans per Service Area as of June 30, 2026



Service Area	No. of Homes Serviced	Trash Cans Combined	Recycle Cans Combined	Green Cans Combined	Glass Cans Combined	Total Cans
Millcreek	15,742	16,862	15,659	3,444	812	36,777
Taylorsville	13,788	15,701	13,900	1,744	114	31,459
Herriman	10,994	12,605	11,356	1,850	-	25,811
Cottonwood Heights	9,976	10,984	10,077	1,801	402	23,264
Kearns	9,536	10,480	9,679	474	2	20,635
Holladay	9,094	10,408	9,164	1,898	360	21,830
Magna	8,009	8,837	8,053	499	6	17,395
Murray	2,867	3,172	2,862	445	103	6,582
White City	1,826	2,027	1,848	187	22	4,084
Sandy Hills	819	943	829	108	7	1,887
Emigration Canyon	609	631	595	96	60	1,382
Brighton	591	-	-	-	-	-
Sandy City	506	587	505	69	12	1,173
Willow Creek	500	615	517	96	6	1,234
West Jordan	485	542	506	55	-	1,103
Granite	436	547	445	54	25	1,071
Copperton	285	302	287	8	-	597
Willow Canyon	248	273	249	50	9	581
Southwest	202	249	213	3	-	465
Other	55	59	16	1	-	76
Big Cottonwood Canyon	13	-	-	-	-	-
4B Lane	5	10	2	-	-	12
Totals	86,586	95,834	86,762	12,882	1,940	197,418

2025 SCRCP Detail by City/Service Area



Municipality/Area	# of Homes in WFWRD	# of SCRCP Days	# of Reservation Spots Available	# of Additional Waitlist Requests	Total Tracked Requests ¹	# of Containers Delivered	% Waitlist Fulfilled	Containers Serviced as a % of WFWRD Homes	Total Tons Collected	Avg. Tons per Container
Holladay	9,083	17	1020	680	1,700	859	36%	9%	549.04	0.64
Murray	2,865					210		7%	133.59	
Cottonwood Heights	9,974	16	960	725	1,685	929	29%	9%	582.20	0.63
Willow Creek	500					55		11%	230.23	
Granite	435	3	180	141	196	40	45%	9%	30.30	0.76
Sandy Hills/Sandy City	1,323					118		9%	89.37	
Willow Canyon	248					36		15%	27.27	
4B Lane (6 homes)	5					2		40%	1.51	
White City	1,826	3	180	164	344	193	34%	11%	139.12	0.72
Herriman, So West	11,056	15	900	460	1,360	898	61%	8%	498.00	0.55
Copperton	285	5	300	7	307	25	100%	9%	13.86	0.55
Magna	7,982	11	660	465	1,125	662	23%	8%	583.08	0.88
Kearns	10,023	15	900	608	1,508	930	25%	9%	765.00	0.82
Taylorville	13,789	19	1140	895	2,035	1,194	13%	9%	1,130.83	0.95
Millcreek	15,742	21	1260	820	2,080	1,306	23%	8%	1,096	0.84
Totals or Avg.	85,136	120	7,500	4,965	12,340	7,457	29%	9%	5,869	0.79

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



Wasatch Front Waste and Recycling District

Tentative Proposed 2027 Fee Schedule

Residential Fees		January 1, 2027	April 1, 2026	January 1, 2026			
Waste & Recycling Collection Fees		2027 Monthly	2026 Monthly	2026 Monthly	2026 Annual	2025 Monthly	2025 Annual
Garbage and Recycling 1st Cans.....	No Change	No Change	No Change	No Change	No Change	\$26.00	\$312.00
Garbage Waste - Additional Can (each).....	No Change	No Change	No Change	No Change	No Change	\$19.50	\$234.00
Recycle - Additional Can (each).....	\$7.95	No Change	No Change	No Change	No Change	\$5.00	\$60.00
Indigent/Hardship Relief.....	No Change	No Change	No Change	No Change	No Change	\$13.00	\$156.00
Full-time Residents (Brighton/Big Cottonwood Canyon (Compactor use)).....	DISCUSSION	No Change	No Change	No Change	No Change	\$18.00	\$216.00
Seasonal Residents (Brighton/Big Cottonwood Canyon).....	DISCUSSION	No Change	No Change	No Change	No Change	\$11.75	\$141.00
Green Waste - 1st Can.....	No Change	No Change	No Change	No Change	No Change	\$12.00	\$144.00
Green Waste - Additional Can (each).....	\$6.95	No Change	No Change	No Change	No Change	\$3.50	\$42.00
Glass Waste - 1st Can.....	No Change	No Change	No Change	No Change	No Change	\$8.50	\$102.00
Glass Waste - Additional Can (each).....	No Change	No Change	No Change	No Change	No Change	\$2.50	\$30.00
Residential Can Fees		2027	2026	2026	2025		
Garbage, Recycle, and Green Second Can Start-up Fee	\$75.00 each	No Change	No Change	No Change	\$70.00 each		
Glass Second Can Start-up Fee.....	No Change	No Change	No Change	No Change	\$55.00 each		
New Home Can Start-up Fee (includes 1 garbage and 1 recycle can)	\$150.00	No Change	No Change	No Change	\$140.00		
Replacement Cans (customer request for undamaged or customer damaged can).....	\$75.00 each	No Change	No Change	No Change	\$70.00		
Missing Can Replacement.....	\$75.00 New or \$40.00 Refurb Can	No Change	No Change	No Change	\$70.00 New or \$40.00 Refurb Can		
New Can Replacement.....	\$75.00 each	No Change	No Change	No Change	\$70.00		
Refurbished Can Replacement (subject to availability).....	No Change	No Change	No Change	No Change	\$40.00		
Special Events and Other Requests Follow the Special Services Schedule Below.....	No Change	No Change	No Change	No Change	Variable		
Specialty Curbside Collection Services (Residential Only) - by request, subject to availability and geographic location - same day is NOT guaranteed		2027	2026	2026	2025		
Pickup Service (base fee per household) - Valley, In-District.....	No Change	\$20.00	N/A	N/A	N/A		
Pickup Service (base fee per household) - Canyon Communities, In-District.....	No Change	\$30.00	N/A	N/A	N/A		
Pickup Service (base fee per household) - Valley, Out-of-District.....	No Change	\$40.00	N/A	N/A	N/A		
Additional Fees (per material type and quantity in addition to base Pickup Service fee)							
Tires (each).....	No Change	\$5.00	N/A	N/A	N/A		
Tires on Rim (each).....	No Change	\$6.00	N/A	N/A	N/A		
Mattresses (per piece).....	No Change	\$20.00	N/A	N/A	N/A		
Ottoman/Footstool (per piece).....	\$5.00	N/A	N/A	N/A	N/A		
Recliner/Sofa Chair (per piece).....	\$10.00	N/A	N/A	N/A	N/A		
Love Seat (per piece).....	\$20.00	N/A	N/A	N/A	N/A		
Large Sofa/Three-Seater/Futon (per piece).....	\$30.00	N/A	N/A	N/A	N/A		
Sectional/Sleeper Sofa.....	\$40.00	N/A	N/A	N/A	N/A		
Flat-Screen TV (per unit).....	\$10.00	N/A	N/A	N/A	N/A		
Cathode Ray Tube (CRT) TV (per unit).....	\$20.00	N/A	N/A	N/A	N/A		
Freon Containing Appliances (each).....	No Change	\$25.00	N/A	N/A	N/A		
Non-Freon Containing Appliances (each).....	No Change	\$10.00	N/A	N/A	N/A		
Container Rental Program Fees		2027	2026	2026	2025		
18-Yard Green Waste Trailer.....	Discontinued	No Change	Unavailable	Unavailable	\$80.00		
18-Yard Bulk Waste Trailer (up to 1 ton).....	Discontinued	No Change	Unavailable	Unavailable	\$240.00		
14-Yard Bulk Waste Roll-off Container (up to 2 tons) - Valley, In-District.....	\$295.00	No Change	Unavailable	Unavailable	\$175.00		
14-Yard Bulk Waste Roll-off Container (up to 2 tons) - Canyon Communities, In-District.....	\$395.00	N/A	N/A	N/A	N/A		
14-Yard Reclaimable Green Waste Roll-off Container - Valley, In-District.....	\$245.00	N/A	N/A	N/A	N/A		
14-Yard Reclaimable Green Waste Roll-off Container - Canyon Communities, In-District.....	\$345.00	N/A	N/A	N/A	N/A		
Additional Fees							
Container Use Fee (after 3 days, per day).....	\$10.00	N/A	N/A	N/A	N/A		
Mattresses (per piece).....	\$20.00	No Change	Unavailable	Unavailable	\$18.00		
Tarping penalty.....	Discontinued	No Change	Unavailable	Unavailable	\$50.00		
Loads over 2 tons; per ton.....	No Change	No Change	Unavailable	Unavailable	\$45.00		
Green Waste Roll-off Violation non-reclaimable or used for "bulk waste".....	\$100.00	No Change	Unavailable	Unavailable	\$190.00		
Prohibited Materials Assessment Fees		2027	2026	2026	2025		
Tires (per tire).....	No Change	\$10.00	N/A	N/A	N/A		
Freon-Containing Appliances (per unit).....	No Change	\$50.00	N/A	N/A	N/A		
Hazardous or Toxic Materials.....	No Change	Cost + 15%	N/A	N/A	N/A		
Other Prohibited/Unacceptable Materials.....	No Change	Cost + 15%	N/A	N/A	N/A		
Additional Fees		2027	2026	2026	2025		
Bank-NSF (up to).....	No Change	No Change	No Change	No Change	\$20.00		
Bank/Admin Fees (Customer Error).....	No Change	No Change	No Change	No Change	\$5.00 - \$50.00		
Credit/Debit Card Payment Transaction Fee (per transaction).....	DISCUSSION	N/A	N/A	N/A	N/A		
Certification Administration Fee.....	No Change	No Change	No Change	No Change	8% of balance		
Interest on Late Payments.....	No Change	No Change	No Change	No Change	18% APR		
Recycling Contamination Fee (may be assessed after 3 or more occurrences, per occurrence)*.....	No Change	No Change	\$25.00	\$25.00	N/A		
Late Set-Out Return/Extra Can Pick-up Fee (by request, pending availability and geographic location - same day is NOT guaranteed).....	No Change	\$25.00	\$25.00	\$25.00	N/A		

* The District reserves the right to remove recycling containers with chronic recurrences of large volumes of unacceptable materials (i.e., contamination). Learn how to recycle right at <https://wfrd.utah.gov/how-recycle>. Bagged recyclables are considered contamination. Please place all materials loose in your recycle can.



Wasatch Front Waste and Recycling District

Tentative Proposed 2027 Fee Schedule

Special Service Accounts						
	January 1, 2027	April 1, 2026	January 1, 2026			
Garbage (Monthly charges are based on a 4 week month)	2027 Monthly	2026 Monthly	2026 Monthly	2026 Annual	2025 Monthly	2025 Annual
4-Yard Front Load Container - CHARGE PER TIP (tip = dump into truck)	No Change	No Change	\$26.90		\$25.62	
1 Tip per Week (4 each month)	No Change	No Change	\$107.60	\$1,291.25	\$102.48	\$1,229.76
2 Tips per Week (8 each month)	No Change	No Change	\$215.20	\$2,582.40	\$204.96	\$2,459.52
3 Tips per Week (12 each month)	No Change	No Change	\$322.80	\$3,873.60	\$307.44	\$3,689.28
4 Tips per Week (16 each month)	No Change	No Change	\$430.40	\$5,164.80	\$409.92	\$4,919.04
5 Tips per Week (20 each month)	No Change	No Change	\$538.00	\$6,456.00	\$512.40	\$6,148.80
6-Yard Front Load Container - CHARGE PER TIP (tip = dump into truck)	No Change	No Change	\$38.85		\$37.00	
1 Tip per Week (4 each month)	No Change	No Change	\$155.40	\$1,864.80	\$148.00	\$1,776.00
2 Tips per Week (8 each month)	No Change	No Change	\$310.80	\$3,729.60	\$296.00	\$3,552.00
3 Tips per Week (12 each month)	No Change	No Change	\$466.20	\$5,594.40	\$444.00	\$5,328.00
4 Tips per Week (16 each month)	No Change	No Change	\$621.60	\$7,459.20	\$592.00	\$7,104.00
5 Tips per Week (20 each month)	No Change	No Change	\$777.00	\$9,324.00	\$740.00	\$8,880.00
8-Yard Front Load Container - CHARGE PER TIP (tip = dump into truck)	No Change	No Change	\$50.81		\$48.39	
1 Tip per Week (4 each month)	No Change	No Change	\$203.24	\$2,438.86	\$193.56	\$2,322.72
2 Tips per Week (8 each month)	No Change	No Change	\$406.48	\$4,877.71	\$387.12	\$4,645.44
3 Tips per Week (12 each month)	No Change	No Change	\$609.71	\$7,316.57	\$580.68	\$6,968.16
4 Tips per Week (16 each month)	No Change	No Change	\$812.95	\$9,755.42	\$774.24	\$9,290.88
5 Tips per Week (20 each month)	No Change	No Change	\$1,016.19	\$12,194.28	\$967.80	\$11,613.60
Recycling (monthly charges are based on a 4-week month)	2027 Monthly	2026 Monthly	2026 Monthly	2026 Annual	2025 Monthly	2025 Annual
4-Yard Front Load Container - CHARGE PER TIP (tip = dump into truck)	No Change	No Change	No Change		\$25.36	
1 Tip per Week (4 each month)	No Change	No Change	No Change	No Change	\$101.44	\$1,217.28
2 Tips per Week (8 each month)	No Change	No Change	No Change	No Change	\$202.88	\$2,434.56
3 Tips per Week (12 each month)	No Change	No Change	No Change	No Change	\$304.32	\$3,651.84
4 Tips per Week (16 each month)	No Change	No Change	No Change	No Change	\$405.76	\$4,869.12
5 Tips per Week (20 each month)	No Change	No Change	No Change	No Change	\$507.20	\$6,086.40
6-Yard Front Load Container - CHARGE PER TIP (tip = dump into truck)	No Change	No Change	No Change		\$30.53	
1 Tip per Week (4 each month)	No Change	No Change	No Change	No Change	\$122.12	\$1,465.44
2 Tips per Week (8 each month)	No Change	No Change	No Change	No Change	\$244.24	\$2,930.88
3 Tips per Week (12 each month)	No Change	No Change	No Change	No Change	\$366.36	\$4,396.32
4 Tips per Week (16 each month)	No Change	No Change	No Change	No Change	\$488.48	\$5,861.76
5 Tips per Week (20 each month)	No Change	No Change	No Change	No Change	\$610.60	\$7,327.20
8-Yard Front Load Container - CHARGE PER TIP (tip = dump into truck)	No Change	No Change	No Change		\$41.22	
1 Tip per Week (4 each month)	No Change	No Change	No Change	No Change	\$164.88	\$1,978.56
2 Tips per Week (8 each month)	No Change	No Change	No Change	No Change	\$329.76	\$3,957.12
3 Tips per Week (12 each month)	No Change	No Change	No Change	No Change	\$494.64	\$5,935.68
4 Tips per Week (16 each month)	No Change	No Change	No Change	No Change	\$659.52	\$7,914.24
5 Tips per Week (20 each month)	No Change	No Change	No Change	No Change	\$824.40	\$9,892.80
Special Service Accounts (Continued)						
	January 1, 2027	April 1, 2026	January 1, 2026			
Automated Cans (Side Load)	2027 Monthly	2026 Monthly	2026 Monthly	2026 Annual	2025 Monthly	2025 Annual
Garbage Can	No Change	\$19.50	No Change	No Change	\$26.00	\$312.00
Additional Garbage Can (each can)	No Change	No Change	No Change	No Change	\$14.00	\$168.00
Recycling Can	No Change	\$15.50	No Change	No Change	\$19.00	\$228.00
Additional Recycling Can (each can)	No Change	\$10.00	No Change	No Change	\$12.00	\$144.00
Special Events Garbage	2027	2026	2026	2025		
Automated (Side Load) 90-Gallon Black Can (per can per tip)	No Change	No Change	No Change	\$10.00		
4-Yard Front Load Container (per can per tip)	No Change	No Change	No Change	\$98.00		
6-Yard Front Load Container (per can per tip)	No Change	No Change	No Change	\$138.00		
8-Yard Front Load Container (per can per tip)	No Change	No Change	No Change	\$178.00		
Special Events Recycling	2027	2026	2026	2025		
Automated (Side Load) 90-Gallon Blue Can (per can per tip)	No Change	No Change	No Change	\$9.00		
4-Yard Front Load Container (per can per tip)	No Change	No Change	No Change	\$95.00		
6-Yard Front Load Container (per can per tip)	No Change	No Change	No Change	\$125.00		
8-Yard Front Load Container (per can per tip)	No Change	No Change	No Change	\$165.00		
Delivery Fees	2027	2026	2026	2025		
Trailer - per load of cans (2 front load or (36) 96-gallon)	\$145.00	No Change	No Change	\$115.00		
Container/Dumpster (up to 2 front load 8-yard containers)	\$145.00	No Change	No Change	\$115.00		
Cab-over - per load of cans (up to (18) 96-gallon)	\$95.00	No Change	No Change	\$70.00		
Special Clean-up Services for Municipalities						
	January 1, 2027	April 1, 2026	January 1, 2026			
***See pricing above for Container Rental Program Fees & Container Rental Program - Prohibited Materials Assessment Fees	2027 Fees	2026 Fees	2026 Fees	2025 Fees		
14-Yard Roll-off Container (up to 2 tons)	***See above	No Change	\$185.00	\$175.00		
18-Yard Bulk Waste Trailer (up to 2 tons)	\$495.00	No Change	\$250.00	\$240.00		
Additional tonnage per ton price at tipping facility	***See above	No Change	\$31-\$43 per Ton	\$29-\$43 per ton		
Additional Fees						
Mattresses (per piece)	***See above	\$20.00	No Change	\$18.00		
Freon Containing Appliances (air conditioners, refrigerators) [each]	***See above	\$25.00	No Change	\$20.00		
Tires (each)	***See above	\$5.00	No Change	\$4.00		
Tires on Rim (each)	***See above	\$6.00	No Change	\$5.00		
Loads over 2 tons; per ton	***See above	No Change	No Change	\$29-\$43 per ton		
GRAMA Fee Schedule						
	January 1, 2027	April 1, 2026	January 1, 2026			
	2027 Fees	2026 Fees	2026 Fees	2025 Fees		
Hard Copy Records	No Change	No Change	No Change	\$0.50 Per Page		
Certified/Notarized Records	No Change	No Change	\$10.00	\$5.00		
Extensive Research Fees	No Change	No Change	\$30.00 per Hour (after first 1/2 hour)	\$12.75 per Hour (after first 1/2 hour)		