The Shoreway Environmental Center is owned by RethinkWaste and operated by South Bay Recycling.

Residential and Commercial Collection
Shoreway Environmental Center
Transfer Station

RethinkWaste Service Area*
Domestic Markets
Ox Mountain Landfill
C&D Recycling Facility
Compost Facilities

International Markets
Materials Recovery Facility (MRF)

Free compost for residents & schools.
Recyclables are sorted in the MRF before being sent to their next destination.

Belmont, Burlingame, East Palo Alto, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, San Mateo, County of San Mateo, and West Bay Sanitary District

Recology Truck
South Bay Recycling Truck

Garbage Construction and Demolition (C&D) Recycling

LEGEND
Collection and Processing in the RethinkWaste Service Area*
A Message from
Our Executive Director

If I had to describe 2022 in one word, it was a year of progress. We made huge legislative advancements (more on the next page), approved a new facility operations agreement, completed significant outreach for SB 1383 compliance, and returned to in-person tours and events!

After a comprehensive two-year procurement process, the Board of Directors approved a new contract with Alameda County Industries, who will do business as South Bayside Industries, as the new operator of the Shoreway Environmental Center starting January 1, 2024. I want to thank South Bay Recycling, our facility operator since 2011, for their unwavering commitment to our service area all these years. We couldn’t have made all the important improvements and advancements to our facility without their hard work and dedication.

2022 also marked a major milestone with the implementation of SB 1383 where diverting compost materials from landfill became a requirement for residents and businesses. Because of this change, a contractor was hired by the agency to complete outreach and education to these generators, along with completing necessary waiver reviews and collection service route reviews. Details of our SB 1383 progress is highlighted on page 17.

To kick off Earth Day 2022, our Tours Program conducted its first in-person public tours of the Shoreway facility since March 2020 after several months of setting up new protocols and lots of practice. Regular in-person business and school tours restarted in the fall. We were so excited to bring people back on our site to see the daily operations of a Transfer Station and Materials Recovery Facility. Also in the fall, we had our first in-person event since 2019, hosting families for a kid-friendly celebration during Rethink Recycling Day. Staff also spent a significant amount of time in the RethinkWaste service area tabling at farmer’s markets, community events and in parks.

Amidst all these activities, RethinkWaste welcomed some new staff, including a Senior Management Analyst, Environmental Education Coordinator and Environmental Education Fellow. Plus, we returned to working in the office on a part-time basis.

We continue to be so grateful for the important work we do for and in our community. And know that none of what we’ve done this past year, and every year, would be possible without the support and commitment of our Board of Directors, Technical Advisory Committee members, Subcommittee members and the numerous staff that represent our Member Agencies and the community we serve. We also wouldn’t be here without our amazing contractors — South Bay Recycling and Recology San Mateo County — with their collaborative effort, we set an example for how to tackle waste together. Thank you!

Joe La Mariana
Executive Director
Governor Newsom Signed All Three RethinkWaste Co-Sponsored Legislation

During the 2022 legislative year, RethinkWaste co-sponsored three bills and all three bills were signed into law by the end of the legislative session — an agency first! The bills signed were:

• **AB 1985** by Assemblymember Robert Rivas (D-Salinas) — Organic waste: recovered organic waste product procurement targets.

• **AB 2440** by Assemblymember Jacqui Irwin (D-Thousand Oaks) — Responsible Battery Recycling Act of 2022.


AB 1985 will create a phase in of two additional years for SB 1383 procurement requirements, allowing more time for cities and counties to procure specific quantities of recovered organic waste products. SB 1215 and AB 2440 are two battery bills that will create a more comprehensive strategy to tackle the end of life for battery-embedded products and loose household batteries. Specifically, SB 1215 expands the existing Electronic Waste Law to include battery-embedded products, while AB 2440 will create a producer responsibility program for loose batteries.

These three bills are major wins not just for California, but also the greater waste community. The two battery bills concluded an almost four-year legislative effort after a lithium-ion battery caused $8.5M in fire damage to the Shoreway facility in 2016. This battery legislation is a win for the agency and its co-sponsors California Product Stewardship Council and Californians Against Waste and our lobbyists, Environmental and Energy Consulting. We are extremely proud and excited for this legislative accomplishment. While it isn’t the end of the process — there are still regulations to be written — this was a huge first step and we couldn’t have done it without this collaborative effort.
RethinkWaste: 
Who Are We?

We are a joint powers authority representing 11 local public agencies (Belmont, Burlingame, East Palo Alto, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, San Mateo, County of San Mateo and West Bay Sanitary District) in San Mateo County. We own the 16-acre Shoreway Environmental Center in San Carlos, where all recyclables, compost materials, and solid waste that are generated in our 100+ square mile service area are collected, handled, processed and then transported to their final destination.

Staff

Joe La Mariana
Executive Director

Hilary Gans
Senior Operations and Engineering Manager

John Mangini
Senior Finance Manager

Julia Au
Senior Outreach, Education and Compliance Manager

Emi Hashizume
Environmental Education Manager

Tj Carter
Recycling and Compliance Program Manager

Joanna Rosales-Jose
Outreach and Communications Manager

Joanne Nghiem
Senior Management Analyst

Cyndi Urman
Clerk of the Board/Executive Assistant

Matt Southworth
Project Engineer

Reyna Oceguera
Environmental Education Coordinator

Rachel Dice
Public Spaces Fellow

Jayden Hanan
Environmental Education Fellow

Daphny Pan
Public Spaces Fellow

Andy Zhang
Environmental Education Fellow

Member Agencies

![Member Agencies Logos]
Board of Directors

Our 11-member Board includes an elected representative from each of our eleven Member Agencies. Each RethinkWaste Member Agency’s governing body selects a representative to serve on the Board of Directors.

**2022 Board Members**

- **Tom McCune**  
  Belmont  
  Vice Mayor

- **Michael Brownrigg**  
  Burlingame  
  Vice Mayor

- **RubenAbrica**  
  East Palo Alto  
  Mayor

- **Jon Froomin**  
  Foster City  
  Vice Mayor

- **Al Royse**  
  Hillsborough  
  Mayor

- **Cecilia Taylor**  
  Menlo Park  
  Council Member

- **Alicia Aguirre, Chair**  
  Redwood City  
  Council Member

- **Adam Rak**  
  San Carlos  
  Vice Mayor

- **Rick Bonilla,**  
  *Vice Chair*  
  San Mateo  
  Mayor

- **Carole Groom**  
  County Of San Mateo  
  Supervisor,  
  Board of Supervisors

- **Fran Dehn**  
  West Bay Sanitary District  
  President,  
  Board of Directors
Board Meeting Highlights

In 2022, the agency held nine Board of Directors meetings and 14 Brown Act Subcommittee meetings.

January 2022
- Issued a Request for Proposals for the development of a Shoreway Site Optimization Study and Design

February 2022
- Approved Updated Agency Purchasing Policies
- Held annual Board/TAC Strategic Planning Retreat

April 2022
- Approved a contract with South Bay Recycling to meet SB 1383 sampling requirements
- Awarded a contract to SCS Engineers to develop a starting point design for Shoreway Site Optimization
- Approved agency support of AB 1944: Local Government-Open and Public Meetings

June 2022
- Awarded contract for the Shoreway Truck Maintenance Building Roof Replacement
- Renewed contract with Recyclist and added on a Cost Estimator Tool for SB 1383 Record Keeping Compliance
- Approved contract extension with Newby Island for organics material processing
- Approved moving forward with parallel negotiations with top two RFQ proposers for operation of the Shoreway Environmental Center.

August 2022
- Awarded contract for MRF Office Administrative Building Roof Repair

September 2022
- Approved the Recology San Mateo County and South Bay Recycling 2023 Compensation Applications
- Approved a contract with Walschon Fire to repair the fire suppression system at the Shoreway Environmental Center
- Approved moving the SBWMA Board of Director’s meetings to the Silicon Valley Clean Water Administrative Offices beginning in November 2022

November 2022
- Approved the 2023 Operations Budget and Capital Improvement Plan
- Awarded the contract for operations of the Shoreway Environmental Center to Alameda County Industries dba South Bayside Industries

“It has been an honor to continue to serve as the RethinkWaste Board Chair in 2022. This past year served its own challenges, but we continue to endure and fight the good fight. I’m very proud of the significant wins the agency made on the legislative front for not just our community, but for the industry as whole. I also want to thank my fellow Board members for the important decisions we’ve made together to support the agency’s future goals while we all continue to reduce the production of waste going to landfills.”

Alicia Aguirre
2022 RethinkWaste Board Chair
Collection and Diversion
2022 saw all residential waste streams decrease from the previous year; however, the overall diversion rate increased slightly. This could be contributed to a wide variety of reasons but is likely due to the general reopening of the community while the pandemic continued. The overall numbers from all three waste streams of compost, recycling and garbage combined are down considerably compared to pre-pandemic numbers (between 2016-2019). RethinkWaste continues to educate residents on waste reduction habits in an effort to reduce the amount of waste we all generate.

The measured diversion rates are calculated by comparing the amount of materials Recology collected that were recycled or processed as compost versus those that were sent to the landfill for disposal.

### Numbers at-a-glance
Percentage change in residential diversion rates from 2021 to 2022.

- **Recycling** – 7.66%
- **Compost** – 4.09%
- **Garbage** – 6.29%

### Single-Family Diversion Rate

<table>
<thead>
<tr>
<th>Tons Collected</th>
<th>2021 Diversion Rate = 64.66%</th>
<th>2022 Diversion Rate = 64.89%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycling</td>
<td>38,673</td>
<td>35,711</td>
</tr>
<tr>
<td>Compost (Organics)</td>
<td>72,144</td>
<td>69,193</td>
</tr>
<tr>
<td>Garbage</td>
<td>60,579</td>
<td>56,768</td>
</tr>
</tbody>
</table>
Commercial Program Overview

2022 saw significant upticks in the amount of compost materials collected as new compost accounts were added due to SB 1383 regulations kicking in. The overall waste collected in the commercial sector continues to trend up along with the diversion rate, as businesses are opening back up and returning to regular services and operating hours.

In 2022, there was a nearly 6% increase in the total amount of waste collected from all three streams.

Numbers at-a-glance

Percentage change in commercial diversion rates from 2021 to 2022. Commercial numbers do not include multi-family dwellings.

<table>
<thead>
<tr>
<th></th>
<th>2021 Diversion Rate 38.41%</th>
<th>2022 Diversion Rate 41.00%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycling</td>
<td>22,734</td>
<td>23,920</td>
</tr>
<tr>
<td>Compost</td>
<td>19,195</td>
<td>23,509</td>
</tr>
<tr>
<td>Garbage</td>
<td>67,229</td>
<td>68,250</td>
</tr>
</tbody>
</table>

Commercial Diversion Rate

- **RECYCLING** + 5.22%
- **COMPOST** + 22.48%
- **GARBAGE** + 1.52%
Multi-Family Program

Overview

Multi-family dwellings (MFD) saw the most significant increase in waste collected with a nearly 50% increase in the amount of compost collected. This is likely due to more MFD accounts having added compost collection services due to the onset of SB 1383.

Overall, the amount of waste collected from the MFD sector saw a slight increase and the overall diversion rate increased a few percentage points.

Numbers at-a-glance

Percentage change in multi-family diversion rates from 2021 to 2022.

- RECYCLING: + 0.44%
- COMPOST: + 48.93%
- GARBAGE: − 0.98%

Multi-Family Diversion Rate

<table>
<thead>
<tr>
<th>Tons Collected</th>
<th>2021 Diversion Rate</th>
<th>2022 Diversion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycling</td>
<td>9,943</td>
<td>9,987</td>
</tr>
<tr>
<td>Compost (Organics)</td>
<td>1,173</td>
<td>1,747</td>
</tr>
<tr>
<td>Garbage</td>
<td>35,131</td>
<td>34,786</td>
</tr>
</tbody>
</table>

2021 Diversion Rate = 22.04%
2022 Diversion Rate = 25.22%
Shoreway Environmental Center

The RethinkWaste owned Shoreway Environmental Center in San Carlos serves as an asset not only to the RethinkWaste Member Agencies, but to the entire region. The facility is operated by South Bay Recycling on the agency’s behalf.

In 2022, we completed floor repairs to the Transfer Station and Materials Recovery Facility (MRF) and replaced the roof for the maintenance building. We also started work on a Site Optimization Study of Shoreway to help maximize the site layout and flow for future use.

The Shoreway Environmental Center receives all the residential and commercial recyclables, compost materials and solid waste collected in the RethinkWaste service area by Recology San Mateo County. In 2022, 398,885 tons of materials were handled on this site — an overall 2.4% decrease over 2021 numbers. The impacts of the pandemic continue to move numbers down.

**Numbers at-a-glance**

Percentage change in waste collected at Shoreway from 2021 to 2022

- **GARBAGE** - 3.60%
- **RECYCLING** + 0.46%
- **BULKY ITEMS** - 2.64%
- **COMPOST** - 1.72%

**Shoreway Facility Tons**

<table>
<thead>
<tr>
<th>Tons Collected</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garbage</td>
<td>202,411</td>
<td>195,119</td>
</tr>
<tr>
<td>Recycling (MRF)</td>
<td>68,318</td>
<td>68,629</td>
</tr>
<tr>
<td>Bulky Items, C&amp;D Materials</td>
<td>41,377</td>
<td>40,285</td>
</tr>
<tr>
<td>Compost (Transfer Station)</td>
<td>96,508</td>
<td>94,852</td>
</tr>
</tbody>
</table>
Shoreway
Tours Program

RethinkWaste staff hosted 99 tours and educated 1,421 visitors from school groups, businesses, and members of the community in 2022. In an effort to reach a broader range of community members and accommodate the re-opening of schools and businesses, in-person tours were re-launched in April 2022. Staff now offers both in-person and virtual tours so visitors can choose their desired format!

Being able to provide two main types of tour options to community members greatly improved participation from both the public and school groups. Everyone now has the chance to view the inside of our Transfer Station and Materials Recovery Facility safely in-person or comfortably through recorded footage. Monthly in-person public tours resumed in May for community members on the first Thursday of each month. Staff also re-opened availability for in-person business tours.

In 2022, staff further expanded the in-person schools tours program by creating a new tour format that divides larger schools groups into two smaller groups. This split tour format affords staff the opportunity to engage more directly with students in smaller groups, leading to more dynamic sorting demonstrations and meaningful discussions.

2022 Tours Program Numbers

<table>
<thead>
<tr>
<th></th>
<th>PUBLIC</th>
<th>SCHOOLS</th>
<th>BUSINESS/ ORGS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOURS</td>
<td>24</td>
<td>56</td>
<td>19</td>
</tr>
<tr>
<td>PARTICIPANTS</td>
<td>159</td>
<td>955</td>
<td>307</td>
</tr>
</tbody>
</table>

In 2022, staff further expanded the in-person schools tours program by creating a new tour format that divides larger schools groups into two smaller groups. This split tour format affords staff the opportunity to engage more directly with students in smaller groups, leading to more dynamic sorting demonstrations and meaningful discussions.
Community Engagement

Earth Month & Rethink Recycling Days

As in-person events slowly recommenced throughout the County, RethinkWaste staff shifted to a hybrid approach. To celebrate Earth Month, staff hosted in-person tours of the Shoreway Environmental Center and a virtual film screening followed by a panel discussion. Over 40 members from the community partook in the two-day celebration.

In October, RethinkWaste held its fifth annual Rethink Recycling Days event offering workshops accompanied by complimentary materials and tours to the community. Over the course of three days, 108 community members joined in-person facility tours, a crafting and story-time workshop geared toward children, and a virtual soap workshop. Over 90% of registrants for the Rethink Recycling Day events resided in the RethinkWaste service area, compared to 2021 data, which drew a little over 60% of in service area registrants.

Other Community Engagement

Throughout 2022, staff continued the hybrid approach. We hosted two virtual webinars — one in collaboration with a local artist that repurposes black plastic into artwork and another with the City of East Palo Alto on proper sorting. We also had an in-person presentation at a local refill store. Staff also jumped headfirst into tabling in the community and participated in or hosted tabling events in all nine cities and towns within the RethinkWaste service area. In total, staff engaged in 22 tabling events and reached nearly 900 households.
SB 1383 Programs

Senate Bill 1383 (SB 1383), California’s Short-Lived Climate Pollutant Strategy, went into effect in 2022 and marked a significant change in the RethinkWaste service area. In addition to new requirements for waste reporting, and outreach and education, SB 1383 now requires all residents and businesses to participate in compost collection, whether they live in a single-family home, apartment, condo, or manage a business. This effort is to help reduce methane emissions emitted by organic material breaking down in the landfill.

Expanding coordination and collaboration between Member Agencies and RethinkWaste was a key implementation strategy. On behalf of Member Agencies, RethinkWaste hired a series of contractors to provide technical assistance for four main requirements: Outreach and Education, Organics Collection Waivers, Annual Route Reviews, and Annual Electronic Reporting. Collectively, we set a goal of contacting 2,300 of the roughly 7,000 generators who need to add compost collection service to their Recology collection services.

One of the most informative efforts was conducting route reviews of all Recology routes in the service area. The route reviews were visual inspections of containers to assess proper sorting of all three containers (landfill, recycling, compost). Over the course of six days, 46 landfill, 25 compost, and 41 recycling routes were reviewed. In total, 3,222 containers were reviewed. Containers found to have improper items were left with a friendly tag on how to properly sort or were sent letters with additional educational materials. Knowing what materials are being commonly misplaced, and on which routes, will help RethinkWaste to refine targeted outreach and education materials going forward.
Public Spaces Program

The Public Spaces Program continued working with Member Agencies in 2022 by sharing data results, updating signage, conducting waste audits and expanding methods to educate Member Agency staff and community members.

Highlights for the Public Spaces program include replacing missing signage at several Burlingame parks and at City Hall and working with City of Redwood City to add updated signage to landfill and recycling receptacles found in their downtown corridors. The team also worked with City of Belmont staff to conduct a series of waste audits before updating existing signage on its three bin systems found in Twin Pines Park and Barrett Community Center. The waste audits helped determine the most commonly found items disposed of in the local waste stream which was added to the updated signage. As a result of the data collected, staff worked with City of Belmont to spread information about the importance of proper recycling and composting. By utilizing a “train the trainer” approach, staff presented to community leaders about the City’s current contamination rates to emphasize an urgency for change. The six Barrett Community Center representatives in attendance will disseminate waste reduction methodologies and encourage behavioral changes to more than 600 children in the upcoming months.

Staff also spent 2022 connecting with various city park staff to discuss their role in the waste stream, proper sorting rules, acceptable contamination rates, and relevant waste related policies via videos, presentations, and tours of the Shoreway facility. Additionally, the Public Spaces team conducted three “pop-up” tabling events at parks to raise awareness about signage and proper sorting at Leo J. Ryan Park in Foster City, Washington Park in Burlingame and Burton Park in San Carlos.
In-Schools Program

The RethinkWaste team implemented a mixture of on-site and virtual instruction for the 2021-2022 school year. RethinkWaste staff developed a variety of new materials for hybrid instruction to help improve learning in a virtual environment. Particularly, the team focused on tools for educators, emphasizing refresher education and continued environmental education even in the physical absence of RethinkWaste staff. The team also complimented virtual offerings with occasional in-person campus visits and custodial trainings when possible.

During 2022, the Environmental Education Team launched the full In-Schools Program at new schools and engaged with previously participating schools, reaching a total of 19 schools. Staff also provided adult-focused education to school staff, administrators, educators, and parents.

Key Performance Stats

<table>
<thead>
<tr>
<th>STUDENTS AND STAFF REACHED</th>
<th>5,680</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCHOOLS ENGAGED</td>
<td>19</td>
</tr>
<tr>
<td>CLASS PRESENTATIONS AND ASSEMBLIES</td>
<td>99</td>
</tr>
</tbody>
</table>

Program Highlights

- In total, the RethinkWaste education team reached approximately 5,680 students spread across 8 Member Agencies: Burlingame, Belmont, East Palo Alto, Foster City, Menlo Park, Redwood City, San Mateo, and San Carlos.

- Staff conducted 99 online and in-person assemblies and presentations, accounting for about 103 hours of instruction. This represents an increase in interest for program offerings, as schools returned to more in-person instruction.

- Staff developed and refined new distance learning resources including updating presentation content with new interactive virtual games, like Waste Scattergories and Pictionary along with custodial training videos in English and Spanish.
School Contests

Trash to Art Contest

RethinkWaste held its 10th annual Trash to Art Contest for 3rd through 5th grade students attending schools in the service area. Students practice creative reuse by crafting artwork from materials collected from everyday life, which otherwise would have been recycled or thrown away. Individual students and classes submitted their art virtually via photos and video clips.

For the individual category, two Honorable Mention winners were chosen in addition to 1st, 2nd, and 3rd place. Winners received fun prizes and were celebrated at a special virtual recognition event attended by members of the RethinkWaste Board of Directors, staff, and the winners’ families. The Trash to Art class category — offered for the first time since 2019 — had two class winners. They were honored with a pizza party and accolades from their respective city councils.

Poster Contest

In Fall 2022, RethinkWaste hosted the 9th annual Poster Contest virtually for the third year in a row. In line with the current focus on the 4R’s, the contest theme was “Everyday Upcycling”. Student artwork illustrated the different ways to reuse, recycle and upcycle everyday household items.

Seven winners were awarded prizes and received special recognition at an in-person celebration event hosted by RethinkWaste staff during the agency’s “Kids Spooktacular Waste Workshop” as part of Rethink Recycling Days. The 1st Place poster is now featured on the side of a Recology truck with routes throughout the winning artist’s school city.
Trash to Art
1st Place — Individual Category
“Pop and Click!”
Stella L., 4th grade
Belmont Oaks Academy, Belmont

Poster Contest
1st Place
“The Possibilities of a Jar”
Maya M., 5th Grade
Belmont Oaks Academy, Belmont

Trash to Art
1st Place — Class Category
“Honey World”
Ms. Whiteley’s 4th grade class
Laurel School, Menlo Park

1st Place Poster Contest winner with their poster on a Recology truck.
Public Outreach and Education

Newsletters
RethinkWaste staff produced and distributed the bi-annual Rethinker newsletter by direct mail and bill inserts to nearly 93,000 single-family households in the Spring/Summer and approximately 61,000 multi-family households in the Fall/Winter.
Nine RethinkWaste e-newsletters were sent throughout 2022 to nearly 2,000 subscribers each distribution.

Single-Family and Multi-Family Service Guide
Updated single-family and multi-family service guides were sent throughout the year to nearly 93,000 single-family households and 61,000 multi-family households. The guides inform residents what goes in the recycling, compost, and garbage, collection services, the requirements under SB 1383, the Shoreway Environmental Center, and is offered in three languages.

Social Media
Social media saw over 145,000 impressions and nearly 5,000 engagements/interactions across all three of the social media channels.

Website
RethinkWaste’s website garnered close to 186,000 unique pageviews in 2022. We updated the search functionality and the events page of the website and began the transition to make all tours bookable electronically.
Compost Campaign

In collaboration with Gigantic Idea Studio and Recology, staff completed a compost campaign focused on proper composting among multi-family residents. The team created new outreach collateral including posters, doorhangers, and a video on how to properly compost in an apartment or condominium. Staff disseminated nearly 1,000 doorhangers across the service area and garnered over 114,000 views of the new compost videos offered in English, Spanish, and Cantonese. The RethinkCompost.org subdomain was also updated with new information and resources. Digital advertising tactics included Facebook and YouTube ads in English, Spanish, and Cantonese.

Updated and New Materials

Staff refreshed outdated outreach collateral including the Sorry We Missed You doorhanger, recycling buddy bags and the accompanied insert, and the kitchen pail insert. Staff created two new cart tags for SB 1383 route reviews, with one tag positively affirming correct sorting and the other tag pointing out contamination. Both tags include proper sorting techniques on the backside of the tag. A new brochure was created which highlights all of RethinkWaste’s outreach and education programs offered to the public. The public education programs brochure includes who RethinkWaste is, information about tours of the Shoreway Environmental Center, promotion of free compost, and more.
Financials
Each year, the RethinkWaste Board of Directors approves an agency-wide operating budget which includes revenues, expenditures, a capital projects plan for the Shoreway facility, and budget reserves. Sources of revenue include tipping fees charged at the Shoreway Environmental Center, the sale of recyclable commodities, and investment income.

Revenue sources fund program expenditures related to administration, franchise contract compliance and support, mandated waste diversion and recycling programs, Shoreway operations (including our contractor’s operating budget), and capital improvements. Below is the approved 2022 Mid-Year Budget figures, excluding depreciation.

RethinkWaste continues to be a non-PERs agency, with no long-term pension obligations. This results in the cost-effective delivery of the agency’s services using a quasi public/private business model.

### 2022 Mid-Year Revenue

**$55.2 Million**

- **$36.3M** 66% Shoreway Franchise Revenue
- **$11.6M** 21% Shoreway Public Revenue
- **$7.0M** 13% Commodity Sales, Net
- **$0.2M** <0.5% Other Revenue

Note: Excludes depreciation expense.

### 2022 Mid-Year Expense Budget:

**$53.4 Million**

- **$21.4M** 40% Shoreway Disposal & Processing
- **$19.1M** 36% SBR Operating Contract
- **$4.1M** 8% RethinkWaste Program Expense
- **$2.3M** 4% Franchise Fees to City of San Carlos
- **$2.2M** 4% Bond Interest Expense
- **$1.9M** 4% Shoreway Insurance
- **$1.3M** 2% SB 1383 Expenses
- **$1.1M** 2% Shoreway Other Expense