



A Public Agency

# SBWMA BOARD OF DIRECTOR’S REGULAR MEETING

## IMMEDIATELY FOLLOWED BY

### SBWMA BOARD OF DIRECTORS STUDY SESSION TO REVIEW 2025 DRAFT OPERATING BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENT PLAN AND THE DRAFT 2025-2034 LONG RANGE PLAN

THURSDAY October 24, 2024, at 2:00 p.m.

Location:

RethinkWaste Administrative Office  
1245 San Carlos Ave Suite E  
San Carlos, CA 94070

The public may observe/participate in Board of Directors meetings remotely or in person. Remote and in person public comment options are listed below.

Board of Directors members shall attend in person unless remote participation is permitted by law.

#### TO ADDRESS THE BOARD OF DIRECTORS IN PERSON

Masking is not required but according to the California Department of Public Health guidelines, people at higher risk for severe illness should consider masking. To help maintain public health and safety, we respectively request that people NOT attend in-person if they are experiencing symptoms associated with COVID-19 or are otherwise ill and likely contagious (e.g., respiratory illnesses).

To address the Board of Directors on any item – whether on the posted agenda or not – please fill out a Request to Speak Form and submit it to the Board Clerk. Speakers are not required to submit their name or address.

#### REMOTE PARTICIPATION

Members of the public may participate in public Agency meetings by logging into the Zoom:

<https://us02web.zoom.us/j/84385789355?pwd=NzVYeVBnc0E5dVlKUnhBdjU5dGFwZz09>

Meeting ID: 843 8578 9355      Passcode: 518231

Written public comments for the record may be submitted in advance by 12:00 p.m. on the meeting date by email to: [rethinker@rethinkwaste.org](mailto:rethinker@rethinkwaste.org) and will be made part of the written record but will not be read verbally at the meeting. Written public comments submitted by email should adhere to the following: 1) Clearly indicate the Agenda Item No. or specify “Public” in the Subject Line for items not on the agenda and 2) Include the submitter’s full name. You may also use the raise hand feature on Zoom to enter a verbal public comment.

\*Pursuant to Ralph M. Brown Act, government code section 54953, all votes shall be by roll call if any members of the board of directors are participating by teleconference and/or video conference.

#### AGENDA

##### MEMBER AGENCIES

BELMONT \* BURLINGAME \* EAST PALO ALTO \* FOSTER CITY \* HILLSBOROUGH \* MENLO PARK \* REDWOOD CITY  
\* SAN CARLOS \* SAN MATEO \* COUNTY OF SAN MATEO \* WEST BAY SANITARY DISTRICT

October 17, 2024

**REGULAR MEETING:**

**1. Call to Order/Roll Call**

**2. Public Comment**

Persons wishing to address the Board on matters NOT on the posted agenda may do so. Each speaker is limited to three minutes. If there are more than five individuals wishing to speak during public comment, the Chairman will draw five speaker cards from those submitted to speak during this time. The balance of the Public Comment speakers will be called upon at the end of the Board Meeting. If the item you are speaking on is not listed on the agenda, please be advised that the Board may briefly respond to statements made or questions posed as allowed under The Brown Act (Government Code Section 54954.2). The Board's general policy is to refer items to staff for attention, or have a matter placed on a future Board agenda for a more comprehensive action or report and formal public discussion and input at that time. *Speakers may also submit comments via email prior to the meeting by sending those comments to [rethinker@rethinkwaste.org](mailto:rethinker@rethinkwaste.org).*

**3. Adjourn to Closed Session:**

- A. Pursuant to Government Code Section 54957-Public Employee Performance Evaluation-Executive Director
- B. Pursuant to Government Code Section 54957.6-Conference With Labor Negotiator-Agency Designated Representative: Jean B. Savaree; Unrepresented Employee: Executive Director

**THE REGULAR PORTION OF THE MEETING IS ANTICIPATED TO BEGIN AT 2:20PM**

**4. Call to Order/Roll Call (Public Session)**

**5. Report from Closed Session**

**6. Public Comment (Public Session)**

**7. Executive Director's Report**

p. 7

**8. Approval of Consent Calendar**

Consent Calendar item(s) are considered to be routine and will be enacted by one motion. There will be no separate discussion on these items unless members of the Board, staff or public request specific items be removed for separate action. *Items removed from the Consent Calendar will be moved to the end of the agenda for separate discussion.*

- A. Approval of the Minutes from the September 26, 2024, Board of Directors Meeting **ACTION p. 11**

**9. Shoreway Operations and Contract Management**

- A. Resolution Approving contract with Concrete Restoration Inc. for the SBWMA Transfer Station Floor Repair Project in the amount of \$420,847.27 **ACTION p. 21**

**10. Adjourn to Study Session**

**STUDY SESSION**

**1. Call To Order/Roll Call**

**2. Public Comment**

Pursuant to Government Code Section 54954.3(a), members of the public wishing to address the Board may do so, and the comments shall be limited to the Special Meeting notice topic(s). Speakers may join the Zoom meeting via the meeting link and using the "raise hand" feature and the Board Chair or Clerk of the Board will call on members of the public to comment.

**3. STUDY SESSION**

- A. Presentation of the DRAFT FY2025 Operating Budget and Five-Year Capital Improvement Plan Projections **p. 37**
- B. Presentation of the DRAFT 2025-2034 Long Range Plan **p. 67**

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**MEMBER AGENCIES**

BELMONT \* BURLINGAME \* EAST PALO ALTO \* FOSTER CITY \* HILLSBOROUGH \* MENLO PARK \* REDWOOD CITY  
\* SAN CARLOS \* SAN MATEO \* COUNTY OF SAN MATEO \* WEST BAY SANITARY DISTRICT

October 17, 2024

4. Board Member Comments

5. Adjourn

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MEMBER AGENCIES

BELMONT \* BURLINGAME \* EAST PALO ALTO \* FOSTER CITY \* HILLSBOROUGH \* MENLO PARK \* REDWOOD CITY  
\* SAN CARLOS \* SAN MATEO \* COUNTY OF SAN MATEO \* WEST BAY SANITARY DISTRICT

October 17, 2024





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# CLOSED SESSION

Closed Session Information to arrive via confidential  
memo to the Board Members only

Pursuant to Government Code Section 54957-Public Employee  
Performance Evaluation-Executive Director  
Pursuant to Government Code Section 54957.6-Conference With Labor  
Negotiator-Agency Designated Representative: Jean B. Savaree;  
Unrepresented Employee: Executive Director

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**Agenda Item 3**

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# EXECUTIVE DIRECTOR'S REPORT

Agenda Item 7 is a verbal report only at the  
10/24/2024 SBWMA Board of Directors  
Meeting & Study Session







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# CONSENT CALENDAR



**DRAFT MINUTES**

SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY  
MEETING OF THE BOARD OF DIRECTORS  
September 26, 2024– 2:00 p.m.  
San Mateo County Transit District Offices  
1250 San Carlos, Ave. San Carlos, CA 94070

**Call to Order: 2:02 PM**

**1. Call to Order/Roll Call**

Agency	Present	Absent	Agency	Present	Absent
Belmont	X		Redwood City	X (2:20PM)	
Burlingame	X		San Carlos		X
East Palo Alto	X		San Mateo	X	
Foster City	X		County of San Mateo		X
Hillsborough	X		West Bay Sanitary District	X	
Menlo Park	X				

**2. Public Comment**

Persons wishing to address the Board on matters NOT on the posted agenda may do so. Each speaker is limited to three minutes. If there are more than five individuals wishing to speak during public comment, the Chairman will draw five speaker cards from those submitted to speak during this time. The balance of the Public Comment speakers will be called upon at the end of the Board Meeting. If the item you are speaking on is not listed on the agenda, please be advised that the Board may briefly respond to statements made or questions posed as allowed under The Brown Act (Government Code Section 54954.2). The Board's general policy is to refer items to staff for attention, or have a matter placed on a future Board agenda for a more comprehensive action or report and formal public discussion and input at that time. **Speakers may also submit comments via email prior to the meeting by sending those comments to [rethinker@rethinkwaste.org](mailto:rethinker@rethinkwaste.org).**

None

**3. Executive Director's Report**

Executive Director La Mariana opened the meeting by thanking the contractors and staff for their work on the new administrative office, and he gave a list of the remaining meetings that will take place in the new administrative office space, including the October Board DRAFT FY2025 Budget and 2025-2034 Long Range Plan study session and the November 21 Board/TAC appreciation lunch. He gave the following updates:

- The public spaces team has been working with the City of San Mateo to get collection bins for all three streams of material in the downtown area.
- The annual Rethink Recycling Day poster contest is open, and submissions are due October 11.
- The Governor has signed many new bills into law that the legislative committee has been tracking. He noted that SB1053 is a hardening of the plastic bag ban, SB1280 requires one pound propane cylinders to be refillable, and SB 1046 which will help small and medium compost facilities get sited.
- There are some notable projects currently at Shoreway: One, the Fike Fire suppression system should be fully installed by the end of October. Two, the first week of October the Underground Storage Tank project breaks ground and will be quite impactful to the contractors. Three, before the rainy season

starts the first phase of the site signage project will take place.

- In January there will be a study session on Zero Emission vehicles. Recology just piloted a hydrogen truck, and there is a distinct advantage with hydrogen trucks in that they are a 1:1 replacement for the diesel trucks' payload.

Vice Chair Brownrigg asked to run the Zero Emission Vehicle study session items through the Zero Waste Committee before the full board meeting if time allows.

**4. Approval of Consent Calendar**

Consent Calendar item(s) are considered to be routine and will be enacted by one motion. There will be no separate discussion on these items unless members of the Board, staff or public request specific items be removed for separate action. *Items removed from the Consent Calendar will be moved to the end of the agenda for separate discussion.*

- A. Approval of the Minutes from the June 27, 2024, Board of Directors Meeting
- B. Resolution Accepting the Findings from the Annual Operational and Financial Systems Audit for 2023
- C. Resolution Approving an Updated Conflict of Interest Code
- D. Resolution Authorizing the Execution of a Two-Year Contract with The City of Redwood City for Finance and Accounting Services
- E. Approval of Quarterly Investment Report for the Quarter Ending June 30, 2024
- F. Arbitrage Report and IRS Liability

Motion/Second: Froomin/Romero

Voice Vote: All in favor 8-0-0-3

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Belmont	X				Redwood City				X
Burlingame	X				San Carlos				X
East Palo Alto	X				San Mateo	X			
Foster City	X				County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			
Menlo Park	X								

**5. Administration and Finance**

- A. Resolution Approving the FY2025 Budget Forecast with 2025 Member Agency Tip Fees

Staff Mangini gave the background and overview of this item noting that staff and the Finance Committee recommend a 7% increase in tip fees for 2025.

Member Loraine asked if the Finance Committee also reviewed the rate stabilization, and if yes, what was the finding.

Staff Mangini answered that the finance committee did review it, and there is a clause in the bond indenture that requires a rate stabilization reserve to ensure bond covenant ratios are being met. So, the direction from the finance committee was to leave it as is, but the reserve policy is reviewed annually by the Finance Committee, so it will come back up for review again.

Member Brownrigg commented that the tip fee math is that it's less than \$0.09 per pound, so while no one likes to see rates going up, it's still a pretty efficient operation.

Member Aguirre now present 2:20PM

Motion/Second: Royse/Romero

Voice Vote: 9-0-0-2

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos				X
East Palo Alto	X				San Mateo	X			
Foster City	X				County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			
Menlo Park	X								

B. Resolution Approving Agency’s Responses to 2023-2024 Civil Grand Jury Reports titled “Assessing and Reporting Internal Controls in San Mateo County Agencies and School Districts” and “The State of Compost Compliance in San Mateo County.”

Executive Director Joe La Mariana gave a background of the 2 Civil Grand Jury reports that relate to the Agency’s sphere of work and require a response.

Staff Au gave an overview of the Agency’s response to the “state of compost” report, noting that it is a reflection of all of the work the Agency, the County, Recology and the Member Agencies are doing.

Member Royse asked if there are any procedure changes that will be made going forward as a result of these two reports, and specifically on the “financial controls” report has the agency adopted any risk management to ensure that policies are adopted to cover major risk.

Staff Mangini answered no, but he could reach out to the Member Agencies to see what they are doing.

Member Royse commented that there is a great best practices document that has been developed by the Governmental Accounting Organization of the US, and there is an internal control template that he thinks will help highlight the Agency’s biggest exposure areas and develop a mitigation strategy if something happens. He suggested bringing this up at a future Finance Committee meeting to discuss the pros and cons.

Member Froomin asked if contact has been made with all the multi-family and commercial accounts to ensure compliance with SB 1383.

Staff Au answered yes, all customers have been reached out to in some form.

Member Froomin noted that he would like to see that added to the letter, so that it’s clear that these things have already been done and they’re not new. He also wanted the letter to reflect that RethinkWaste was responding on behalf of the Member Agencies, so they don’t also need to respond. He also wanted to include some education in response number 8 on the letter that narrowing bins isn’t as simple as it sounds there are trickle down logistical and cost concerns.

Staff Au responded noted that particular response required a collaborative effort to create a comprehensive answer.

Member Foomin commented on the “internal controls” report that he was concerned that all the responses say will be implemented, and he was under the impression that the Agency was already doing these things.

Staff Mangini agreed that we are doing part of what is recommended already, but it may not be documented unless it’s going into a packet. He added that there is no assessment of internal controls outside of the 3<sup>rd</sup> party auditors, and he thought a full assessment of internal controls was appropriate.

Member Froomin suggested changing the letter so that it clarifies which items in the report the Agency is doing now versus those that are intended to be worked on going forward.

Executive Director Joe La Mariana noted that staff will take the feedback and modify the responses accordingly.

Vice Chair Brownrigg motioned that the resolution be approved to allow staff to amend the letters as follows: 1) “The State of Compost” response include that the answer is on behalf of the Member Agencies where appropriate. 2) Update the response on “Internal Controls” report to get credit for the things already being done.

Member Froomin seconded the motion.

Voice Vote: 9-0-0-2

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos				X
East Palo Alto	X				San Mateo	X			
Foster City	X				County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			
Menlo Park	X								

**6. Collection and Recycling Programs Support and Compliance**

A. Resolution Approving the SBWMA Final Report Reviewing the 2025 Recology San Mateo County Compensation Application

Staff Mangini gave a PowerPoint presentation overviewing the Recology Compensation Application and review process. He noted that the overall increase in compensation for 2025 is 3.5%. The increase is primarily index based; additionally, there is a service level adjustment.

Vice Chair Brownrigg asked for an overview of the incentive and disincentive line in the Compensation Application.

Staff Mangini noted that there are certain items in the franchise agreements that lead to incentive and disincentive payments or charges to Recology. A negative number means that Recology pays the agency, but diversion went up. So, there was an increase in both incentive and disincentive payments.

Executive Director La Mariana added that if there is a positive payout Recology has done a good job and they've earned it. He reminded the board that Recology had a data breach that affected customer service and that affected some of the numbers, but they did a good job recovering from that.

Motion/Second: Froomin/Romero

Voice Vote: 9-0-0-2

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos				X
East Palo Alto	X				San Mateo	X			
Foster City	X				County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			
Menlo Park	X								

**7. Shoreway Operations and Contract Management**

A. Resolution Approving the SBWMA Final Report Reviewing the 2025 South Bayside Industries Compensation Application

Staff Mangini gave an overview of the report and explained the process of SBI's compensation noting that it is mostly index based but there is a component where collective bargaining agreements (CBA) are passed through. The total increase for 2025 is 3.1%.

Member Royle asked if this report was reviewed by the TAC.

Executive Director La Mariana answered yes both compensation applications were reviewed by the TAC. He noted that the SBI contract is a direct contract between RethinkWaste and the contractor. The Recology franchise agreements are between the Member Agencies and Recology and RethinkWaste assists in the contract administration representing the Member Agencies' interests.

Motion/Second: Royle/Aguirre

Voice Vote:9-0-0-2

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos				X
East Palo Alto	X				San Mateo	X			
Foster City	X				County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			
Menlo Park	X								

- B. Resolution Approving the MRF Sort System Infeed Refurbishment Project for a not-exceed amount of \$310,7885.

Staff Gans gave an overview of the staff report, noting that this is a wear part that lasts about 7-10 years and needs to be repaired because the MRF is 15 years old. He also drew attention to the fact that the equipment reserve fund is almost empty and more of these wear part repairs will be due in the coming years due to the age of the MRF.

Executive Director La Mariana added that in regard to the reserve, that there will be a recommendation in the budget to replenish that reserve. The recommendation from a few years ago was to replenish at \$400,000 per year, but as the MRF has gotten older the dollars have gotten larger, so the recommendation will be to be more aggressive.

Member Brownrigg asked why the green bond funds couldn't be used for this purpose.

Executive Director La Mariana answered that staff has discussed that, and there will probably be some version of that in a staff recommendation in the draft budget presentation.

Member Aguirre commented that a reserve is to build up for unexpected expenses not to back fill a budget line item, and she wondered why this item wasn't a budget line item.

Executive Director La Mariana answered that there are five or six different reserve line items, and this item is a line item in the specific equipment reserve, but it's not in the operating budget.

Member Aguirre commented that a reserve shouldn't be a budget item, that was not her understanding of what a reserve should be.

Chair Brownrigg commented that there is a classic reserve like a piggy bank for a rainy day, and then there is this reserve which is more like a sinking fund.

Executive Director La Mariana concurred and noted that 5 of the 6 reserve categories operate as a rainy-day fund, but this one is specifically for equipment replacement.

Member Aguirre concluded that maybe it shouldn't be called a reserve.

Member Froomin noted that the staff report refers to it as the equipment replacement fund, which is an appropriate name. He added that he has a serious concern about an equipment replacement fund that has about \$500,000 left in it, where there are millions of dollars' worth of equipment on site. He thought this should be a top priority item next year.

Member Royse noted that these documents are used to classify financial position, and he thought it should be called replacement fund that is used to build for expenses, so that it's clear for anyone reading it.

Vice Chair Brownrigg noted that it's appropriate during the capital improvement plan discussion to talk about how we are going to save for large equipment replacement, so that rate payers aren't seeing large increases year after year.

Member Romero asked if there was a solid waste industry standard for equipment replacement funds.

Staff Gans noted that the fund was built originally on the obsolescence of equipment and their replacement cost. The fund originally had several million dollars in it, it was a long spreadsheet with a several year wind down. Now is the end of the wind down and it's time to look toward the next wave of equipment and build a new schedule. He didn't think there was an industry standard, the fund was set up using the equipment manufacturers' recommendations on life of the equipment.

Member Romero asked staff and the finance committee to put together a longer-term replacement schedule.

Member Dehn added that there should be replenishment goals for all the reserves or funds that are reviewed on an annual basis.

Executive Director La Mariana noted that there now is a rolling list of equipment that is newer, so the schedule is not as easy to put together as it was when everything was new, but staff will have some analysis on this in the 2025 budget discussion next month to talk about a replacement reserve and how to fund it.

Member Nash asked staff to explain what has been done to this point.

Executive Director La Mariana answered that at finance committee direction there was a five-year plan to put \$400,000 a year into the equipment replacement reserve, and we are now in year four of that. Given the age of the equipment, and with SBI coming into the facility with fresh eyes this year, clearly that's not enough so it needs to be revisited. He also noted that the equipment, anything that is bolted down, is the agency's responsibility, the rolling stock is the contractors' responsibility.

Motion/Second: Froomin/Royse

Voice Vote: 9-0-0-2

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Belmont	X				Redwood City	X			
Burlingame	X				San Carlos				X
East Palo Alto	X				San Mateo	X			
Foster City	X				County of San Mateo				X
Hillsborough	X				West Bay Sanitary Dist.	X			
Menlo Park	X								



## **8. Public Education Outreach and Legislation**

### **A. Staff Update on the Climate Bond**

Staff Au noted that the Legislative Committee asked for a full board update on the Climate Bond at its last meeting and noted that Kayla Robinson from the Agency's lobbyist EEC was also available to answer questions. She summarized the staff report and she noted that if passed there are 8 main funding areas included in the bond. The Agency advocated for organic waste collection infrastructure dollars and zero emission vehicle infrastructure, but neither of those specifics made it into the final version of the proposal, but it does include some items relevant to RethinkWaste.

Vice Chair Brownrigg thanked Chair Rak for bringing this to the board.

## **9. Informational Items Only (no action required)**

### **A. A. Staff Update on the Administration Office Tenant Improvement Project Construction, and Furniture Fixture, & Equipment Update**

Rob Kalkbrenner of Common Goal Consulting gave an overview of the staff report specifically noting that this was a very fast project that is expected to close out in the next couple of weeks. He summarized the project, funds spent, and the FF&E costs. Currently the project is on budget, and the exposure is pretty low for needing additional funding, but it is possible.

Member Romero asked if the possible remaining charges are related to punch list items or permitting.

Mr. Kalkbrenner answered that he has not received all of the time and materials back yet, but the IT and A/V weren't designed originally, they were designed as the project progressed, so the infrastructure work was done on a time and materials basis by the contractor, and there is a (yet to be verified) assertion that the contractor may have spent more time than what was budgeted. He added that the architecture team is asserting that they spent more time on the project that they're not responsible for, and he is working through that.

Vice Chair Brownrigg commented that he thought the Agency would be pleased with the purchase and the investment in the long term.

Vice Chair Brownrigg noted that there is an opportunity in the new space for public art, so if there are any sources of funds for public art or grants, please let staff know.

Member Loraine commented that he would like to see the poster contest winners' art displayed publicly since there is already a source of public art.

### **B. 2024 Bay Area Solid Waste Rates and City Fees Survey**

Executive Director La Mariana gave background of the staff report, and he noted that the SBWMA average is below the average in all areas. He did note that these numbers don't take into account the current step up with the SBI contract, so he expects it to be closer to the midpoint next year.

Member Romero now absent 3:28PM

### **C. Maze & Associates' Memorandum of Internal Controls**

### **D. 2024 Legislative and Regulatory Update**

### **E. Update on SB 1383 Compliance Program on behalf of RethinkWaste Member Agencies**

- F. 2024 Finance and Rate Setting Calendar
- G. Check Register Detail for June, July, and August 2024
- H. 2024-2025 Meeting Planning Guide

## **10. Board Member Comments**

Member Dehn asked what the proper way to recycle shredded paper is.

Staff Au answered to put it into a paper bag, label it as shredded paper and put it into the blue bin.

Member Loraine acknowledged the work the public education team did to put the three-bin system in downtown San Mateo and invited other members to come check it out.

Member Nash thanked Executive Director La Mariana and Recology General Manager John Zirelli for customer service in Menlo Park, the once angry customers are now happy.

Vice Chair Brownrigg reminded his fellow Board Members to complete the Executive Director's performance assessment when it arrives from Counsel in the next few weeks, to ensure that they are models for good governance practices.

## **11. Adjourn 3:32PM**



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# SHOREWAY OPERATIONS AND CONTRACT MANAGEMENT





## STAFF REPORT

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**To:** SBWMA Board Members  
**From:** Matt Southworth, Project Engineer  
 Cyndi Urman, Sr. Management Analyst  
**Date:** October 24, 2024 Board of Directors Meeting  
**Subject:** Resolution Approving contract with Concrete Restoration Inc. for the SBWMA Transfer Station Floor Repair Project in the amount of \$420,847.27

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### Recommendation

It is recommended that the SBWMA Board of Directors approve Resolution No. 2024-32, attached hereto, **awarding the contract for the SBWMA Transfer Station Floor Repair Project to the lowest responsive and responsible bidder, Concrete Restoration, Inc., and authorizing the Executive Director to execute the contract for the described transfer station tipping floor repair work in an amount of \$420,847.27. The Resolution would also establish a 15% Contingency of \$63,127.09 and authorize the Executive Director to execute change orders utilizing those funds, for a total not-to-exceed authorization of \$483,974.**

### Analysis

The abrasive nature of solid waste and the associated rugged equipment used to handle these materials has required periodic repairs (approximately every 2 years) to the concrete floor of the transfer station. In heavy wear areas the floor’s concrete cover layer has worn to the point that the upper layer of structural steel reinforcing bars is exposed. The San Mateo County Local Enforcement Agency (LEA) inspector noted this on his recent inspection report (conveying written warnings) as an item that needs to be remedied. This proposed tipping floor repair will be a patch-where-needed project to re-cover the exposed rebar and protect the structural elements of the transfer station floor.

The SBWMA Principal Engineer and Operations Manager, Hilary Gans, identified seven areas in the Transfer Station in need of floor repair. Staff developed a scope-of-work for this repair project and solicited bids from qualified specialty contractors. Two Bids qualified were received:

- 1) Concrete Restoration, Inc at \$420,847.27
- 2) American Restore Inc. at \$462,777

Material suppliers for high performance concrete repairs regularly offer more than one repair material system at different price points for different levels of performance. The notice inviting bids asked that bidders provide separate prices for multiple products from the bidders. As noted above, two bids were received, and each bidder proposed to use only one product. Concrete Restoration Inc. proposed to use the product Met-Top E. American Restore proposed the product EucoFloor 404.

The last two floor repair projects in 2020 and 2022 used EucoFloor 202, which is a lower priced and lower performing product than EucoFloor 404. One or more of the floor repairs completed before 2020 appears to have

used EucoFloor 404. Principal Engineer and Operations Manager Gans shifted the repairs to the lower performing 202 product in 2020 due to cost. Therefore, staff has experience with the EucoFloor 202 and 404 products. However, staff does not have experience with the Met-Top E product specified by the low bidder. Without past experience with this product, staff does not have a good basis for judging relative service lives and the trade-offs with cost. The best predictive measure of potential service life is testing wear resistance but, while wear resistance test data for both products is available from the manufacturers, that data is not comparable because different test methods were used by the material suppliers. Given that floor repairs are an ongoing, periodic maintenance project for transfer stations, staff sees value in gaining experience with the Met-Top E product, particularly at a cost savings over the product proposed by the second-lowest bidder.

Concrete Restoration is a specialty contractor focused on concrete repairs using high-strength, wear-resistant materials and state-of-the-art epoxy bonding agents. The company has considerable experience with concrete floor repair for waste industry facilities and other commercial and industrial concrete repairs and is well regarded as a competent specialty contractor using state-of-the-art materials. Therefore, staff recommends awarding the contract to Concrete Restoration as the low bidder.

### **Background**

Since purchasing the Shoreway facility in 2000, the SBWMA has taken responsibility for facility repairs and maintenance. Patch-type repairs and continued uneven wear over time have resulted in a slightly undulating concrete surface on the north side of the transfer station floor with elevation differences of up to 3 inches. The uneven surface tends to get worse with time. Staff will recommend a much larger project to re-level the north side of the transfer station at the next cycle of repair (2026-2027). Re-leveling the entire north side of the transfer station will likely cost several million dollars. However, completing a more comprehensive repair would likely allow the surface to go without patch repairs for about 10 years. These re-leveling projects are common on older transfer station floors. A similar nearby facility, the SMART Station, did this last year.

### **Fiscal Impact**

This routine repair was anticipated in the FY2024 CapEx Budget under the line Tipping Floor Repair with a budget allocation of \$300,000. Given the amount of the low bid and the recommended 15% contingency authorization, an additional \$183,974 must be allocated to this project. There are sufficient funds within the capital reserves and the proposed Resolution would, in addition to awarding the contract, allocate the additional \$183,974 from capital reserves to the Tipping Floor Repair budget.

### **Attachments:**

Resolution 2024-32

Exhibit A – Notice of Award and Construction Contract Agreement with Concrete Restoration Inc. for the Transfer Station Floor Repair Project



## **RESOLUTION NO. 2024-32**

### **RESOLUTION APPROVING CONTRACT FOR TRANSFER STATION TIPPING FLOOR REPAIRS**

**WHEREAS**, the SBWMA is responsible for maintaining the Shoreway facilities in good working order and in compliance with regulations;

**WHEREAS**, a recent inspection of the transfer station indicated that the tipping floor areas underneath the green organics and solid waste piles must be immediately repaired, as noted by the Local Enforcement Agency (LEA) issuing the inspection report;

**WHEREAS**, this repair work is anticipated to occur every two to three years and was anticipated to be completed in the current FY2024 CapEx Budget schedule;

**WHEREAS**, only \$300,000 has been designated for this work in the FY2024 CapEx budget and staff recommends that the Board authorize the allocation of \$183,974.00 from capital reserves to fund this project;

**WHEREAS**, the Board has determined that repair of the tipping floor areas is an item which must be immediately addressed;

**WHEREAS**, a notice inviting bids for the SBWMA Transfer Station Floor Repair Project was issued to qualified prospective bidders and the SBWMA received two bids in response; and

**WHEREAS**, Concrete Restoration, Inc. submitted the lowest bid in the amount of \$420,847.27.

**NOW, THEREFORE BE IT RESOLVED** that the Board of the South Bayside Waste Management Authority hereby allocates \$183,974 from the capital reserve fund to the Tipping Floor Repair line of the FY2024 CapEx Budget to fund the SBWMA Transfer Station Floor Repair Project;

**BE IT FURTHER RESOLVED** that the Board awards the contract for the SBWMA Transfer Station Floor Repair Project to Concrete Restoration, Inc. in the amount of \$420,847.27; and

**BE IT FURTHER RESOLVED** that the Board authorizes the Executive Director to execute change orders, as needed, up to an amount equal to 15% of the contract amount (\$63,127.09) for a total project authorization up to \$483,974.00.

**PASSED AND ADOPTED** by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the this 24<sup>th</sup> day of October, 2024 by the following vote:

Agency	Yes	No	Abstain	Absent	Agency	Yes	No	Abstain	Absent
Belmont					Redwood City				
Burlingame					San Carlos				
East Palo Alto					San Mateo				
Foster City					County of San Mateo				
Hillsborough					West Bay Sanitary Dist				
Menlo Park									

I HEREBY CERTIFY that the foregoing Resolution No. 2024-34 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on October 24, 2024.

ATTEST:

\_\_\_\_\_  
Adam Rak, SBWMA Board Chair

\_\_\_\_\_  
Cyndi Urman, Board Secretary



CONTRACT NO. 2024-03

**DOCUMENT 00 5100**

**NOTICE OF AWARD**

Dated : 10/18/2024

TO: CONCRETE RESTORATION

ADDRESS: 9587 8<sup>TH</sup> Avenue, Seattle, WA 98108

CONTRACT NO.: 2024-03

CONTRACT FOR: **SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY  
TRANSFER STATION FLOOR REPAIR AT  
333 SHOREWAY ROAD, SAN CARLOS, CA 94070**

The Contract Sum of your contract is Four-Hundred and Twenty Thousand, Eight-hundred and Forty-Seven dollars, and Twenty-Seven cents (\$420,847.27).

1. An electronic copy of the proposed Contract Documents listed below accompany this Notice of Award.
2. You must comply with the following conditions precedent by 4:00PM of the **20<sup>th</sup> day** following the date of this Notice of Award, that is, by **November 15, 2024**
  - a. Deliver to Owner one fully executed original of Document 00 5200 (Agreement). Each copy of Document 00 5200 (Agreement) must bear your original signature on the signature page and your initials on each page.
  - b. Deliver to Owner one original of Document 00 6113.13 (Construction Performance Bond), executed by you and your surety.
  - c. Deliver to Owner one original of Document 00 6113.16 (Construction Labor and Material Payment Bond), executed by you and your surety.
  - d. Deliver to Owner an original set of the insurance certificates with endorsements required under Document 00 7316 (Supplementary Conditions – Insurance).
  - e. Deliver to Owner one fully executed Document 00 6536 (Guaranty), bearing your original signature on the signature page and your initials on each page.
  - f. Deliver to Owner one fully executed Document 00 4546 (Bidder Certifications), bearing your original signature on the signature page and your initials on each page.
  - g. Deliver to Owner Escrow of Bid Documentation: This must include all required documentation. See the document titled Escrow Bid Documentation for more information.
3. Failure to comply with these conditions within the time specified will entitle Owner to consider your Bid abandoned, to annul this Notice of Award, and to declare your Bid security forfeited.
4. Within **21 Days** after you comply with the conditions in Paragraph 2 of this Document 00 5100, Owner will return to you one duplicate copy of the fully signed Document 00 5200 (Agreement) with a copy of the Project Manual (including Specifications and Drawings) and one sets of full-size Drawings.

Notice of Award  
DWK DMS 3856490v1

00 5100 - 1

CONTRACT NO. 2024-03

5. Before you may start any Work at the Site, you must attend a pre-construction conference. The pre-construction conference may be arranged through **Matt Southworth, Project Engineer at [msouthworth@rethinkwaste.org](mailto:msouthworth@rethinkwaste.org)** Questions regarding bonds and insurance may be directed to Matt Southworth as well. All other inquiries regarding the Project should be directed to **Cyndi Urman [bids@rethinkwaste.org](mailto:bids@rethinkwaste.org) or 650-610-1620**. You will be issued a Notice to Proceed directing that you may commence Work.
6. Upon commencement of the Work, you and each of your Subcontractors shall certify and provide Owner copies of payroll records in accordance with Labor Code Section 1776.

**OWNER: SOUTH BAYSIDE WASTE MANAGEMENT  
AUTHORITY**

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name)

\_\_\_\_\_  
(Title)

ATTEST: \_\_\_\_\_  
Secretary

\_\_\_\_\_  
(Print Name)

AUTHORIZED BY BOARD RESOLUTION:

NO: 2024-33

ADOPTED: \_\_\_\_\_, 2024

**[Copy of Resolution Attached]**

**END OF DOCUMENT**

CONTRACT NO. 2024-03

**DOCUMENT 00 5200**

**AGREEMENT**

THIS AGREEMENT, dated this **24th** day of **October, 2024**, by and between **Concrete Restoration, Inc.**, whose place of business is located at **9587 8TH Avenue, Seattle, WA 98108 (Contractor)**, and **SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY**, a California Joint Powers Authority (**Owner**), acting under and by virtue of the authority vested in Owner by the laws of the State of California.

WHEREAS, Owner, by its Resolution No.2024-32 adopted on the **24th day of October, 2024** awarded to Contractor the following Contract:

**CONTRACT NUMBER 2024-03**

**SBWMA TRANSFER STATION FLOOR REPAIR PROJECT**  
**at**  
**333 SHOREWAY RD, SAN CARLOS, CA 94070**

NOW, THEREFORE, in consideration of the mutual covenants hereinafter set forth, Contractor and Owner agree as follows:

**ARTICLE 1 SCOPE OF WORK OF THE CONTRACT**

**1.01 Work of the Contract**

- A. Contractor shall complete all Work specified in the Contract Documents, in accordance with the Specifications, Drawings, and all other terms and conditions of the Contract Documents (**Work**).

**1.02 Price for Completion of the Work**

Owner shall pay Contractor the following Contract Sum Four-Hundred and Twenty Thousand, Eight-hundred and Forty-Seven dollars, and Twenty-Seven cents. (\$420,847.27) for completion of Work in accordance with Contract Documents as set forth in Contractor's Bid, attached hereto.

- A. The Contract Sum is all inclusive and includes all Work; all federal, state, and local taxes on materials and equipment, and labor furnished by Contractor, its subcontractors, subconsultants, architects, engineers, and" vendors or otherwise arising out of Contractor's performance of the Work, including any increases in any such taxes during the term of this Agreement; and any duties, fees, and royalties imposed with respect to any materials and equipment, labor or services. The taxes covered hereby include (but are not limited to) occupational, sales, use, excise, unemployment, FICA, and income taxes, customs, duties, and any and all other taxes on any item or service that is part of the Work, whether such taxes are normally included in the price of such item or service or are normally stated separately. Notwithstanding the foregoing, each party shall bear such state or local inventory, real property, personal property or fixtures taxes as may be properly assessed against it by applicable taxing authorities.

**ARTICLE 2 COMMENCEMENT AND COMPLETION OF WORK**

**2.01 Commencement of Work**

- A. Contractor shall commence Work on the date established in the Notice to Proceed.
- B. Owner reserves the right to modify or alter the Commencement Date.

**2.02 Completion of Work**

Agreement  
DWK DMS 3856489v1

00 5200 - 1

CONTRACT NO. 2024-03

- A. Contractor shall achieve Substantial Completion of the entire Work within **60** Days from the Commencement Date.
- B. Contractor shall achieve Final Completion of the entire Work **120** Days from the Commencement Date.

**ARTICLE 3 PROJECT REPRESENTATIVES**

**3.01 Owner’s Project Manager**

- A. Owner has designated **Matt Southworth** as its Project Manager to act as Owner’s Representative in all matters relating to the Contract Documents. If Project Manager is an employee of Owner, Project Manager is the beneficiary of all Contractor obligations to Owner including, without limitation, all releases and indemnities.
- B. Project Manager shall have final authority over all matters pertaining to the Contract Documents and shall have sole authority to modify the Contract Documents on behalf of Owner, to accept work, and to make decisions or actions binding on Owner, and shall have sole signature authority on behalf of Owner.
- C. Owner may assign all or part of the Project Manager’s rights, responsibilities and duties to a Construction Manager, or other Owner Representative.

**3.02 Contractor’s Project Manager and Other Key Personnel**

- A. Contractor has designated **Patrick Kimball** as its Project Manager to act as Contractor’s Representative in all matters relating to the Contract Documents.
- B. Contractor has designated the following other Key Personnel for the Project:

<u>Name</u>	<u>Position</u>
Patrick Ames	Controller
Shannon Ware	President

**3.03 Architect/Engineer**

- 1. This is a specialty contracting repair project. There is no architect or engineer.

**ARTICLE 4 LIQUIDATED DAMAGES FOR DELAY IN COMPLETION OF WORK**

**4.01 Liquidated Damage Amounts**

- A. As liquidated damages for delay This project must be completed over one weekend. As liquidated damages for delay Contractor shall pay Owner two-thousand dollars (\$2000.00) for each weekday that the facility operator (SBI) cannot use the Transfer Station floor. South Bayside Waste Management Authority (SBWMA) shall not assess damages against Contractor unless and until SBWMA gives written notification of intent and basis of determination of amounts and degree of responsibility of Contractor. Such written notification must be given within a reasonable period of time after the occurrence for which SBWMA seeks to assess damages, not to exceed ten (10) days after the alleged event causing the damage. However, damages, taken in the aggregate, shall not exceed 10% of Contractor’s contract price

**4.02 Scope of Liquidated Damages**

- A. Measures of liquidated damages shall apply cumulatively.
- B. Limitations and stipulations regarding liquidated damages are set forth in Document 00 7200 (General Conditions).

**ARTICLE 5 LIQUIDATED DAMAGES FOR UNAUTHORIZED CHANGES OF KEY PERSONNEL**

Agreement  
DWK DMS 3856489v1

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CONTRACT NO. 2024-03

**5.01 Liquidated Damage Amounts**

- A. See Document 00 7200 (General Conditions) Paragraph 11.07.D for liquidated damages provisions pertaining to Key Personnel.

**ARTICLE 6 CONTRACT DOCUMENTS**

- (a) Contract Documents consist of the following documents, including all changes, Addenda, and Modifications thereto:

Document 00 5100	Notice of Award
Document 00 5200	Agreement
Document 00 5500	Notice to Proceed
Document 00 5600	Escrow Bid Documentation [OPTIONAL]
Document 00 6113.13	Construction Performance Bond
Document 00 6113.16	Construction Labor and Material Payment Bond
Document 00 6290	Escrow Agreement for Security Deposits
Document 00 6325	Substitution Request Form
Document 00 6340	Allowance Expenditure Directive [OPTIONAL]
Document 00 6347	Daily Force Account Report [OPTIONAL]
Document 00 6363	Change Order Form [OPTIONAL]
Document 00 6530	Release of Claims
Document 00 6536	Guaranty
Document 00 7200	General Conditions
Document 00 7301	Supplementary Conditions
Document 00 7316	Supplementary Conditions – Insurance and Indemnification
Document 00 7380	Apprenticeship Program
Document 00 9113	Addenda

- (b) There are no Contract Documents other than those listed above. The Contract Documents may only be amended, modified or supplemented as provided in Document 00 7200 (General Conditions).

**ARTICLE 7 MISCELLANEOUS**

- 7.01** Terms and abbreviations used in this Agreement are defined in Document 00 7200 (General Conditions) and Section 01 4200 (References and Definitions) and will have the meaning indicated therein.
- 7.02** It is understood and agreed that in no instance are the persons signing this Agreement for or on behalf of Owner or acting as an employee, agent, or representative of Owner, liable on this Agreement or any of the Contract Documents, or upon any warranty of authority, or otherwise, and it is further understood and agreed that liability of Owner is limited and confined to such liability as authorized or imposed by the Contract Documents or applicable law.
- 7.03** Pursuant to Labor Code Section 1771(a), Contractor represents that it and all of its Subcontractors are currently registered and qualified to perform public work pursuant to Labor Code Section 1725.5. Contractor covenants that any additional or substitute Subcontractors will be similarly registered and qualified.
- 7.04** In entering into a public works contract or a subcontract to supply goods, services or materials pursuant to a public works contract, Contractor or Subcontractor offers and agrees to assign to the awarding body all rights, title and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. §15) or under the Cartwright Act (Chapter 2 (commencing with §16700) of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, services or materials pursuant to the public works contract or the subcontract. This

CONTRACT NO. 2024-03

assignment shall be made and become effective at the time Owner tenders final payment to Contractor, without further acknowledgment by the parties.

**7.05** Copies of the general prevailing rates of per diem wages for each craft, classification, or type of worker needed to execute the Contract, as determined by Director of the State of California Department of Industrial Relations, may be obtained from the California Department of Industrial Relations website [http://www.dir.ca.gov/OPRL/DPreWageDetermination.htm] and are deemed included in the Contract Documents, and shall be made available to any interested party on request. Pursuant to Labor Code Sections 1860 and 1861, in accordance with Labor Code Section 3700, every contractor will be required to secure the payment of compensation to his employees. Contractor represents that it is aware of the provisions of Labor Code Section 3700 that require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that Code, and Contractor shall comply with such provisions before commencing the performance of the Work of the Contract Documents.

**7.06** This Agreement and the Contract Documents shall be deemed to have been entered into in the City of San Carlos, California, and governed in all respects by California law (excluding choice of law rules). The exclusive venue for all disputes or litigation hereunder shall be in the Superior Court for the County of San Mateo, California.

IN WITNESS WHEREOF the parties have executed this Agreement in duplicate the day and year first above written.

**CONTRACTOR: Concrete Restoration, Inc.**

By: \_\_\_\_\_  
(Signature)

By: \_\_\_\_\_  
(Signature)

Its: \_\_\_\_\_  
Title (If Corporation: Chairman, President  
or Vice President)

Its: \_\_\_\_\_  
Title (If Corporation: Secretary, Assistant  
Secretary, Chief Financial Officer or  
Assistant Treasurer)

**OWNER: SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY**

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
Joe La Mariana  
Executive Director

(Signatures continued on next page)

Attest: \_\_\_\_\_  
Secretary

CONTRACT NO. 2024-03

\_\_\_\_\_  
Cyndi Urman

APPROVED AS TO FORM AND LEGALITY  
THIS \_\_ DAY OF \_\_\_\_\_, [2024]

By: \_\_\_\_\_  
Jean Savaree, Attorney for Owner

RESOLUTION NO. 2024-03

**END OF DOCUMENT**

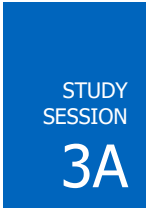






# STUDY SESSION





**A Public Agency**

# STUDY SESSION

Presentation of the DRAFT 2025  
Operating Budget and Five-Year Capital  
Improvement Plan



## STAFF REPORT

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**To:** SBWMA Board Members  
**From:** Joe La Mariana, Executive Director  
John Mangini, Senior Finance Manager  
**Date:** October 24, 2024 SBWMA Board of Directors Study Session  
**Subject:** Resolution Approving of FY 2025 Operating Budget and Capital Improvement Plan

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### **Recommendation**

It is recommended that the SBWMA Board of Directors approve Resolution **No. 2024-xx** attached hereto authorizing the following action:

**Approve the FY 2025 SBWMA Operating Budget and Capital Improvement Plan Budget with a positive net revenue and expense of \$1,255,008**

### **Summary**

The FY 2025 SBWMA Budget reflects Staff recommendations to manage revenues and expenses to meet these three goals during the period January 1, 2025 through December 31, 2025:

1. Meet bond covenant ratios
2. To maintain agency/system cash flow obligations, and
3. To maintain the capital reserve balance for future capital projects of the Agency.

### **Background**

In November 2023, the SBWMA Board approved a FY 2024 Budget for the period of January 1, 2024 to December 31, 2024. The SBWMA Board approved a Mid-Year Budget update for FY 2024 and a FY 2025 Budget Projection at its June Board Meeting. The FY 2025 Budget Projections are necessary to estimate tipping fees on January 1, 2025 and estimate Member Agencies 2025 Total Revenue Requirement.

### **Proposed 2025 Tip Fees**

Based on Staff's analysis of the projected FY 2025 costs submitted by our agency's two primary operational contractor's -- Recology of San Mateo County (Recology) and South Bayside Industries (SBI)-- an adjusted Franchise tip fee in FY 2025 is recommended to be increased 7% per ton over 2024 (**see Table 1 below**).

In the FY 2024 Adopted Budget, the Board elected to defer 5% of the overall recommended tip fee increase and utilize the Rate Stabilization Reserve to cover the deferred 5% to lessen the impact of increased ratepayer rates. The new Shoreway Operations Agreement in 2024 caused a significant increase in tip fees and the Board elected to smooth out a portion impact over the next year.

5% of the 2025 Franchise Tip Fee increase is due to the adjustment now required by this deferral in 2024, and the remaining 2% is due to projected overall increased costs.

**Table 1**

	Actual	Actual	Actual	Proposed		
	1/1/2022	1/1/2023	1/1/2024	1/1/2025	25 vs 24 \$	25 vs 24 %
<b>Franchise Tip Fees / Ton</b>					<b>incr.</b>	<b>%</b>
Solid Waste	\$ 130.00	\$ 139.00	\$ 165.00	\$ 176.55	\$ 11.55	7.0%
Green Waste	\$ 143.00	\$ 150.00	\$ 178.00	\$ 190.46	\$ 12.46	7.0%
Food	\$ 144.00	\$ 150.00	\$ 178.00	\$ 190.46	\$ 12.46	7.0%
<b>3rd Party / Ton</b>						
Solid Waste	\$ 135.00	\$ 150.00	\$ 179.00	\$ 187.50	\$ 8.50	4.7%
Green Waste	\$ 143.00	\$ 150.00	\$ 187.00	\$ 196.50	\$ 9.50	5.1%
Food	\$ 144.00	\$ 152.00	\$ 187.00	\$ 196.50	\$ 9.50	5.1%
C&D	\$ 130.00	\$ 142.00	\$ 177.00	\$ 186.00	\$ 9.00	5.1%
Asphalt Roofing	\$ 131.00	\$ 136.00	\$ 170.00	\$ 178.50	\$ 8.50	5.0%
<b>Public Dirt /Ton</b>	\$ 119.00	\$ 123.00	\$ 153.75	\$ 161.40	\$ 7.65	5.0%
<b>Public Tip Fees / Yd</b>	<b>1/1/2022</b>	<b>1/1/2023</b>	<b>1/1/2024</b>		<b>25 vs 24 \$</b>	<b>25 vs 24 %</b>
Solid Waste	\$ 49.00	\$ 54.00	\$ 67.50	\$ 68.00	\$ 0.50	0.7%
Green Waste	\$ 50.00	\$ 50.00	\$ 62.50	\$ 62.50	\$ -	0.0%
C&D	\$ 49.00	\$ 52.00	\$ 65.00	\$ 65.00	\$ -	0.0%

**Fiscal Impact**

This FY 2024 Budget forecasts a positive net revenue and expense of \$1,255,008. Notable variances to the approved FY 2025 Budget are outlined below:

**Revenue:**

- **Franchise Revenue** – Projecting volumes to be in line with the adopted Mid-Year (MY) 2024 Budget.
- **Non-Franchise Revenue** projecting a slight % increase in volume (combined tons and yards) over the MY2024 Budget. The remaining increase is due to the increased tip fees.
- **Commodity Revenue** is projected to be in line with the the MY2024 budget. The 2025 Proposed Budget contains a blended per ton revenue rate of \$170 per ton vs. the MY2023 Budget rate of \$172 per ton.

**Expense:**

Total SBWMA Program Expense is projected to be slightly higher than the MY2024 Budget.

- **Staffing Expense** overall is projected to increase 7% from the MY2024 Budget. The proposed DRAFT FY 2025 contains a 3% increase for most staff employees. The additional increase is due to an extended open position reflected in the MY2024 Budget.
- **Support and Contract Compliance Expense** is projected to increase slightly from the MY2024 Budget.

- **State Mandated Public Education and Outreach Expense** is projected to be consistent with the MY2024 Budget.
- **SB1383 Compliance Expense** is projected to be \$53K (10%) higher than the MY2024 Budget due to an open staff position reflected in the MY2024 Budget.

**Shoreway Operations Expense:**

- **Shoreway Operations Expense** is projected to be \$1.2M higher (3.8%) than MY2024 Budget mainly due to a new Shoreway Operations contractual cost basis.
- **Disposal and Processing Expense** is projected to be \$1.3M (5.1%) higher due to the projected increase in material volume and Newby organics rate increase of 5.6%.

**Table 2**

<b>FY2025 NET REVENUE &amp; EXPENSE</b>				
<b>Categories</b>	<b>FY2024 Mid-Year Budget</b>	<b>FY2025 Proposed Budget</b>	<b>Variance to 2024 Mid Year Budget</b>	<b>Variance %</b>
Total Revenue	\$ 70,950,409	\$ 74,936,428	\$ 3,986,018	5.6%
Total Expenditures	\$ 71,759,143	\$ 73,681,419	\$ 1,922,277	2.7%
<b>Net Revenue and Expense</b>	<b>\$ (808,733)</b>	<b>\$ 1,255,008</b>	<b>\$ 2,063,742</b>	<b>-255.2%</b>

**Overview of the FY 2025 Budget Review Process:**

The Board-level review schedule for this budget includes the following steps:

- October 8: Finance Committee review
- October 24: Board review and feedback of preliminary DRAFT FY2025 Budget
- October 24: Board discussion of the DRAFT planned FY2025 Capital Improvement Budget
- November 21: Final Board consideration of final FY2025 Budget

**Organization of the FY2025 Budget Report:**

**Attachment A:** You will find the preliminary FY2025 detailed operating budget (including cash revenues, and expense and capital budget). The expense detail in **Attachment A** has three main parts: the SBWMA Program budget, the Shoreway Operations budget and the non-operating expenses.

**Attachment B:** You will find further detail of the Program budget: staff resources, key projects and work activities

**Attachment C:** Provides the current organization chart and details on personnel related budget assumptions.

**Attachment D:** Provides back up detail on commodity revenue and prices.

**Attachment E:** Provides important back up to other financial and operational data.

**Financial Summary:**

Overall, the Draft FY2025 Budget reflects an increase in net revenue and expense over the MY2024 Budget.

Table 3 below provides a financial summary of operations and a change in net position calculation.

Table 3

FY2025 FINANCIAL SUMMARY				
Categories	FY2024 Mid-Year Budget	FY2025 Proposed Budget	Variance to 2024 Mid Year Budget	Variance %
<b>Total Revenue</b>	<b>\$ 70,950,409</b>	<b>\$ 74,936,428</b>	<b>\$ 3,986,018</b>	<b>6%</b>
SBWMA Program	4,381,572	4,470,180	88,608	2%
SB 1383 Compliance	518,976	572,086	53,109	10%
Shoreway Operations	61,817,069	63,468,289	1,651,221	3%
<b>Total Operating Expense</b>	<b>\$ 66,717,617</b>	<b>\$ 68,510,555</b>	<b>\$ 1,792,938</b>	<b>3%</b>
Non-Operating Expense	5,041,526	5,170,864	129,338	3%
<b>Total Expense</b>	<b>\$ 71,759,143</b>	<b>\$ 73,681,419</b>	<b>\$ 1,922,277</b>	<b>3%</b>
<b>Net Revenue and Expense</b>	<b>\$ (808,733)</b>	<b>\$ 1,255,008</b>	<b>\$ 2,063,742</b>	<b>-255%</b>

**Revenue:**

Table 4 below provides a summary of revenue by source with total revenues for FY2025 increasing by \$3,986,018 (6%) from the MY2024 Budget. Projecting consistent franchise volumes as the MY2024 Budget.

Table 4

FY2025 REVENUE				
Revenue	FY2024 Mid-Year Budget	FY2025 Proposed Budget	Variance to 2024 Mid Year Budget	Variance %
<b>Tip Fee Revenue</b>	<b>\$ 61,655,308</b>	<b>\$ 65,860,229</b>	<b>\$ 4,204,921</b>	<b>7%</b>
Non Franchised	14,601,159	15,119,843	518,684	4%
Franchised	47,054,149	50,740,385	3,686,237	8%
Net Commodity Sales Revenue	8,117,260	8,258,299	141,040	2%
Interest Income	1,160,000	800,000	(360,000)	-31%
Other Revenue	17,842	17,900	58	0%
<b>Total Revenue:</b>	<b>\$ 70,950,409</b>	<b>\$ 74,936,428</b>	<b>\$ 3,986,018</b>	<b>6%</b>

Table 5 below summarizes the volume, tip fee and revenue change for franchise and public customers. Franchise tonnage is expected to increase slightly on higher tip fees resulting in 7.8% higher revenue. Public customer yardage volume remains consistent with MY2024 providing a 1.6% increase in public yardage revenue. Weighted 3<sup>rd</sup> party customer volume is expected to remain steady in 2025. Weighted 3<sup>rd</sup> party volume is mostly from Recology San Bruno and other jurisdictions.



Table 5

TIP FEE REVENUE				
	FY2024 Mid-Year Budget	FY2025 Proposed Budget	FY2025 vs. MY2024	Variance %
<b>Franchise Revenue</b>				
<b>Tons</b>	277,471	279,523	2,052	0.7%
Wtd Avg. Tip Fee	\$ 169.58	\$ 181.52	11.94	7.0%
<b>Franchise Revenue</b>	<b>\$ 47,054,149</b>	<b>\$ 50,740,385</b>	<b>\$ 3,686,237</b>	<b>7.8%</b>
<b>Public Revenue</b>				
<b>Cu/Yards</b>	166,284	168,659	2,376	1.4%
Wtd Avg. Tip Fee	\$ 66.67	\$ 66.76	0.08	0.1%
<b>Public Revenue Cu/YDS</b>	<b>\$ 11,086,967</b>	<b>\$ 11,259,401</b>	<b>\$ 172,434</b>	<b>1.6%</b>
<b>Tons ( 3rd party )</b>	10,085	10,295	210	2.1%
Wtd Avg. Tip Fee	\$ 179.10	\$ 187.85	8.74	4.9%
<b>Public Revenue on Tons</b>	<b>\$ 1,806,247</b>	<b>\$ 1,933,836</b>	<b>\$ 127,589</b>	<b>7.1%</b>
<b>Public Dirt Tons</b>	11,115	11,934	819	7.4%
Wtd Avg. Tip Fee	\$ 153.67	\$ 161.44	7.77	5.1%
<b>Sub Total</b>	<b>\$ 1,707,945</b>	<b>\$ 1,926,606</b>	<b>\$ 218,660</b>	<b>12.8%</b>
<b>Public Revenue Total</b>	<b>\$ 14,601,159</b>	<b>\$ 15,119,843</b>	<b>\$ 518,684</b>	<b>3.6%</b>
<b>Total Tip Fee Revenue</b>	<b>\$ 61,655,308</b>	<b>\$ 65,860,229</b>	<b>\$ 4,204,921</b>	<b>6.8%</b>

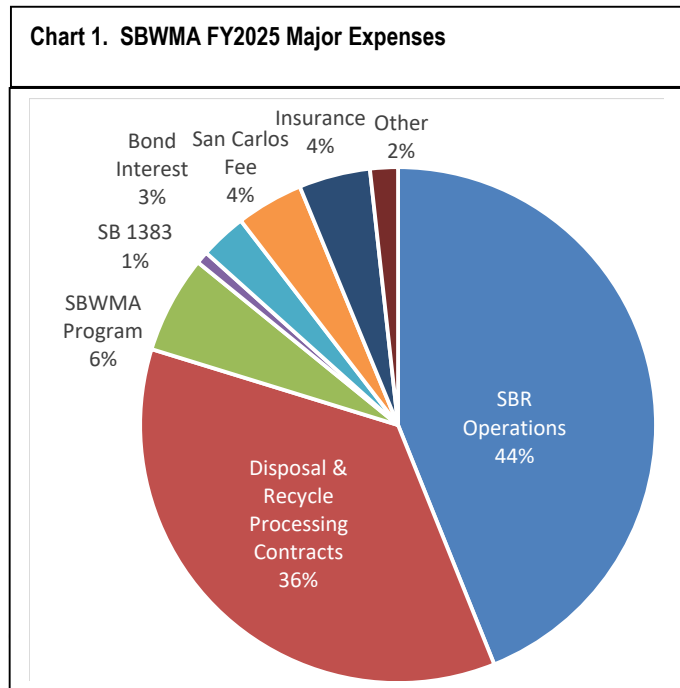
Table 6 below summarizes commodity revenue. Volume is 2.6% higher than the MY2024 Budget based on the recent average tons. Weighted average commodity prices are expected to be consistent with MY2024.

Table 6

COMMODITY REVENUE				
	FY2024 Mid-Year Budget	FY2025 Proposed Budget	Variance to MY2024 Adopted Budget	Variance %
<b>COMMODITY REVENUE</b>				
Tons Sold	47,159	48,402	1,244	2.6%
<b>Wtd Avg. Price</b>	<b>\$ 172.13</b>	<b>\$ 170.62</b>	<b>\$ (1.51)</b>	<b>-1.1%</b>
<b>Gross Revenue</b>	<b>\$ 8,117,260</b>	<b>\$ 8,258,299</b>	<b>\$ 141,040</b>	<b>2.1%</b>
Revenue Share w/Operator			\$ -	
<b>Net Commodity Revenue</b>	<b>\$ 8,117,260</b>	<b>\$ 8,258,299</b>	<b>\$ 141,040</b>	<b>2.1%</b>

**SBWMA Total Expense**

**Table 7** below and **Chart 1** summarizes the total expenses for the FY2025 Budget by major category. The Total Expense is projected to be \$73.7M. Each expense category shown in the table below is discussed in more detail further on. Other expenses are mainly equipment maintenance and Shoreway project expenses.



**Table 7**

FY2025 TOTAL EXPENSE SUMMARY		
EXPENSE CATEGORIES	FY2025 Proposed Budget	FY2025 Budget % of Total
Shoreway Operations	\$63,468,289	86.0%
SBWMA Program	4,470,180	6.1%
SB 1383 Compliance	572,086	0.8%
Bond Interest Expense	2,034,600	2.9%
Franchise Fees to San Carlos	3,136,264	4.2%
<b>Total Expense</b>	<b>\$73,681,419</b>	<b>100.0%</b>

**Shoreway Operations Expense:**

As shown in **Table 7** above, the Shoreway Operations expenses represent 86.0% of the FY 2024 SBWMA Total Expense Budget. Shoreway Operations includes all South Bayside Industries (SBI) compensation, disposal and processing expenses and all other direct expenses related to the SBWMA’s responsibilities and obligations as the owner of the facility such as property insurance. The Shoreway operating expenses are largely contractually and compliance-driven (and, therefore,) non-discretionary and are variable to tonnage delivered to the Shoreway facility and subject to annual calendar year contractual CPI-based compensation adjustments. Operational detailed data for Shoreway revenue and expenses can be found in **Attachments D and E**.

**Shoreway Operations Expense Detail**

**Table 8** below shows the Shoreway Operations Expense detail for FY2025. The total expense for the Shoreway operations is projected to be \$68,639,153 which is 3% more than the MY2024 Budget. Variances for each expense line are discussed below:

**Table 8**

<b>FY2025 SHOREWAY OPERATIONS EXPENSE DETAIL</b>				
<b>Expenditures</b>	<b>FY2024 Mid-Year Budget</b>	<b>FY2025 Proposed Budget</b>	<b>Variance to 2024 Mid Year Budget</b>	<b>Variance %</b>
Shoreway Operations Compensation	\$ 31,189,220	\$ 32,365,597	\$ 1,176,377	4%
Disposal and Processing	26,095,427	27,424,242	1,328,815	5%
Property Insurance	3,224,850	2,524,850	(700,000)	-22%
Education Center	75,000	85,000	10,000	13%
Credit Cards Charge	74,920	121,000	46,080	62%
Other Operating Expense	740,000	515,000	(225,000)	-30%
Sewer Charge	107,651	97,600	(10,051)	-9%
Shoreway Projects	310,000	335,000	25,000	8%
<b>Shoreway Operations:</b>	<b>\$ 61,817,069</b>	<b>\$ 63,468,289</b>	<b>\$ 1,651,221</b>	<b>3%</b>
Bond Interest Expense	2,105,500	2,034,600	(70,900)	-3%
Franchise Fee (San Carlos)	2,936,026	3,136,264	200,238	7%
<b>Total Shoreway Operations</b>	<b>\$ 66,858,594</b>	<b>\$ 68,639,153</b>	<b>\$ 1,780,559</b>	<b>3%</b>

**Shoreway Operator Compensation Expense:** 4% increase in expense paid to SBI to operate the Shoreway facility and transport outbound materials to the disposal and processing facilities. SBI is paid on a per ton basis. See **Attachment E, Table E.3** for detail of SBR Operating Expense.

**Disposal and Processing Expense:** As shown in **Table 9** below, there is a projected \$1.3M increase in disposal and processing expense. There is an expected increase in disposal volume. See **Attachment E, Table E.4** for further details on disposal and processing expenses.

**Table 9**

<b>FY2025 SHOREWAY DISPOSAL EXPENSE DETAIL</b>				
<b>Disposal Expense by Material Type</b>	<b>FY2024 Mid-Year Budget</b>	<b>FY2025 Proposed Budget</b>	<b>Variance to 2024 Mid Year Budget</b>	<b>Variance %</b>
Solid Waste	\$ 11,927,460	\$ 12,484,356	\$ 556,896	5%
Organics	10,075,940	10,446,644	370,704	4%
C&D, dirt	3,478,787	3,916,249	437,462	13%
Other	830,139	801,253	(28,887)	-3%
<b>Subtotal</b>	<b>\$ 26,312,326</b>	<b>\$ 27,648,501</b>	<b>\$ 1,336,175</b>	<b>5%</b>
Paid by SBR (MRF residue)	(216,899)	(224,259)	(7,360)	3%
O2E Diversion	-	-	-	
<b>TOTAL DISPOSAL EXPENSE</b>	<b>\$ 26,095,427</b>	<b>\$ 27,424,242</b>	<b>\$ 1,328,815</b>	<b>5.1%</b>

**Operating Expense (see Table 8):**

- Property insurance premiums are projected to decrease 22% over the MY2024 Budget.
- Education Center expense is to provide bus service for school children tours.
- Credit card transaction fees paid by SBR for public/non-franchise customer transactions and reimbursed by the Agency.
- Other Operating Expense includes primarily facility and equipment maintenance; facility project assessment expenses are not covered by SBI in their contract. The reduction from 2024 is due to additional expenses for maintenance during SBI's first year of operations.
- Sewer usage fees are based on the potable water usage (water meter) at the site.

**Franchise Fee (to City of San Carlos):** Under the terms of the land use permit at Shoreway granted by the City of San Carlos to the JPA, the SBWMA pays the City 5% of the total tip fee revenue.

***SBWMA Program & Administrative Expense:***

The SBWMA Program & Administrative summary expense is shown in **Table 10** below and totals \$5,042,266, a 3% decrease over the MY2024 Budget. The FY 2023 SBWMA Program & Administrative Expense Budget Detail is shown in **Attachment A – FY2025 Operating & Capital Budget Detail** with expense variances described in line-by-line detail.

**Table 10**

<b>FY2025 SBWMA PROGRAM EXPENDITURES</b>				
<b>Expenditures</b>	<b>FY2024 Mid-Year Budget</b>	<b>FY2025 Proposed Budget</b>	<b>Variance to 2024 Mid Year Budget</b>	<b>Variance %</b>
Administrative Expense	\$ 3,295,772	\$ 3,369,880	\$ 74,108	2%
Member Agency Support & Contract Compliance	393,000	407,500	14,500	4%
State Manadated Public Education & Outreach	692,800	692,800	-	0%
SB1383 Expenses	518,976	572,086	53,109	10%
<b>Total SBWMA Program Expense:</b>	<b>\$ 4,900,548</b>	<b>\$ 5,042,266</b>	<b>\$ 141,718</b>	<b>3%</b>

The SBWMA Program & Administrative budget includes the staff, administrative, and program related expenses to operate the JPA. The agency has employed a deliberate, consultant-based model to supplement staff time and expertise to fulfill contract compliance, agency reporting, program and administrative functions to meet the goals established by the Board, the agency's contracts and regulatory bodies. This dual-tier resources approach strongly benefits the agency by maintaining critical institutional knowledge and in-house program continuity (staff), while strategically flexing (up or down) contractor use on an as-needed basis, without bearing the ongoing commitments associated with maintaining a larger staff.

The anticipated staff wage is planned for increase over prior year (adjustments are made on a calendar year basis). The SBWMA provides non-PERS benefits that are low-cost when compared to other public agencies.

Further staff expense detail and a discussion on staff wages and benefit costs can be found in **Attachment C – Organization chart and Personnel Summary**. SBWMA staff will be working to complete critical projects during the FY 2024 that are detailed in **Attachment B – SBWMA Programmatic Detail**.

**Capital Expenditures:**

The proposed FY 2024 Capital Expenditures budget is \$3,720,000. A 5-year schedule for capital projects is included in **Attachment A**.

**Reserve Balances and Bond Covenant Projections:**

Reserve balances are calculated by adding (or subtracting) the Net Cash Flow to the Beginning Balance to arrive at the Ending Reserve Balance. Net Cash Flow is the sum of Net Income, less bond principal payment, less capital expenditure, plus bond issuance proceeds.

Once the Ending Reserve Balance is calculated, it is then distributed to each specific reserve in the priority established in the Board approved Reserve Policy: The objective of the Reserve Policy is to maintain an acceptable level of up to 10% of operating expenses for each of the Rate Stabilization and Emergency Reserve. The reserve calculation can be found on **Table 11** below.

**Table 11**

<b>FY2024 BUDGET: RESERVE BALANCES</b>				
	<b>FY2024 Proposed Budget</b>	<b>MY2024 Budget Update</b>	<b>FY2025 Proposed Budget</b>	<b>Variance to 2024 Adopted Budget</b>
<b>UNCOMMITTED RESERVE:</b>				
RATE STABILIZATON	\$ 2,837,034	\$ 2,837,034	\$ 2,837,034	\$ -
EMERGENCY RESERVE	5,237,034	5,237,034	5,237,034	\$ -
SELF INSURANCE FUNDING ACCOUNT	694,875	694,875	694,875	\$ -
<b>CAPITAL RESERVE</b>	4,262,389	2,416,520	786,190	\$ (1,630,331)
UNDESIGNATED RESERVE				
<b>TOTAL UNCOMMITTED RESERVES</b>	<b>\$ 13,031,332</b>	<b>\$ 11,185,463</b>	<b>\$ 9,555,132</b>	<b>\$ (1,630,331)</b>
<b>COMMITTED RESERVE</b>				
EQUIPMENT REPLACEMENT (ANNUAL)	\$ 1,076,789	\$ 567,450	\$ 776,789	\$ 209,339
<b>TOTAL RESERVES</b>	<b>\$ 14,108,121</b>	<b>\$ 11,752,913</b>	<b>\$ 10,331,921</b>	<b>\$ (1,420,992)</b>

**Attachments:**

Resolution 2024-xx

- A. SBWMA FY2025 Operating and Capital Budget Detail
- B. SBWMA Programmatic Detail
- C. Organization Chart & Personnel Summary
- D. Commodity Revenue
- E. Supporting Financial and Operational Data (Tonnage, Fees & Rates, Other)

REVENUE SUMMARY	MID-YEAR BUDGET FY2024	PROPOSED BUDGET FY2025	<i>Variance to Adopted Budget</i>	<i>Variance % to Forecast Budget</i>	Notes
<b>ADMINISTRATIVE REVENUE:</b>					
INVESTMENT INCOME	\$ 1,160,000	\$ 800,000	\$ (360,000)	-64.3%	
<b>TOTAL ADMINISTRATIVE</b>	<b>\$ 1,160,000</b>	<b>\$ 800,000</b>	<b>\$ (360,000)</b>	<b>-64.3%</b>	
<b>OPERATIONS REVENUE:</b>					
SHOREWAY TIP FEES - Non Franchised	\$ 14,601,159	\$ 15,119,843	\$ 518,684	3.0%	
SHOREWAY TIP FEES - Franchised	\$ 47,054,149	\$ 50,740,385	\$ 3,686,237	7.9%	
COMMODITY SALES REVENUE	8,117,260	8,258,299	141,040	2.1%	
MISCELLANEOUS REVENUE	17,842	17,900	58	0.3%	Mattress rebate revenue
<b>SUBTOTAL OPERATIONS REVENUE</b>	<b>\$ 69,790,409</b>	<b>\$ 74,136,428</b>	<b>\$ 4,346,018</b>	<b>6.2%</b>	
<b>TOTAL REVENUE</b>	<b>\$ 70,950,409</b>	<b>\$ 74,936,428</b>	<b>\$ 3,986,018</b>	<b>5.6%</b>	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 71,759,143</b>	<b>\$ 73,681,419</b>	<b>\$ 1,922,276</b>	<b>2.7%</b>	
<b>NET OPERATING</b>	<b>\$ (808,733)</b>	<b>\$ 1,255,008</b>	<b>\$ 2,063,742</b>	<b>240.5%</b>	

2025 Budget

Revenues

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line	EXPENDITURE SUMMARY	ADOPTED BUDGET FY2024	MID-YEAR BUDGET FY2024	PROPOSED BUDGET FY2025	Variance to Forecast Budget	Variance % to Forecast Budget	2025 Notes
1	<b>ADMINISTRATIVE EXPENSES</b>						
2	ADMINISTRATIVE STAFF	\$ 933,900	\$ 881,111	\$ 964,826	\$ 83,715	9.5%	One open position for 6 month in 2024. 3% annual increase in 2025.
3	MANDATED RECYCLING STAFF	1,472,107	1,474,658	1,516,202	41,544	2.8%	3% annual increase.
4	BOARD COUNSEL	170,000	170,000	170,000	-	0.0%	Support for Executive Director/Agency. Continued complex contracting & regulation support. Anticipated significant use of services, including Ops Agreement, Admin Policy, etc. (SB 1383 legal expenses reflected on line 60).
5	BOARD MEETINGS	20,000	20,000	29,000	9,000	45.0%	Monthly recording services, TAC Board meeting snacks, retreat facilitator location and food, and Holiday Lunch
6	ACCOUNTING SERVICES	140,544	140,544	149,103	8,559	6.1%	City of Redwood City Accounting Svcs Agreement
7	INFORMATION SYSTEMS	50,100	50,100	52,000	1,900	3.8%	CPI increase begins January 2023 and includes an additional \$75/month for storage and back up costs
8	WEBSITE	17,000	17,000	17,000	-	0.0%	Website hosting, maintenance, and updates/upgrades as needed
9	ANNUAL AUDIT	9,000	10,000	10,000	-	0.0%	Fees paid to auditors to prepare FY & CY financial statements. Full CY and FY audits in the period.
10	D&O INSURANCE	55,260	55,260	57,000	1,740	3.1%	Annual insurance premium for director's and officer's insurance
11	BANK FEES	7,500	7,500	7,500	-	0.0%	Bank fees on checking account and fees paid to BNY as the Bond Trustee
12	RENT / PROPERTY LOAN INTEREST	110,200	127,500	92,000	(35,500)	-27.8%	\$79K in mortgage interest. 8 months rent @ 610 Elm and HOA dues.
13	PRINTING AND POSTAGE	-	-	-	-	#DIV/0!	Cost is covered in the Accounting Services Agreement
14	UTILITIES	35,000	42,400	47,940	5,540	13.1%	PG&E, Janitorial, Univoip, Comcas
15	OFFICE/TENANT IMPROVEMENTS	5,000	59,000	5,000	(54,000)	-91.5%	Office move, Office permitting
16	OFFICE SUPPLIES	18,000	18,000	21,160	3,160	17.6%	Add to funds to pay for card reader access keys and system
17	OFFICE EQUIPMENT COSTS	12,000	12,000	12,000	-	0.0%	Base copier lease is \$600/month plus cost per copy
18	PUBLICATIONS & PUBLIC NOTICES	2,500	2,500	3,000	500	20.0%	Anticipated public procurement notices
19	PROFESSIONAL DUES & MEMBERSHIPS	10,000	10,000	10,250	250	2.5%	Memberships to trade and community organizations (CRRA, SWMA, NCRA, CCAC )
20	VEHICLE MILEAGE & TOLLS	3,000	4,700	6,400	1,700	36.2%	Expect to return to normal with fellows returning to in person schools/tours/audits
21	CELL PHONES	2,500	2,500	2,500	-	0.0%	Cell phone business expense.
22	CONFERENCE & MEETINGS	19,000	26,000	26,000	-	0.0%	
23	TRAINING	11,500	14,500	12,000	(2,500)	-17.2%	Professional development. CCAC training, etc. Retreat & additional mgmt leadership class. HR training etc.
24	SPONSORSHIPS & DONATIONS	55,000	55,000	55,000	-	0.0%	Industry Sponsorships: CAW, CRRA, SWANA, Acterra, Sustainable San Mateo, CPSC, NCRA
25	LEGISLATIVE & REGULATORY ADVOCACY	72,000	72,000	78,000	6,000	8.3%	Mandated agency priorities include these initiatives : Extended Producer Responsibility (EPR)/Product Stewardship; Source Reduction Initiatives; Lithium-ion Battery regulations, SB 1383 imnd SB 54 implementation
26	COMPUTER PURCHASE	23,500	23,500	26,000	2,500	10.6%	New computers in 2025 is 7 - All Fellows Cyndi and Hilary one more than at mid-year
27	<b>TOTAL ADMINISTRATIVE</b>	<b>\$ 3,254,612</b>	<b>\$ 3,295,772</b>	<b>\$ 3,369,880</b>	<b>\$ 74,108</b>	<b>2.2%</b>	
28	<b>MEMBER AGENCY SUPPORT &amp; CONTRACT COMPLIANCE</b>					#DIV/0!	
29	RATE REVIEW	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	0.0%	Consultant Rate Application Support.
30	FACILITY IMPROVEMENT OVERSIGHT	150,000	150,000	150,000	-	0.0%	Engineering and construction management support.
31	CONTRACT ANNUAL AUDITING	48,000	48,000	52,000	4,000	8.3%	Annual Financial & Systems Audit of RSMC and SBR.
32	COLLECTION SERVICES FRANCHISE ADMIN.	35,000	25,000	25,000	-	0.0%	Franchise Administration compliance consulting.
33	FINANCE ANALYSIS SUPPORT	18,000	18,000	18,500	500	2.8%	On-Call consultant support as needed.
34	RECYCLING TECHNICAL ASSISTANCE	50,000	50,000	35,000	(15,000)	-30.0%	Diversion consultant support.
35	WASTE CHARACTERIZATION SUPPORT	50,000	50,000	50,000	-	0.0%	Waste composition testing (Recology Contract Compliance).
36	RFP CONSULTING SUPPORT	50,000	25,000	50,000	25,000	100.0%	Operating Agreement Transition Support
37					\$ -		
38	<b>TOTAL MA SUPPORT &amp; CONTRACT COMPLIANCE</b>	<b>\$ 428,000</b>	<b>\$ 393,000</b>	<b>\$ 407,500</b>	<b>\$ 14,500</b>	<b>3.7%</b>	
39	<b>STATE MANDATED PUBLIC EDUCATION &amp; OUTREACH</b>						
40	STATE'S REQUIRED ANNUAL REPORTS	\$ -					Moved to line 60
41	SBWMA ANNUAL REPORT	3,300	3,300	3,300	-	0.0%	Creation of SBWMA annual report



line	EXPENDITURE SUMMARY	ADOPTED BUDGET FY2024	MID-YEAR BUDGET FY2024	PROPOSED BUDGET FY2025	Variance to Forecast Budget	Variance % to Forecast Budget	2025 Notes
42	DIVERSION PROGRAM SUPPORT	30,000	30,000	30,000	-	0.0%	Public spaces recycling assistance; Diversion program support.
43	EVENT GIVEAWAYS	7,500	7,500	7,500	-	0.0%	
44	DIVERSION/COMPLIANCE; ZERO WASTE PROGRAMS	75,000	50,000	50,000	-	0.0%	Zero Waste Committee initiatives - tech and consulting support. Alternative fuel site infrastructure consulting.
45	IN-SCHOOL ENVIRONMENTAL EDUCATION	32,000	32,000	32,000	-	0.0%	Materials (\$20K), school recognitions for green teams and custodians (\$7K), staff/technical support (\$5K)
46	CLIMATE ACTION PLANNING	10,000	10,000	10,000	-	0.0%	Member Agency support.
47	RECYCLING TECHNICAL ASSISTANCE	25,000	25,000	25,000	-	0.0%	Promote reusables for businesses and County Foodware Ordinance; Recycling Technical Assistance for general waste diversion/waste reduction projects
48	COMMERCIAL/MFD CONTAINERS	30,000	30,000	35,000	5,000	16.7%	MFD recycle bags, internal containers, MA containers per Franchise Agreements.
49	MULTI-FAMILY OUTREACH	90,000	90,000	90,000	-	0.0%	Education and outreach per FA ; compliance with state laws; MFD Toolkit updates and printing, and other outreach campaigns
50	MEMBER AGENCY & RATE PAYER EDUCATION	140,000	140,000	140,000	-	0.0%	MA education includes: Bill insert costs (printing) and direct mailings to Member Agency residents who don't bill via Recology and electronic newsletter costs
51	RESIDENTIAL OUTREACH PROGRAMS	90,000	90,000	90,000	-	0.0%	Education and outreach per FA, outreach campaigns
52	COMMUNITY EVENTS	35,000	35,000	30,000	(5,000)	-14.3%	Earth Day (\$10K), Rethink Recycling Day (\$7K), Fixit Clinics (\$15K), tabling event supplies and materials and virtual event/webinar (\$3K)
53	HHW PROGRAM OUTREACH	20,000	20,000	20,000	-	0.0%	Earth Day (\$10K), Rethink Recycling Day (\$7K), other events (\$10K), tabling event supplies, materials, and virtual event/webinar (\$3K)
54	BATTERY OUTREACH	90,000	90,000	90,000	-	0.0%	Educate residents and businesses about risk of battery fires and proper disposal options, including MFD battery bucket
55	SHRED EVENT SERVICE	40,000	40,000	40,000	-	0.0%	Shred and e-waste events for Member Agencies. Recology will reimburse up to \$1,275 (FY2023 rate) for first event and remainder billed to MA's (costs are pass-through). Consider shred vendor RFP.
56	<b>TOTAL STATE MANDATED PUBLIC EDUCATION &amp; OUTREACH</b>	<b>\$ 717,800</b>	<b>\$ 692,800</b>	<b>\$ 692,800</b>	<b>\$ -</b>	<b>0.0%</b>	
57	<b>SBWMA PROGRAM BUDGET - SUB TOTAL</b>	<b>\$ 4,400,412</b>	<b>\$ 4,381,572</b>	<b>\$ 4,470,180</b>	<b>\$ 88,608</b>	<b>2.0%</b>	
58	<b>SB 1383 ADMINISTRATIVE EXPENSES</b>						
59	MANDATED 1383 COMPLIANCE STAFF	\$ 198,070	\$ 148,976	\$ 202,086	\$ 53,109	35.6%	Open position reflected in the MY2024 budget
60	SB1383 TECHNICAL ASSISTANCE	85,000	85,000	85,000	-	0.0%	FY 2025: SB 1383 Legal Counsel Support; \$45k Annual Reporting Consultant; 1383 Consulting; Other waste and planning capacity characterizations
61	SB1383 OUTREACH AND EDUCATION	75,000	75,000	75,000	-	0.0%	FY 2025: \$45k for Required Annual SB 1383 Outreach & Education; \$30k for other campaigning related outreach
62	SB1383 PROGRAMS	190,000	190,000	190,000	-	0.0%	FY 2025: \$95k Recyclist, \$40k Procurement Support; \$50k Organics Participation Analysis and other SB 1383 programming such as Edible Food Recovery
63	SB1383 MANDATED MATERIAL SAMPLING	20,000	20,000	20,000	-	0.0%	FY 2023: \$20k O2E Lab Sampling
64	ROUTE AUDITING, REPORTING, WAIVER PROCESSING	-	-	-	-	#DIV/0!	Contracted consultant services for Waivers, Contamination Monitoring and Technical Assistance. Cost will transition to Recology compensation for work performed by Zero Waste Team (Reso #2023-20)
65	<b>TOTAL SB 1383 EXPENSES</b>	<b>\$ 568,070</b>	<b>\$ 518,976</b>	<b>\$ 572,086</b>	<b>\$ 53,109</b>	<b>10.2%</b>	
66	<b>TOTAL SBWMA PROGRAM BUDGET</b>	<b>\$ 4,968,482</b>	<b>\$ 4,900,548</b>	<b>\$ 5,042,266</b>	<b>\$ 141,718</b>	<b>2.9%</b>	
67	<b>SHOREWAY OPERATIONS</b>						
68	SHOREWAY OPERATING CONTRACT	\$ 31,639,040	\$ 31,189,220	\$ 32,365,597	\$ 1,176,377	3.8%	New Operations Agreement
69	DISPOSAL	25,819,957	26,095,427	27,424,242	1,328,815	5.1%	
70	INSURANCE SHOREWAY	3,224,850	3,224,850	2,524,850	(700,000)	-21.7%	Property insurance premium. Estimated increase.
71	SHOREWAY FACILITY COST	200,000	350,000	200,000	(150,000)	-42.9%	Budget for unanticipated routine Shoreway maintenance items that are non-CapEx.
72	CREDIT CARDS CHARGES	74,920	74,920	121,000	46,080	61.5%	SBR pass through of credit card fees from their bank from public customers.



line	EXPENDITURE SUMMARY	ADOPTED BUDGET FY2024	MID-YEAR BUDGET FY2024	PROPOSED BUDGET FY2025	Variance to Forecast Budget	Variance % to Forecast Budget	2025 Notes
73	SHOREWAY CHARGES	-	-	-	-	#DIV/0!	Amortize O2E equipment
74	EDUCATION CENTER OPERATIONS	75,000	75,000	85,000	10,000	13.3%	Tours program equipment (\$5K), school bus services (\$50K for full school year - Spring 2025 and Fall 2025), poster and art contests (\$5K), Ed Center upgrades (\$25K)
75	SHOREWAY MRF EQUIP. MAINTENANCE > \$10k	200,000	200,000	200,000	-	0.0%	Unanticipated MRF equipment maintenance (non-CapEx) expense
76	SEWER FEES (PROPERTY TAX)	107,651	107,651	97,600	(10,051)	-9.3%	City of San Carlos on tax bill based on prior year water usage.
77	E-RECYCLING	110,000	110,000	115,000	5,000	4.5%	E-waste market has shifted from a revenue source to expense. Previously budgeted as revenue
78	O2E EQUIPMENT MAINTENANCE	80,000	80,000	-	(80,000)	-100.0%	Equipment is currently idle
79	FACILITY MASTER PLANNING PROJECT	250,000	-	250,000	250,000	#DIV/0!	Transition into year one of a multi-year Master Planning process
80	O2E PILOT TESTING	25,000	25,000	-	(25,000)	-100.0%	
81	MRF PHASE II INITIAL ASSESSMENT STUDIES	60,000	60,000	60,000	-	0.0%	RFP preparation, market assessment, system optimization consulting, contract preparation
82	CONSULTING AND OUTSIDE SUPPORT	25,000	25,000	25,000	-	0.0%	TRP permit updating, SLCP Modeling, ZWC planning, GHG Assessment
83	OPERATION CONTRACT TRANSITION	50,000	200,000	-	(200,000)	-100.0%	Site pressure washing and cleaning, MRF Operations transtion engineering support
84	<b>SUB SHOREWAY OPERATIONS COST</b>	<b>\$ 61,941,418</b>	<b>\$ 61,817,069</b>	<b>\$ 63,468,289</b>	<b>\$ 1,651,221</b>	<b>2.7%</b>	
85	<b>TOTAL SHOREWAY OPERATION</b>	<b>\$ 61,941,418</b>	<b>\$61,817,069</b>	<b>\$ 63,468,289</b>	<b>\$ 1,651,221</b>	<b>2.7%</b>	
86	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 66,909,900</b>	<b>\$ 66,717,617</b>	<b>\$ 68,510,555</b>	<b>\$ 1,792,938</b>	<b>2.7%</b>	
87	<b>NON-OPERATING EXPENSES</b>						
88	BOND ISSUANCE & LOSS ON DEBT REFUNDING						
89	DEBT SERVICE BOND INTEREST	\$ 2,105,500	\$ 2,105,500	\$ 2,034,600	\$ (70,900)	-3.4%	Budgeted interest expense. Bond Issuance
90	FRANCHISE FEE TO CITY OF SAN CARLOS	3,035,153	2,936,026	3,136,264	200,238	6.8%	5% Franchise Fees paid by JPA to the City of San Carlos on tip fee revenue.
91	<b>TOTAL NON-OPERATING EXPENSES</b>	<b>\$ 5,140,653</b>	<b>\$ 5,041,526</b>	<b>\$ 5,170,864</b>	<b>\$ 129,338</b>	<b>2.6%</b>	
92	<b>TOTAL SHOREWAY OPERATING EXPENSES</b>	<b>\$ 67,082,072</b>	<b>\$66,858,594</b>	<b>\$ 68,639,153</b>	<b>\$ 1,780,559</b>	<b>2.7%</b>	
92	<b>TOTAL EXPENSES (SBWMA Program + All Shoreway Operations)</b>	<b>\$ 72,050,554</b>	<b>\$71,759,143</b>	<b>\$ 73,681,419</b>	<b>\$ 1,922,276</b>	<b>2.7%</b>	

**Shoreway Capital Projects Draft Budget 2024 - 2028**

Line		Year 1	Year 2	Year 3	Year 4	Year 5	
		Mid-Year Update	Proposed Budget	Proposed Budget	Proposed Budget	Proposed Budget	
		2024	2025	2026	2027	2028	
			Update 9/15/2024				
1	<b>FUNDS FOR UNANTICIPATED PROJECTS</b>						
2	Truck Shop Building	8,524	25,000	25,000	25,000	25,000	Repair reserve estimate
3	Transfer Station Building	147,689	100,000	50,000	50,000	50,000	Repair reserve estimate
4	MRF Building	509,339	100,000	50,000	50,000	50,000	Repair reserve estimate
5	Administrative Building	97,463	75,000	40,000	40,000	40,000	Repair reserve estimate
6	General Site Projects	144,711	200,000	100,000	100,000	100,000	Repair reserve estimate
7	<b>OPERATIONS CONTRACT TRANSITION</b>						
8	Parts Storage and Shelving	1,871	-				
9	Sort System Assessment and Transition	251,797	100,000				See BHS \$ S/V assessment rpt.
10	Baler Refurbishment	93,705	100,000				
11	Site Pavement and Curb Repair	-	200,000				
12	Replace Shoreway Camera System	55,000					Full hardware replacement
13	<b>RECOLOGY</b>						
14	Parts Storage	610	100,000				
15	Dispatch Office Refurbishment	150,000	-				
16	HVAC system replacement at Administration building	75,000	-				
21	<b>TRANSFER STATION</b>						
22	Floor Repair	300,000					
23	O2E System Equipment	-		2,000,000			Green Bond eligible
24	333 Shoreway Electrical Upgrades for New Evs	-		600,000			Replace switchgear
25	<b>MRF</b>						
26	MRF Fire Suppression	625,000	500,000				
27	Material Hander Install						Green Bond eligible
28	Phase II MRF Equipment - Container Sort System Replacement		2,000,000				Green Bond eligible
29	Phase II MRF Equipment - Residue Recovery System	-		2,500,000			Green Bond eligible
	Phase II MRF Equipment - Fiber High-grading Sort System	-		3,000,000			Green Bond eligible
30	Baler Replacement	-				2,000,000	Green Bond eligible
31	SBI Truck Shop	-			8,000,000		
32	<b>SHOREWAY BUILDINGS &amp; SITE WORK</b>						
33	Ventilation for MRF PV electrical room	9,361					
34	Tunnel Pump and Truck Wash Replacement	50,988					
35	Site Paving and Striping	1,219		1,500,000	1,500,000		work completed after UST
36	<b>OTHER</b>						
37	Refresh Site Signage	120,000	180,000				
38	Refurbishment of Landscape and Outdoor Ed Area	40,000	40,000				
39	Scalehouse Refurbishment	64,465					
40	MRF Office Refurbishment						
41	Site Optimization Planning Construction	20,000		TBD	TBD	TBD	Design in process
42	ZEV Charging Infrastructure (2023 planning/engineering)	110,000		5,400,000			Tie to Recology EV Schedule
							<b>Five Year Total</b>
	<b>TOTAL CAPITAL ITEMS</b>	\$ 5,676,742	\$ 3,720,000	\$ 15,265,000	\$ 9,765,000	\$ 2,265,000	\$ 36,691,742
	<b>TOTAL NON-GREEN BOND CAPITAL</b>	\$ 5,676,742	\$ 1,720,000	\$ 7,765,000	\$ 9,765,000	\$ 265,000	\$ 25,191,742

Budget Expense Category	Description of Program for FY2025 (Proposed Expense Line Items 1-26)
<b>ADMINISTRATIVE EXPENSE: \$3,369,880</b> (Proposed Expense line item 27)	
<b>Staff Resources:</b> Joe La Mariana, Executive Director; John Mangini, Sr. Finance Manager; Cyndi Urman, Clerk of the Board/Management Analyst III; Dolores Molina-Bucio, Administrative Associate II	
<p><b>Program Description/Justification:</b> Provides for overall administrative operations of agency, including: personnel administration, budget development, financial projections, expense payment processing, fiscal management, Board of Directors administration, customer service, risk management, records retention, and IT.</p> <p><b>Executive Director:</b></p> <ul style="list-style-type: none"> <li>• Provide ongoing Executive Committee, Board Members, Member Agency Staff support in a timely, professional and accurate manner.</li> <li>• Manage the agency’s strategic vision and daily administrative operations through the support of staff, Board/TAC members and all stakeholders.</li> <li>• Establish and maintain all agency financial goals and program standards.</li> </ul> <p><b>Sr. Finance Manager:</b></p> <ul style="list-style-type: none"> <li>• Review the prior year budget to identify budget variances and plan for a mid-year adjustment, if needed and prepare the following fiscal year’s budget.</li> <li>• Prepare two calendar year financial projections to facilitate Shoreway tip fee review/adjustment and “testing” of bond covenant requirements.</li> <li>• Complete prior year financial audit and calendar year financial statements for bond reporting.</li> <li>• Meet bond covenants and reporting requirements as specified in the Indenture to ensure compliance including the two debt coverage ratios.</li> <li>• Verify South Bayside Industries (SBI) monthly reporting of tonnages per Operations Agreement, and monthly invoice and calculation of commodity revenue.</li> <li>• Manage monthly cash transfers to/from SBI per Operations Agreement for commodity revenue, public revenue, and payments for operations.</li> <li>• Manage monthly billings to and payments from Recology for tipping at Shoreway as prescribed in the Member Agency franchise agreements.</li> <li>• Renew general insurance policies (property, general liability, EIL, D&amp;O, etc.) and ensure proper coverage is maintained.</li> <li>• Manage the payroll process and benefits administration, making payments to vendors for payroll, retirement plan, and HSA plan via set procedures.</li> </ul> <p><b>Clerk of the Board/Management Analyst III:</b></p> <ul style="list-style-type: none"> <li>• Provide Board Packets to the Board of Directors and Board meeting minutes accurately and on time</li> <li>• Perform analysis, tracking and reporting on contractual responsibilities supporting the franchise agreement, SBI billing, and disposal/processing contracts.</li> <li>• Manage the Agency’s public contract/procurement process for all proposals (RFP)/request for qualifications (RFQ), and related noticing and other activities.</li> <li>• Provide ongoing in-house solid waste program support and expertise to meet numerous deliverables, as required by new laws.</li> <li>• Provide critical path support for broad-ranging agency initiatives, e.g. Long Range Planning process.</li> <li>• Identify, win and manage grants to mitigate the future cost impacts on ratepayers.</li> </ul> <p><b>Administrative Associate:</b></p> <ul style="list-style-type: none"> <li>• Provide Board committee/subcommittee packets, minutes and administrative support, accurately and on time.</li> <li>• Maintain the Board of Directors webpage and, as needed, update the Board Member website resource portal feature.</li> <li>• Maintain accurate and up-to-date records for RethinkWaste, including Board meeting minutes, resolutions, ordinances and contracts.</li> <li>• Update, as necessary, the Board of Directors JPA and Contracts Resources Binder.</li> <li>• Manage compliance with record retention and other Board-adopted policies</li> <li>• Process forms (e.g. annual Form 700), invoices and other documents in accordance with established procedures, checking for accuracy and completeness.</li> <li>• Provide information and assistance regarding RethinkWaste programs, policies and procedures to the public, member agencies, vendors, and contractors.</li> </ul>	

Budget Expense Category	Description of Program for FY2025 <i>(Proposed Expense Line Items 29-37)</i>
<b>MEMBER AGENCY SUPPORT &amp; CONTRACT COMPLIANCE: \$407,500</b> <i>(Proposed Expense Line Item 38)</i>	
<b>Staff Resources:</b> Joe La Mariana, Executive Director; Hilary Gans, Sr. Operations and Engineering Manager; John Mangini, Sr. Finance Manager; Julia Au, Sr. Outreach, Education and Compliance Program Manager; Reagan Chung, Program Manager II (Recycling and Compliance); Cyndi Urman, Management Analyst III	
<b>Program Description/Justification:</b> Provides technical support for mandated programs and contractual requirements through member agency staff (TAC); state regulators; and key agency contractors (South Bayside Industries (SBI) and Recology).	
<b>Key Details:</b>	
<ul style="list-style-type: none"> <li>• Contract administration support for collection services franchise agreements including follow-up on audit findings, financial auditing, and amendment(s).</li> <li>• Continued oversight of SBI's operations per the Shoreway Operations Agreement.</li> <li>• Management of the annual SBI compensation application review process and completion of the final RethinkWaste financial report.</li> <li>• Manage the annual Member Agency rate review process, including review of the annual Recology compensation application and completion of the RethinkWaste final reports reviewing the Recology compensation application and consolidated rate report.</li> <li>• Initiate audit work and review of operational data included in the compensation applications.</li> <li>• Review Annual Report from Recology, as required per Member Agency franchise agreements.</li> <li>• Conduct rate (calendar) year audit of collection services and facility operations reports, tonnage data and customer service systems.</li> <li>• Hire contractor to conduct rate year audit of financial systems (including Recology's revenue reconciliation) of both contractors to verify financial risks to RethinkWaste and its Member Agencies.</li> <li>• Implement audit findings, as appropriate, and follow up with Recology to ensure progress on implementing audit recommendations.</li> <li>• Provide prompt responses to questions/issues/complaints from the public and Member Agencies regarding their franchise agreements/collection services.</li> <li>• Provide prompt responses to questions/issues/complaints that are raised by the public and Member Agencies regarding their use of the Shoreway facility.</li> <li>• Develop a Member Agency snapshot report and make presentations to Member Agency governing bodies upon request.</li> <li>• Prepare financial analysis for projected revenue and total collection and pass-through costs to determine total rate adjustment for each Member Agency.</li> <li>• Prepare a collection cost variance analysis by detailed cost categories by Member Agency to aid in understanding collection cost changes.</li> <li>• Support Member Agencies with analysis of rate issues and attend rate hearings or rate related meetings as requested.</li> <li>• Update 5-year collection cost projection by Member Agency for collection cost components: Recology cost, disposal expense and Member Agency fees.</li> <li>• Review Recology's Revenue Reconciliation Report.</li> <li>• Serve as liaison to CalRecycle on Member Agency's behalf</li> <li>• With TAC member engagement, plan/promote shred and compost giveaway events with Recology per the Franchise Agreement (electronic waste recycling and battery collection also included, but not required per Agreement).</li> </ul>	
<b>New Efforts in FY2025:</b>	
<ul style="list-style-type: none"> <li>• Provide proactive legislative and regulatory support for various agency priorities, including the development and implementation of SB 54 regulations, safe handling and disposal of solar panels, single-use vape pens, and EV batteries and updates to improve/expand SB 1383 procurement and capacity planning activities.</li> </ul>	

Budget Expense Category	Description of Program for FY2025 (Proposed Expense line items 40-55 and 58-64)
<b>STATE MANDATED PUBLIC EDUCATION &amp; OUTREACH and SB 1383 ADMINISTRATION: \$1,264,886</b> (Proposed Expense Line Item 56 plus 65)	
<b>Staff Resources:</b> Joe La Mariana, Executive Director; Julia Au, Sr. Outreach, Education and Compliance Program Manager; Emi Hashizume, Program Manager II (Environmental Education and Non-Franchise Recyclables); Reagan Chung, Program Manager II (Recycling and Compliance); Joanna Rosales-Jose, Program Manager I (Outreach and Communications)	
<b>Program Description/Justification:</b> Staff services provided to ensure compliance with state-mandated laws promoting waste reduction, recycling, and reporting requirements per <b>AB 939</b> , <b>AB 341</b> , <b>AB 1826</b> , and <b>SB 1383</b> include: Development and implementation of public education and outreach strategies to promote residential and commercial waste reduction and recycling collection programs and services; oversight of collection services for Member Agencies; compliance with annual reporting required; and implementation of Long Range Plan programs.	
<b>Key Program Efforts:</b> <ul style="list-style-type: none"> <li>• Develop, implement, and manage on-going outreach activities related to California State Laws (AB 939, AB 1826, AB 341, and SB 1383) including but not limited to brochures/flyers, social media, website, videos, and community event tabling throughout the Member Agencies.</li> <li>• Manage SB 1383 requirements including outreach and education, recordkeeping, procurement planning, route reviews, collection waiver applications and approvals/denials.</li> <li>• Manage SB 1383 compliance for organics collection and sampling at Shoreway Environmental Center with Recology and SBI contracts.</li> <li>• Manage and provide outreach for residential and commercial/multi-family collection services to meet specific community needs through on-going and targeted campaigns.</li> <li>• Manage with Recology a three-year Public Education and Recycling Technical Assistance Plan that includes methods of tracking effectiveness and engagement levels on outreach campaigns and tools.</li> <li>• Promote residential collection services through newsletters, direct mail and bill inserts in collaboration with Recology.</li> <li>• Continue publishing Agency Annual Report.</li> <li>• Engage Public Education and Outreach Committee on outreach campaigns and efforts.</li> <li>• Continue ongoing partnerships – BayROC, local community groups, etc.</li> <li>• Establish and reinforce in-school recycling and composting efforts through the provision of student education and engagement, custodial and staff trainings, upgraded waste and waste reduction infrastructure and on-site technical assistance.</li> <li>• Support implementation of County of San Mateo Environmental Health’s Food Share Table Program at schools in RethinkWaste service area</li> <li>• Engage in SB 1383 procurement planning for Member Agencies and Edible Food Recovery program support and outreach to the County of San Mateo’s Sustainability Department.</li> <li>• Hire and manage contractor to compile and submit Electronic Annual Report (EAR) to CalRecycle on behalf Member Agencies that includes SB 1383 reporting.</li> <li>• Manage community events in-person and virtually to promote resource conservation and waste reduction, including the following: Earth Day and Rethink Recycling Day events; community swaps, Trash to Art and Poster Contests; educational workshops/presentations/trainings and webinars.</li> </ul> <b>New Efforts in FY2025:</b> <ul style="list-style-type: none"> <li>• Continue to review and update core Pub Ed materials with Public Education and Outreach Committee and Recology engagement. Continue to develop and execute targeted outreach campaigns and materials to multi-family residents, non-English speakers, high contamination rate areas/groups, and business owners for proper sorting.</li> <li>• Continue collaboration and partnership with other agencies such as the County’s Sustainability Department and Environmental Health, member agency staff, and community groups.</li> <li>• Continue reinforcement and growth of In-Schools Program, including additional educational partnership opportunities with partner agencies such as the County of San Mateo’s Sustainability Department and Office of Education and Recology and additional waste reduction efforts, including the use of reusables. Continue growth and expansion of Public Spaces Diversion Program across the RethinkWaste service area based on data and data analyses.</li> </ul>	

Budget Expense Category	Description of Program for FY2025 <i>(Proposed Expense line items 68-82)</i>
<b>SHOREWAY OPERATIONS: \$63,468,289</b> <i>(Proposed Expense Line Item 84)</i>	
<b>Staff Resources:</b> Hilary Gans, Sr. Operations and Engineering Manager; Matt Southworth, Sr. Facility Projects Engineer; John Mangini, Sr. Finance Manager; Vacant, Facility Project Engineer; Joanne Nghiem, Associate Engineer; Emi Hashizume, Program Manager II (Environmental Education and Non-Franchise Recyclables); Reyna Ocegüera, Associate II (Environmental Education)	
<b>Program Description/Justification:</b> RethinkWaste staff activities regarding Shoreway operations including: oversight of SBI operations and contract compliance and management of financial transactions relating to SBI; Shoreway facility capital repairs and maintenance; Education Center operations; management of disposal and processing contracts, including review and payment of invoices; facility insurance; and billing Recology for tons delivered to Shoreway.	
<b>Key Details:</b> <ul style="list-style-type: none"><li>• Ongoing operational oversight and contract compliance of MRF, transfer station, and transportation operations performed by SBI.</li><li>• Ongoing management of third party recycling and disposal contracts for solid waste, organics, and C&amp;D debris.</li><li>• Manage organics processing contracts to meet operational, financial and environmental requirements.</li><li>• Oversee third party tonnage and host fee payment for third-party tons used to generate additional agency income and lower Shoreway operating costs.</li><li>• Ongoing management of Shoreway Facility capital and maintenance projects are at, or below, budget.</li><li>• Lead Transfer Station/MRF equipment and facility design to meet long range plan and rapidly changing market needs of program.</li><li>• Provide Zero Waste Committee with technical/administrative support.</li></ul> <b>Shoreway Facility Tours:</b> <ul style="list-style-type: none"><li>• Conduct the Shoreway Tours Program virtually and in-person and offer no-cost transportation for schools visiting from campuses located in the service area.</li><li>• Expand and grow compost donation program throughout Member Agency schools and community gardens and other locations as feasible.</li></ul> <b>New Efforts in FY2025:</b> <ul style="list-style-type: none"><li>• Identify and plan new operating procedures and capital improvement projects to further the Agency’s environmental goals and improve the quality of commodities for marketing purposes.</li><li>• Manage the anticipated master planning of the facility, based on the results of the Site Optimization Study conducted in 2023.</li><li>• Continue to develop and solidify in-person Shoreway tour programming to accommodate safety and accessibility considerations.</li><li>• Continue to implement new environmental-themed art and refresh outdoor garden area at the Shoreway facility to compliment tours and community/educational event programming.</li><li>• Update and add directional signage at the Shoreway facility to better direct customers to the correct entrances/facilities for proper disposal.</li></ul>	





# RethinkWaste Organization Chart

Proposed January 1, 2025

**RATE PAYERS**  
**Board of Directors**  
*(Elected Officials from 11 Member Agencies)*

**Committees**

**AD HOC:**

- Executive
- Zero Waste
- Public Ed. & Outreach

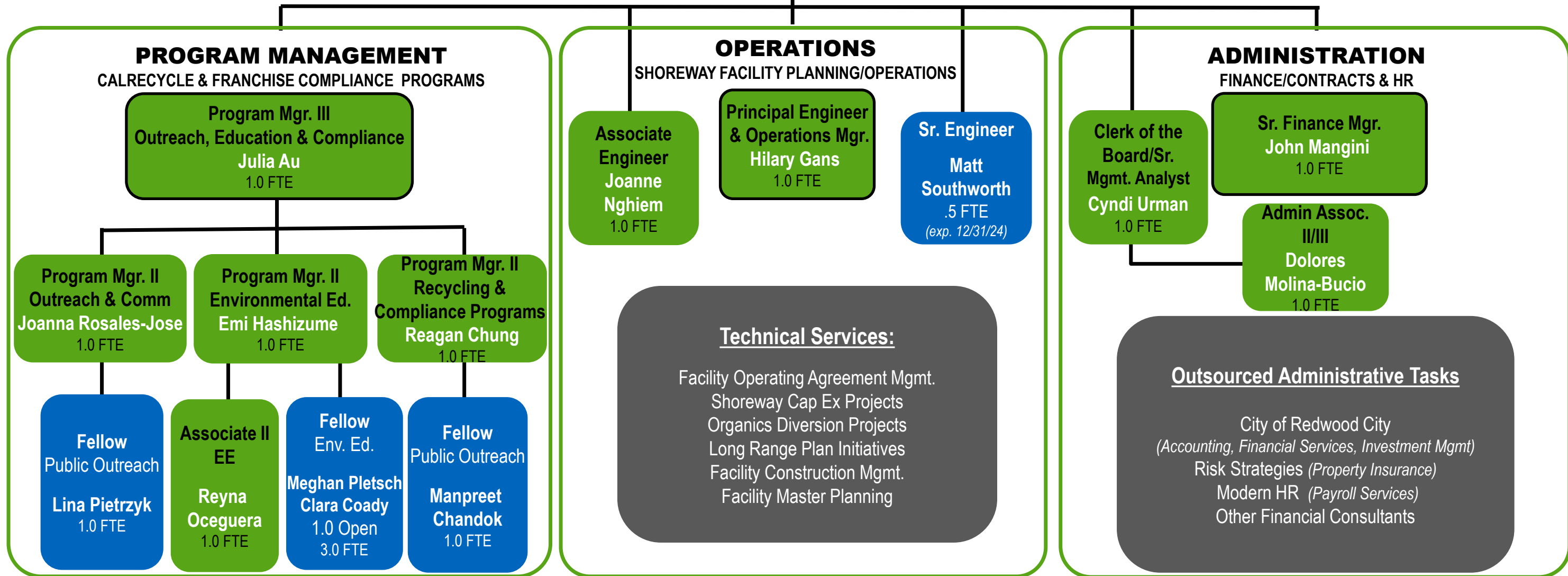
**STANDING**

- Finance
- Technical Advisory/TAC
- Legislative

**Legal Counsel (ADCL)**  
*Jean Savaree (General Counsel); Joan Borger (Deputy Counsel)*

**Legislative/Regulatory Advocacy**  
*(EEC in Sacramento)*

**MEMBER AGENCY SUPPORT SERVICES**  
**Executive Director**  
**Joe La Mariana**  
 1.0 FTE



Notes: Green = SBWMA Core Staff (11 FTE); Blue = Temporary/Limited Term (5.5 FTE); Grey = Consultants/Technical Services; Black Outline = Sr. Leadership Team

### **FY2025 Proposed Staffing**

SBWMA staff provides comprehensive solid waste program and facility planning, compliance, public education, outreach and contract management services on behalf of its member agencies, while supporting the agency-owned Shoreway Environmental Center solid waste and recycling facility. This work is mandated by state law; by franchise agreement and operational agreement contractual obligation; and by virtue of the Agency's facility ownership. Delivery of the Agency's financial, environmental and service standard goals have historically been Staff's top priority.

Staff's priority focus areas will include:

- Maintaining all franchise agreement/contractual/reporting deliverables on behalf of our member agencies.
- Working diligently with our key partners to achieve agency operational and customer service goals and make the public interface with our facility a best in class experience.
- Advancing RethinkWaste legislative and regulatory goals and priorities.
- Continued implementation of the expansive SB 1383 regulations and public outreach and educational requirements as we enter into year two of the important enforcement phase.
- Continue to host facility tours and on-site environmental educational programs in our service area schools and service area-wide community events.
- Continuing to replace obsolete equipment and modernize our material handling facilities and operations with innovative processing equipment upgrades and many other related capital and engineering projects.
- A continued emphasis on allocating long range planning resources towards new and expanded ZEV and other important environmental compliance laws which affect our operations and site.
- 

The proposed FY 2025 RethinkWaste Staffing Plan will remain consistent with FY 2024 levels (see **Table 1 Below**):



Table 1 SBWMA Staffing Plan: Headcount					
Staff Position/Title	FY20/21 <i>Actual</i>	FY2022 <i>Actual</i>	FY2023 <i>Actual</i>	FY2024 <i>Proposed</i>	FY2025
<b>Executive</b>					
Executive Director	1.0	1.0	1.0	1.0	1.0
<b>Administration</b>					
Sr. Finance Manager	1.0	1.0	1.0	1.0	1.0
Clerk of the Board/Management Analyst III	1.0	1.0	1.0	1.0	1.0
Administrative Associate II	1.0	1.0	1.0	1.0	1.0
<b>Operations</b>					
Principal Engineer & Operations Manager	1.0	1.0	1.0	1.0	1.0
Sr. Engineer <i>(Limited Term)</i>	0.5	0.5	0.5	.05	0.5
Associate Engineer	0	0	1.0	1.0	1.0
<b>Program Management</b>					
Sr. Program Manager III <i>(Outreach, Education, Compliance)</i>	1.0	1.0	1.0	1.0	1.0
Program Manager II <i>(Environmental Education; Recycling &amp; Compliance)</i>	1.0	2.0	2.0	2.0	2.0
Program Manager I* <i>(Outreach/Communications)</i>	1.0	1.0	1.0	1.0	1.0
Associate I <i>(Environmental Education)</i>	1.0	1.0	1.0	1.0	1.0
<b>Sub-Total Agency Staff</b> <i>(Reg. Status):</i>	<b>9.5*</b>	<b>10.5**</b>	<b>11.5***</b>	<b>11.5</b>	<b>11.5</b>
Long Range Plan Program Fellowships <i>(Limited term, -1-3yrs)</i>	5.0	5.0	5.0	5.0	5.0
<b>Total Agency Staff</b>	<b>14.5</b>	<b>15.5</b>	<b>16.5</b>	<b>16.5</b>	<b>16.5</b>

### Salary Ranges by Position

The salary ranges for all Agency Staff positions (some are currently vacant) are presented below for FY2025 (see **Table 2**). There is no change recommended in these ranges compared to FY 2024 since our local market salary survey was conducted in October 2022 and these surveys are typically set for a three-year period. Historically, our agency commissions independent salary surveys every three years to ensure that Staff salaries and benefits are competitively priced within market. Multiple datapoints are collected and averaged with a strategic goal of aligning within the mid-point of each position's market range (not high or low). The local market survey results are an essential component in establishing our agency's approach to setting its salary administrative ranges, job titles, benefits, etc.

All job titles and salary ranges presented in this staffing plan are adopted from the survey recommendations with special consideration given to creating clearly defined career path steps, when possible. Salary ranges and benefits were evaluated to "like" solid waste public agencies and/or departments in the greater Bay Area

Table 2 SBWMA Staff: Salary Ranges by Position	
Staff Position	Salary Range
<b>Executive</b>	
*Executive Director <i>(Determined by professional services agreement)</i>	N/A
<b>Administrative</b>	
*Sr. Finance Manager	\$145,436-183,609
Management Analyst III	\$114,578-\$148,777
*Clerk of the Board/Associate III--Confidential	\$100,800-\$116,000
<b>Operations</b>	
*Principal Engineer & Operations Manager	\$156,436-194,601
Sr. Facility Projects Engineer <i>(Ltd. term part-time; expires 12/31/24; non-benefited)</i>	\$136,790-\$172,762
Associate Engineer	\$113,302 – \$140,783
<b>Program Management</b>	
*Sr. Program Manager III	\$133,249 – \$166,117
Program Manager II	\$110,942 – \$127,584
Program Manager I	\$91,878 – \$105,650
Associate III	\$100,800-\$116,000
Associate II	\$83,500-\$96,000
Associate I	\$69,000-\$79,500
Long Range Plan-based Fellowships**	\$56,680

\*Designated member of SBWMA Senior Management team.

\*\*Fellowship positions are fulltime and, by mutual agreement, can be renewed for 1 to 3 years. This program has been modeled after other similar local programs. These temporary positions provide important environmental industry-based, independent work assignments to help the agency achieve its critical long-term goals.

### **Budget Assumptions for Merit Increases**

A merit increase pool of 3.0% of wages is assumed for all positions within the current salary ranges for January 1, 2025 which is based on YTD CPI. Actual merit increases are awarded by the Executive Director on a calendar year basis per the Board-adopted Compensation Policy. NOTE: When Fellowship positions are annual renewed, a 3.0% increase is also assumed.

### **Employee Benefits**

Total benefit expense as percent of base compensation is estimated at 28% for FY2025.

A summary of the current benefits for all agency employees is as follows:

### **Deferred Compensation (Retirement):**

SBWMA has adopted a self-directed retirement plan under Section 401(a) of the Internal Revenue Service Code to which the Employer contributes an amount equal to 10 percent of the employee's base salary. The plan is with **John Hancock** which

holds all of the employee accounts. The employee vests in the 401(a) retirement plan immediately. SBWMA also has a 457b plan into which employees can voluntarily contribute. SBWMA matches the first 2% of employee contributions.

Employees may join both plans on the first of the month following the date of hire. The contribution amounts are subject to IRS limitations.

**NOTE: SBWMA does not participate in the federal Social Security system.** If the Agency were to participate in the Social Security system, the agency would incur an extra 6.2% of the staff's gross salaries, up to the statutory limit of \$160,200 for each qualified employee. **In FY2025, this annual savings for the Agency projects out to be \$105,400.**

**Group Health Insurance – General:**

SBWMA strives to offer group insured plans for medical, dental, vision, life insurance, and long term disability insurance for the benefit of the employee and his/her family that are competitive with similar industry benefits. The health insurance is brokered through **Arrow Benefits Group**.

**Medical insurance:**

The SBWMA currently offers a PPO and high deductible HSA medical plan with **Anthem Blue Cross** for employees and their families. There is a 45% coinsurance after the deductible has been met for most services. Currently, 11 employees participate in the plan and two employees have opted out. A Kaiser option was recently added to the offering. Premiums are age based – the average premium is \$1,264 per month plus the HSA average contribution of \$288 per month per employee.

**Dental insurance:**

Dental insurance is provided by **Principal** for employees and their families. Basic care is covered 100% and major care (crowns, dentures) is covered at 60% up to the maximum annual benefit of \$2,000. The average monthly premium per employee is \$73.

**Vision Plan:**

Vision insurance is provided by **VSP** for employees and their families. A \$10 copay applies to most services. Frames are covered up to \$120 once per year. The average monthly premium per employee is \$18.

**Life Insurance:**

Term life insurance is provided by **Principal**. The employee is provided at 100% of salary up to \$200,000. The average monthly premium per employee is \$44.

**HR and Payroll Support:**

The SBWMA contracts with **Modern HR**, a third party professional employment organization for the following scope of work:

- (a) As needed, support for human resources issues including, but not limited to, hiring, firing and discipline.
- (b) As needed, support for compliance with federal, state and local laws and ordinances regarding employment.
- (c) As agreed upon, consult on various Client projects.
- (d) Provide payroll and payroll tax filing services.
- (e) Workers' Compensation insurance.

We pay \$113/month per employee for their services.

**FY2025 BUDGET**

Attachment D - FY2024 Budget Support Files: COMMODITY REVENUE, PRICING

Update: October 2024

Summary Tables

Table D.1

COMMODITY REVENUE				
	FY2024 Mid-Year Budget	FY2025 Proposed Budget	Variance to MY2024 Adopted Budget	Variance %
<b><u>COMMODITY REVENUE</u></b>				
Tons Sold	47,159	48,402	1,244	2.6%
Wtd Avg. Price	\$ 172.13	\$ 170.62	\$ (1.51)	-1.1%
Gross Revenue	\$ 8,117,260	\$ 8,258,299	\$ 141,040	2.1%
Revenue Share w/Operator			\$ -	
<b>Net Commodity Revenue</b>	<b>\$ 8,117,260</b>	<b>\$ 8,258,299</b>	<b>\$ 141,040</b>	<b>2.1%</b>

**FY2025 BUDGET**

**Attachment E - FY2025 Budget Support Files: REVENUE, EXPENSE DETAIL**

Update: October 2024

Summary Tables

**Table E.1**

<b>TIP FEE REVENUE</b>				
	<b>FY2024 Mid-Year Budget</b>	<b>FY2025 Proposed Budget</b>	<b>FY2025 vs. MY2024</b>	<b>Variance %</b>
<b>Franchise Revenue</b>				
<u>Tons</u>	277,471	279,523	2,052	0.7%
Wtd Avg. Tip Fee	\$ 169.58	\$ 181.52	11.94	7.0%
<b>Franchise Revenue</b>	<b>\$ 47,054,149</b>	<b>\$ 50,740,385</b>	<b>\$ 3,686,237</b>	<b>7.8%</b>
<b>Public Revenue</b>				
<u>Cu/Yards</u>	166,284	168,659	2,376	1.4%
Wtd Avg. Tip Fee	\$ 66.67	\$ 66.76	0.08	0.1%
<b>Public Revenue Cu/YDS</b>	<b>\$ 11,086,967</b>	<b>\$ 11,259,401</b>	<b>\$ 172,434</b>	<b>1.6%</b>
<u>Tons ( 3rd party )</u>	10,085	10,295	210	2.1%
Wtd Avg. Tip Fee	\$ 179.10	\$ 187.85	8.74	4.9%
<b>Public Revenue on Tons</b>	<b>\$ 1,806,247</b>	<b>\$ 1,933,836</b>	<b>\$ 127,589</b>	<b>7.1%</b>
<u>Public Dirt Tons</u>	11,115	11,934	819	7.4%
Wtd Avg. Tip Fee	\$ 153.67	\$ 161.44	7.77	5.1%
<b>Sub Total</b>	<b>\$ 1,707,945</b>	<b>\$ 1,926,606</b>	<b>\$ 218,660</b>	<b>12.8%</b>
<b>Public Revenue Total</b>	<b>\$ 14,601,159</b>	<b>\$ 15,119,843</b>	<b>\$ 518,684</b>	<b>3.6%</b>
<b>Total Tip Fee Revenue</b>	<b>\$ 61,655,308</b>	<b>\$ 65,860,229</b>	<b>\$ 4,204,921</b>	<b>6.8%</b>

**FY2025 BUDGET**

Table E.2

<b>TRANSFER STATION VOLUME</b>					
		<b>FY2024 Mid-Year Budget</b>	<b>FY2025 Proposed Budget</b>	<b>FY2025 vs. MY2024</b>	<b>Variance %</b>
<b>Total TS Tonnage and Yards</b>					
<b><u>Franchise tons</u></b>					
SBWMA Solid Waste	tons	168,318	171,323	3,006	2%
SBWMA Organics	tons	85,178	86,112	934	1%
SBWMA Food Waste	tons	19,874	17,987	(1,888)	-9%
SBWMA Dirt, Inert, Other	tons	4,102	4,102	-	0%
<b><i>Sub-total Franchise</i></b>		<b>277,471</b>	<b>279,523</b>	<b>2,052</b>	<b>0.7%</b>
<b><u>Public tons</u></b>					
Non-SBWMA SW	tons	3,991	3,947	(44)	-1%
Non-SBWMA Scrap	tons	4	4	-	0%
Non-SBWMA FOOD	tons	1,647	2,396	749	45%
Non-SBWMA C&D	tons	1,966	1,189	(777)	-40%
Non-SBWMA ORGANIC	tons	713	564	(149)	-21%
Non-SBWMA Asphalt Roofing	tons	1,764	2,195	431	24%
Non-SBWMA Clean Wood	tons	0	0	-	0%
Public Weighed Dirt	tons	11,115	11,934	819	7%
<b><i>Sub-Total Public tons</i></b>		<b>21,200</b>	<b>22,229</b>	<b>1,029</b>	<b>5%</b>
<b><i>Total Tons</i></b>		<b>298,671</b>	<b>301,752</b>	<b>3,081</b>	<b>1.0%</b>
<b><u>Public Cu/Yds.</u></b>					
Public Solid Waste Yards	C/Yds.	55,636	52,543	(3,093)	-6%
Public Green Waste Yards	C/Yds.	35,844	33,670	(2,173)	-6%
Public C&D	C/Yds.	74,804	82,446	7,641	10%
<b><i>Total Cubic Yards</i></b>		<b>166,284</b>	<b>168,659</b>	<b>2,376</b>	<b>1.4%</b>

**FY2025 BUDGET**

Table E.3

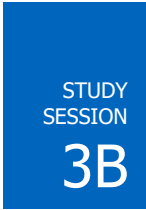
<b>SHOREWAY OPERATING EXPENSE</b>				
	<b>FY2024 Mid-Year Budget</b>	<b>FY2025 Proposed Budget</b>	<b>FY2025 vs. MY2024</b>	<b>Variance %</b>
<b>A. Summary</b>				
MRF	\$ 10,985,015	\$ 11,381,537	\$ 396,522	3.6%
Transfer Station	\$ 9,358,068	\$ 9,754,352	\$ 396,283	4.2%
Transportation	\$ 10,846,137	\$ 11,229,709	\$ 383,571	3.5%
<b>TOTAL EXPENSE</b>	<b>\$ 31,189,220</b>	<b>\$ 32,365,597</b>	<b>\$ 1,176,377</b>	<b>3.8%</b>
<b>B. Expense Detail</b>				
<b>MRF</b>				
Tons, Inbound	62,136	62,902	766	1.2%
Tons, residue	(15,000)	(14,500)	500	-3.3%
Tons, net sold	47,136	48,402	1,266	2.7%
Wtd Avg. Rate of net tons sold	\$ 233.05	\$ 235.14	\$ 2.10	0.9%
Expense	\$ 10,985,015	\$ 11,381,537	\$ 396,522	3.6%
<b>MRF Additional Sorters</b>	\$ -	\$ -	\$ -	0.0%
<b>Transfer Station</b>				
Tons	353,912	360,079	6,167	1.7%
Wtd Avg. Rate	\$ 26.44	\$ 27.09	\$ 0.65	2.4%
Expense	\$ 9,358,068	\$ 9,754,352	\$ 396,283	4.2%
<b>O2E Processing &amp; Transport (net)</b>	\$ -	\$ -	\$ -	0.0%
<b>Transportation</b>				
Tons	353,912	360,079	6,167	1.7%
Wtd. Avg. Rate	\$ 30.65	\$ 31.19	\$ 0.54	1.8%
Expense	\$ 10,846,137	\$ 11,229,709	\$ 383,571	3.5%
<b>TOTAL SBR "PAID" TONS</b>	<b>754,960</b>	<b>768,561</b>	<b>13,601</b>	<b>1.8%</b>
<b>TOTAL SBR EXPENSE</b>	<b>\$ 31,189,220</b>	<b>\$ 32,365,597</b>	<b>\$ 1,176,377</b>	<b>3.8%</b>

**FY2025 BUDGET**

Table E.4

DISPOSAL & PROCESSING EXPENSE				
	FY2024 Mid-Year Budget	FY2025 Proposed Budget	FY2025 vs. MY2024	Variance %
<b>A. Summary</b>				
Solid Waste	\$ 11,927,460	\$ 12,484,356	\$ 556,896	4.7%
Organics	\$ 10,075,940	\$ 10,446,644	\$ 370,704	3.7%
C&D, dirt	\$ 3,478,787	\$ 3,916,249	\$ 437,462	12.6%
Other	\$ 830,139	\$ 801,253	\$ (28,887)	-3.5%
<b>Subtotal</b>	<b>\$ 26,312,326</b>	<b>\$ 27,648,501</b>	<b>\$ 1,336,175</b>	<b>5.1%</b>
Paid by SBR on MRF residue	\$ (216,899)	\$ (224,259)	\$ (7,360)	3.4%
O2E Diversion	\$ -	\$ -	\$ -	0.0%
<b>TOTAL DISPOSAL EXPENSE</b>	<b>\$ 26,095,427</b>	<b>\$ 27,424,242</b>	<b>\$ 1,328,815</b>	<b>5.1%</b>
<b>B. Detail</b>				
<u>Solid Waste (Ox Mtn.)</u>				
Tons, net	202,366	204,863	2,497	1.2%
Wtd Avg. Rate	\$ 58.94	\$ 60.94	\$ 2.00	3.4%
Expense	\$ 11,927,460	\$ 12,484,356	556,896	4.7%
<u>Organics (Newby, BVON)</u>				
Tons, net	111,624	111,751	127	0.1%
Wtd Avg. Rate	\$ 90.27	\$ 93.48	\$ 3.21	3.6%
Expense	\$ 10,075,940	\$ 10,446,644	370,704	3.7%
<u>C&amp;D (Zanker)</u>				
Tons, net	39,922	43,466	3,544	8.9%
Wtd Avg. Rate	\$ 87.14	\$ 90.10	\$ 2.96	3.4%
Expense	\$ 3,478,787	\$ 3,916,249	437,462	12.6%
<u>Other</u>				
Tires	\$ 4,992	\$ 6,579	\$ 1,587	31.8%
Appliances	\$ 56,326	\$ 53,880	\$ (2,446)	-4.3%
Hazardous Waste	\$ 753,243	\$ 723,243	\$ (30,000)	-4.0%
Sharps, Misc.	\$ 15,578	\$ 17,551	\$ 1,973	12.7%
			\$ -	0.0%
Expense	\$ 830,139	\$ 801,253	\$ (28,887)	-3.5%





**A Public Agency**

# STUDY SESSION

Presentation of the DRAFT 2025-2034  
Long Range Plan





## STAFF REPORT

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**To:** SBWMA Board Members  
**From:** Joanne Nghiem, Associate Engineer  
**Date:** October 24, 2024 Board of Directors Meeting  
**Subject:** Study Session for the 2025-2034 Long Range Plan Draft

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### Recommendation

This is a Study Session item for discussion only and no action is required.

### Summary

The Ten Year 2025 Long Range Plan (“Plan”) is a high-level planning and policy guiding document that supersedes the last such plan developed for the agency in 2020 that expires on December 31, 2024. The 2020 Plan superseded the previous 2015 Plan, both of which covered a planning period of five years. When approved, this 2025 Plan will expire on December 31, 2034. These plans provide board-level directional framework to address RethinkWaste’s policy, programmatic and infrastructure needs that have arisen over the preceding five years due to changes in laws, policies, material markets, Member Agency needs, and other concerns.

### Analysis

The development of the Plan takes approximately one year. Staff began the Plan development at the March 2024 Board Retreat, receiving initial direction of the Plan. Between April and July, Staff solicited input from every RethinkWaste committee (Finance Committee, Legislative Committee, Public Education and Outreach Committee, Technical Advisory Committee, and Zero Waste Committee) as well as our major service contractors Recology San Mateo County (Recology) and South Bayside Industries (SBI). During these initial input sessions, staff received valuable feedback on the priorities and focus areas of the Plan. Using this input, Staff prepared the first Draft Plan in September and held study sessions to get feedback from the Finance Committee, Technical Advisory Committee, Recology, and SBI. Staff updated the first Draft Plan with that feedback and prepared a second Draft Plan for the Board of Directors to review. Staff will present a Final Plan at the November Board meeting for Board consideration and subsequent implementation.

### Attachments:

[Attachment A - 2025-2034 DRAFT Long Range Plan \(October 16, 2024\) Available online only at www.rethinkwaste.org](http://www.rethinkwaste.org)  
[Attachment – B – Presentation on the 2025-2034 Long Range Plan Available online only at www.rethinkwaste.org](http://www.rethinkwaste.org)