



A Public Agency

ADMINISTRATION AND FINANCE



STAFF REPORT

To: RethinkWaste Board Members
From: Jean B. Savaree, RethinkWaste Legal Counsel
Date: November 20, 2025 Board of Director’s Meeting
Subject: Resolution Approving Amended Agreement for Executive Director’s Employment

Recommendation

Staff recommend that RethinkWaste Board of Directors adopt the attached Resolution 2025-31, approving the Amended Employment Agreement for the Executive Director (the Agreement)..

Background

Mr. La Mariana was appointed as Executive Director on August 1, 2016. The Executive Director’s Employment Agreement set his initial base compensation at \$185,000 per year. In addition to his base salary, the Executive Director receives twenty-five (25) days of vacation annually, personal leave, one hundred twenty (120) hours of yearly administrative leave, eight (8) hours per month of sick leave, bereavement leave, paid holidays, medical, dental, vision, disability and life insurance, and \$400 per month in automobile allowance.

The Executive Director’s written Employment Agreement at Paragraph 4(A) calls for the Board to review his performance annually and vests the Board with discretion to adjust his compensation.

As noted above, the Executive Director’s Employment Agreement, Paragraph 2(A), Compensation, set Mr. La Mariana’s initial annual compensation at \$185,000. After Mr. La Mariana’s 2017 performance review, his annual salary was adjusted to \$190,920 and he was provided with a one-time bonus of \$9,250. In 2018, his contract was amended again, increasing his annual compensation to \$200,000. He was also awarded a one-time bonus of \$8,000. In 2019, his annual salary increased to \$223,000. No adjustments were made to Mr. LaMariana’s compensation in 2020. In 2021, his annual salary increased to \$219,390, he was awarded a merit bonus of \$10,000, and he was authorized to cash out 50% of accrued sick leave upon voluntary separation from RethinkWaste. In 2022 Mr. LaMariana was granted a 4% cost of living adjustment along with an equity adjustment which increased his annual salary from \$219,390 to \$243,684, bringing his compensation in line with the average compensation for executive directors in comparable northern California agencies. In 2023, the Board adjusted his annual salary by 3.5% to \$252,213.94 and increased the number of annual vacation days from 20 to 25. In 2024 the Board again adjusted the Executive Director’s salary to \$259,780.36. The Board completed its 2025 review of the Executive Director’s performance on October 23, 2025 and the Amended Contract before the Board for review provides for a 3% annual salary increase.

Analysis

Attached hereto is a proposed Amended Agreement, which if approved, would increase the Executive Director’s annual salary, by 3% from \$259,780.36 to \$267,573.76. The Amended Agreement also reflects previously approved amendments setting annual vacation accrual at 25 days, authorizing life insurance coverage up to one times annual salary and allowing for 50% cash out of sick leave upon retirement or resignation. The address for notices has been revised to reflect the current address for RethinkWaste’s administrative offices. The citation to the Government Code provisions related to abuse of office have been updated as required by State law and the list of paid holidays has been updated to reflect the addition of Juneteenth.

Analysis/Fiscal Impact

Adjustments to the Executive Director's compensation require Board action by resolution. If the attached resolution is approved, Mr. La Mariana's annual salary would be increased by 3%, which is an increase of \$7,793.40, bringing his annual salary to \$267,573.76...

Attachments:

1. Resolution 2025-31 Approving the Amended Employment Agreement
Exhibit A - Amended Employment Agreement



RESOLUTION NO. 2025-31

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY (RETHINKWASTE) APPROVING THE AMENDED EMPLOYMENT AGREEMENT FOR THE EXECUTIVE DIRECTOR

WHEREAS, the Authority has completed its annual performance review of the Executive Director and determined to amend the Employment Agreement of the Executive Director (the Employment Agreement).

NOW, THEREFORE, BE RESOLVED that the Amended Employment Agreement, **Exhibit A**, is hereby approved and the Chair of the Board or designee is authorized to execute the Amended Agreement on behalf of the Authority.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on this **20th** day of **November 2025**, 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 District				
Menlo Park									

I HEREBY CERTIFY that the foregoing Resolution No. 2025-31 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 20, 2025.

ATTEST:

Adam Rak, Chairperson of RethinkWaste
South Bayside Waste Management Authority

Cyndi Urman, Clerk of the Board

AMENDED EMPLOYMENT AGREEMENT

THIS AMENDED EMPLOYMENT AGREEMENT is entered into this 20th day of November 2025, by and between the **South Bayside Waste Management Authority**, a California Joint Powers Authority (hereinafter "**RethinkWaste**"), and **Joe La Mariana**, an individual (hereinafter "**EMPLOYEE**"). In consideration of the mutual covenants and conditions contained herein and the faithful performance of the terms as set forth below, the parties agree as follows:

I. EMPLOYMENT - TERM.

- A. Pursuant to the terms of this Amended Agreement, EMPLOYEE agrees to continue serving as Executive Director for RethinkWaste. This is an at-will, exempt/management position appointed and directed by the Board of Directors of RethinkWaste. EMPLOYEE agrees to continue serving as Executive Director of RethinkWaste and performing those duties and responsibilities as more particularly set forth in Exhibit B as currently stated and as may be changed or added to, under and pursuant to the general direction of the BOARD.
- B. The term of this Amended Agreement shall commence on November 20, 2016. This Amended Agreement shall remain in full force and effect until terminated as set forth in Section 6.
- C. EMPLOYEE agrees to remain in the exclusive employ of RethinkWaste throughout the life of this Amended Agreement and, except as described in Section 6 below, to neither accept other employment nor become employed by any other employer.
- D. During the period of employment hereunder EMPLOYEE shall devote best efforts, attention, and skills to the business and affairs of RethinkWaste as such business and affairs now exist and as they may be hereafter changed or added to, under and pursuant to the general direction of the BOARD.
- E. Nothing in this Amended Agreement shall prevent, limit or otherwise interfere with the right of the BOARD to terminate the services of EMPLOYEE at any time, subject only to the provisions set forth in Section 6 of this Amended Agreement.
- F. Nothing in this Amended Agreement shall prevent, limit or otherwise interfere with the right of the EMPLOYEE to resign at any time from his position with

RethinkWaste, subject only to the provisions set forth in Section 6 of this Amended Agreement.

II. COMPENSATION.

A. EMPLOYEE'S annual salary shall be Two Hundred Sixty-Seven Thousand Five Hundred Seventy-Three Dollars and Seventy-Six Cents (\$267,573.76).

B. EMPLOYEE shall be a salaried employee and exempt from the Fair Labor Standards Act (FLSA).

C. The BOARD may, from time to time, at its sole discretion, grant merit increases to EMPLOYEE.

III. BENEFITS.

A. EMPLOYEE shall be entitled to the benefits listed in Exhibit A.

IV. PERFORMANCE EVALUATION.

A. BOARD agrees to meet with EMPLOYEE annually to evaluate EMPLOYEE'S performance. Said review and evaluation shall be in accordance with specific criteria developed jointly by BOARD and EMPLOYEE. Said criteria may be added to or deleted from as the BOARD may from time to time determine, in consultation with EMPLOYEE. The BOARD shall provide EMPLOYEE with a written or oral summary of the evaluation and provide an adequate opportunity for EMPLOYEE to discuss his evaluation with the BOARD in closed session.

B. Annually, the BOARD and EMPLOYEE shall define goals and performance objectives as they determine necessary for the proper operation of RethinkWaste and in the attainment of the BOARD'S policy objectives. The BOARD and EMPLOYEE shall establish a relative priority among those various goals and objectives, or if not done in consultation with the BOARD, EMPLOYEE shall establish same and submit it to the BOARD and said goals and objectives will be reduced to writing. The goals and objectives shall generally be attainable within the time limitations as specified and the annual operating and capital budgets and appropriations provided.

C. The BOARD and EMPLOYEE are committed to a continuing productive working relationship. Therefore, BOARD or EMPLOYEE may periodically request review sessions to address issues affecting said working relationship in addition to the annual evaluation process.

V. SUSPENSION ABUSE OF OFFICE.

A. The provisions of California Government Code Sections 53243, 53243.1, 53243.2, and 53243.3 are incorporated by this reference.

VI. TERMINATION OF EMPLOYMENT/SEVERANCE.

A. This Amended Agreement may be terminated in the following manner:

1. Resignation - EMPLOYEE may voluntarily resign by delivering a letter of resignation to the BOARD not less than sixty (60) days prior to the effective date of resignation. Upon the effective date of such voluntary resignation, RethinkWaste shall pay EMPLOYEE all monthly compensation and benefits accrued and owing to EMPLOYEE at that time. During the sixty (60) day notice period, EMPLOYEE may accept other employment, provided that the start date of that other employment does not commence before the effective date of resignation.

2. Termination of Employment Without Cause - EMPLOYEE acknowledges that he is an at-will employee who serves at the pleasure of the BOARD. As such, his employment may be terminated by the BOARD at any time without cause.

3. Termination For Cause - In the event EMPLOYEE is terminated by BOARD for cause, no severance or termination pay shall be awarded to EMPLOYEE. In this Amended Agreement "for cause" means:

- a) Dishonesty, willful misconduct or gross neglect by EMPLOYEE in the performance of his obligations under this Amended Agreement;
- b) Theft, embezzlement or other similar misappropriation of funds or property of RethinkWaste by EMPLOYEE;
- c) Intentional damage to any property of RethinkWaste that results in a significant liability to RethinkWaste;
- d) The failure of EMPLOYEE to follow the reasonable and lawful instructions of the BOARD and/or policies of RethinkWaste with respect to EMPLOYEE'S duties hereunder;

- e) Conviction of a felony;
- f) Loss of mental capacity for a period of six consecutive months;
- g) Habitual intoxication on duty, whether by alcohol or drugs;
- h) Inexcusable absences without leave;
- i) Willful violation of Federal/State law;
- j) Willful violation of any conflict of interest law;
- k) Performance of material outside business activity that conflicts with his duties as RethinkWaste's Executive Director.

B. Severance - If the BOARD terminates EMPLOYEE without cause under Subsection 6B, then EMPLOYEE shall, upon execution of an agreement releasing all claims which could be made against RethinkWaste, be entitled to severance pay equal to six (6) months' salary.

VII. NOTICES.

A. Notices to EMPLOYEE shall be given by deposit in the United States mail, postage prepaid, addressed as follows: Joe La Mariana, 1245 San Carlos Avenue Suite E, San Carlos, CA 94070, or such other address as EMPLOYEE may list with RethinkWaste from time to time. Alternatively, notices to EMPLOYEE required pursuant to this Amended Agreement may be personally served. Notice shall be deemed given as of the date of personal service or two days after the date of deposit of such written notice in the United States mail.

B. Notices to RethinkWaste shall be personally delivered to RethinkWaste at 1245 San Carlos Avenue, Suite E, San Carlos, CA 94070, with a copy to RethinkWaste Counsel at his/her business address.

VIII. NON-DISCLOSURE OF CONFIDENTIAL INFORMATION.

A. EMPLOYEE shall not, during the term of this Amended Agreement, or any time, thereafter, impart to anyone any confidential information which he may acquire in the performance of his duties as Executive Director, except as permitted by RethinkWaste or under compulsion of law.

IX. BINDING AGREEMENT.

A. This Amended Agreement shall be binding on the heirs, successors and assigns of the parties.

X. ENTIRE AGREEMENT.

A. This Amended Agreement contains the entire agreement between the parties. No promise, representation, warranty or covenant not included in this Amended Agreement has been or is relied upon by either party to this Agreement.

XI. MEDIATION.

A. Neither EMPLOYEE nor RethinkWaste shall be permitted to file legal action without first meeting in mediation and making a good faith attempt to reach a mediated resolution in which mediation shall be conducted within thirty (30) days of the request to initiate mediation by either party to this Amended Agreement. The parties may, with mutual consent, agree to a longer period of time for mediation. The costs of the mediator, if any, shall be paid equally by the parties. If a mediated settlement is reached neither party shall be deemed the prevailing party for purposes of the settlement and each party shall bear its own costs.

XII. AMENDMENT OF AGREEMENT.

A. This Amended Agreement may be further amended in writing by mutual agreement of the parties.

XIII. GOVERNING LAW.

A. This Amended Agreement has been executed in San Carlos, California, and shall be governed in accordance with the laws of the State of California in every respect.

XIV. NON-ASSIGNABLE.

A. This Amended Agreement shall not be assignable.

XV. SEVERABILITY.

A. Should any section, subsection, sentence, clause, phrase or word included in this Amended Agreement be found invalid by a court of competent jurisdiction, the balance of the Agreement shall remain in full force and effect.

XVI. RIGHT TO COUNSEL.

A. The parties acknowledge that they have been or have had a right to be represented by counsel of their own choice with regard to this Amended Agreement; that they have executed this Amended Agreement with the consent and upon the advice of their own counsel, if such advice has been sought; and they have fully read and fully understood and voluntarily accepted the terms of this Amended Agreement.

XVII. COUNTERPARTS.

A. This Amended Agreement may be executed in one or more counterparts, each of which shall be considered an original, and all of which taken together shall be considered one and the same instrument.

XVIII. WAIVER.

A. Waiver by either party of any term or condition of this Amended Agreement, or any breach, shall not constitute a waiver of any other term or condition or breach of the Amended Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first written above.

RethinkWaste

EMPLOYEE

Adam Rak, Chair of the Board of Directors

Joe La Mariana

Date:_____

Date:_____

EXHIBIT A

Benefits

1. ADMINISTRATIVE/FLOAT LEAVE

EMPLOYEE shall receive one hundred and twenty (120) hours of Administrative Leave per year. Unused Administrative Leave time is paid out at the end of the year or upon termination of employment with **RethinkWaste**.

2. HOLIDAYS

- | | | |
|------|-----------------------------|---|
| (1) | January 1 | New Year's Day |
| (2) | Third Monday in January | Martin Luther King, Jr. Day President's |
| (3) | Third Monday in February | Day |
| (4) | Last Monday in May | Memorial Day |
| (5) | Friday June 19 | Juneteenth |
| (6) | July 4 | Independence Day |
| (7) | First Monday in September | Labor Day Veterans |
| (8) | November 11 | Day Thanksgiving Day |
| (9) | Fourth Thursday in November | Day after Thanksgiving Christmas |
| (10) | Fourth Friday in November | Day |
| (11) | December 25 | |

If any of the listed holidays falls on a Saturday, the Friday preceding shall be celebrated as a holiday; if the holiday falls on a Sunday, the following Monday shall be celebrated as the holiday.

3. VACATION

3.1 Entitlement

EMPLOYEE shall accrue vacation at the rate of twenty-five (25) days per year.

3.2 Vacation Accrual

EMPLOYEE shall not be allowed to have an accumulation of more than two (2) years vacation accrual to his credit at any one time unless RethinkWaste **BOARD** authorizes in writing, more than two (2) years vacation accrual. Vacation accrued in

excess of the maximum allowed will be liquidated by monetary payment during the month of December.

4. SICK LEAVE

4.1 Accrual

EMPLOYEE shall accrue sick leave credit at the rate of eight (8) hours per month.

4.2 Family Sick Leave

EMPLOYEE is entitled to use sick leave for the care of the **EMPLOYEE's** ill or injured immediate family member (as defined in Bereavement Leave) for up to half of the **EMPLOYEE's** annual sick leave accrual (6 days a year). **EMPLOYEE** will be compensated for fifty percent (50%) of unused sick leave upon resignation or retirement from RethinkWaste.

4.3 Bereavement Leave

In case of death within the immediate family, **EMPLOYEE** shall be entitled to remain absent from duty with pay in order to attend the funeral or memorial service for a maximum of three (3) consecutive workdays.

If the **EMPLOYEE** must travel outside the state of California and at least four hundred (400) miles, **EMPLOYEE** shall be entitled to remain absent from duty with pay in order to attend the funeral or memorial service for a maximum of five (5) consecutive workdays.

For the purpose of this Section, immediate family is defined as husband, wife, domestic partner as defined by the State of California, father, mother, grandfather, grandmother, sister, brother, son, daughter, mother-in-law, father-in-law, stepchild, stepmother, stepfather, or such person who has served in the place of the **EMPLOYEE's** parent. Such leave shall not be charged against **EMPLOYEE** as leave without pay nor deducted from **EMPLOYEE's** annual leave.

4.4 Military Leave

Military leaves are granted in accordance with provisions of State and Federal law, including Section 395 of the Military and Veterans Code of the Uniformed Services Employment and Reemployment Rights Act, 38 U.S.C. Section 4301 et seq.

4.5 Crime Victims Leave and Leave Related to Domestic Violence Sexual Assault or Stalking. Time Off to Vote. School Activities and Volunteer Firefighter. Reserve Peace Officer and Emergency Rescue Personnel

Crime Victims Leave and Leave Related to Domestic Violence Sexual Assault or Stalking, Time Off to Vote, School Activities and Volunteer Firefighter, Reserve Peace Officer and Emergency Rescue Personnel shall also be provided as outlined in **RethinkWaste's** Employee Policies and Benefits Plan.

5. JURY DUTY

If **EMPLOYEE** is summoned to jury duty, **EMPLOYEE** may be absent from duty with full pay; provided, however, **EMPLOYEE** must remit to RethinkWaste, through the Chief Financial Officer, within fifteen (15) days after receipt, all fees received except those specifically allowed for mileage and expenses.

6. HOSPITALIZATION AND MEDICAL CARE

6.1 Health Plan

RethinkWaste shall contribute the premium cost for **EMPLOYEE** and his eligible dependents to participate in its medical plans.

6.2 Dental Plan

RethinkWaste shall contribute the premium cost for **EMPLOYEE** and his eligible dependents to participate in its dental plan.

6.3 Vision Care Plan

RethinkWaste shall contribute the premium cost for **EMPLOYEE** and his eligible dependents to participate in its vision care plan.

6.4 Long-term Disability

RethinkWaste shall provide long-term disability insurance at no cost to **EMPLOYEE**. The waiting period for long-term disability benefits is sixty (60) calendar days. The Long-Term Disability premium is taxed to allow the long-term disability payment to be issued on a tax-free basis.

6.5 Alternate Medical Benefit Program

If **EMPLOYEE** provides proof of existing medical coverage from another source, he will receive a benefit in lieu of **RethinkWaste's** contribution for health insurance in an amount set at the applicable employee single rate.

7. LIFE INSURANCE

RethinkWaste shall provide for **EMPLOYEE**, life insurance in the amount of one (1) times regular annual salary.

8. RETIREMENT

RethinkWaste has adopted a self-directed Section 401(a) of the Internal Revenue Service Code retirement plan to which **RethinkWaste** contributes an amount equal to ten (10) percent of the **EMPLOYEE's** base salary. The **EMPLOYEE** vests in the 401(a) retirement plan immediately. In addition, **RethinkWaste** will contribute to the 401(a) plan a match of the **EMPLOYEE's** contribution to a 457(b) deferred contribution plan up to an additional two (2) percent of the **EMPLOYEE's** base salary. The match will be a one-for-one match, i.e. the employer will match each dollar of the **EMPLOYEE's** contribution up to two percent.

9. CAR ALLOWANCE

EMPLOYEE shall receive a monthly car allowance of Four Hundred Dollars (\$400.00) per month to cover all costs associated with the use and maintenance of his car.

10. BONDING EXPENSE

RethinkWaste shall be responsible to pay any bonding expense of **EMPLOYEE**.

EXHIBIT B

ASSIGNED DUTIES

EMPLOYEE will act as RethinkWaste Executive Director. In that role the Executive Director will:

- Prepare for the Board's review an evaluation of the organization and develop recommendations for staffing and operations by November 1, 2016;
- Develop for the Board's review a strategy for engagement with First Tier Subcontractors;
- Plan, develop, implement, coordinate and evaluate resource conservation programs, projects and activities in RethinkWaste;
- Assure compliance with federal, state, local and other pertinent waste management and environmental mandates, laws, codes, rules, regulations and agreements;
- Serve as primary subject matter expert in assigned area, external agencies, businesses, community groups and the public;
- Supervise professional, technical, support, contract and volunteer staff;
- Assist in planning, developing and monitoring the budget;
- Attend all **RethinkWaste** meetings of the **BOARD** of Directors, **BOARD** subcommittees, and staff; and attend **RethinkWaste** member meetings as necessary;
- Assist the **BOARD** of Directors in the discharge of its duties;
- Prepare and submit a proposed budget to the **BOARD**;
- Within authority given by the **BOARD**, execute contracts and expend funds for supplies, equipment and services;
- Manage contracts entered into by RethinkWaste; and
- Perform such other duties consistent with the position of **RethinkWaste** Executive Director as required by the **BOARD** of Directors.

STAFF REPORT

To: RethinkWaste Board Members
From: Joe La Mariana, Executive Director
Cyndi Urman, Clerk of the Board
Date: November 20, 2025 Board of Directors Meeting
Subject: Public Hearing Pursuant to Government Code: 3502.3 To Receive a Report on RethinkWaste's Vacancies, Recruitment and Retention Efforts

Recommendation

Staff recommends the Board of Directors conduct a Public Hearing and accept RethinkWaste's report on workforce vacancies, recruitment, and retention efforts.

Background

Effective January 1, 2025, California Government Code Section 3502.3 mandates that public agencies present the status of vacancies and their recruitment and retention efforts during a public hearing before the governing body at least once per fiscal year. This legislation aims to address widespread staffing challenges in local governments, which can adversely affect public service delivery and employee workload.

In compliance with Government Code Section 3502.3, this report provides an overview of current staffing vacancies, recruitment initiatives, and retention strategies by RethinkWaste.

Discussion

Current Vacancies:

- **Total Number of Vacancies:** 1
- **Departments Affected:** Education and Outreach
- **Positions Most Impacted:** Sr. Outreach, Education and Compliance Manager

Recruitment Efforts:

- **Job Postings:** Three (3)
 - 1) **Environmental Education Fellow** (*Full Time/Limited Term*)
 - **Job recruitment** from July 17, 2025 to August 14, 2025
 - **Applicant Response:** 13 applicants
 - **Time-to-Hire:** approximately three (3) months or 90 days
 - **Outreach Strategies:** RethinkWaste website, social media, Northern California Recycling Association job board, California Resource Recycling Association job board; Zero Waste Youth, San

Mateo County Office of Education network, word of mouth amongst staff professional contacts and those of Member Agency Staff.

2) **Public Outreach Fellow(Full Time/Limited Term)**

- **Job recruitment** from August 20, 2025 to September 10, 2025
- **Applicant Response:** 12 applicants
- **Time-to-Hire:** approximately 2.5 months or 75 days
- **Outreach Strategies:**
- RethinkWaste website, social media, Northern California Recycling Association job board, California Resource Recycling Association job board; Zero Waste Youth, San Mateo County Office of Education network, word or mouth amongst staff's professional contacts and those of Member Agency Staff.
-

3) **Outreach and Communications Manager (Full Time)**

- **Job recruitment** from November 5, 2025 to December 3, 2025
- **Applicant Response:** TBD
- **Time-to-Hire:** expected to be approximately three (3) months
- **Outreach Strategies:** RethinkWaste website, social media, Northern California Recycling Association job board, California Resource Recycling Association job board; LinkedIn, word or mouth amongst staff's professional contacts and those of Member Agency Staff.

Retention Strategies:

- **Turnover Rate:**
 - Full time staff 9%
 - Limited term staff: 40%
- **Employee Feedback:** Exit interviews are conducted and feedback provided to Department Heads, if applicable.
- **Benefit Package:** RethinkWaste offers a RethinkWaste offers a generous, competitive, and comprehensive benefits package that includes:
 - Medical, Dental, and Vision insurance
 - Employer and Employee Funded Retirement plans
 - Insurance plan options for Life, AD&D, and Long-Term Disability
 - Vacation, Sick, and Holiday time
 - Car allowance and cell phone reimbursement for management level positions
- **Work Environment Initiatives:** RethinkWaste holds employee engagement activities such as birthday celebrations, annual retreat, and an annual staff dinner, and holiday gatherings

Background

RethinkWaste has a small staff and limited turnover. With the exception of the five limited-term positions that are expected to turnover more frequently.

This report serves as a foundation for ongoing discussions aimed at improving RethinkWaste's staffing levels and ensuring the effective delivery of the Agency's services.

Recruitment and retention efforts carry associated costs that are necessary investments to address staffing shortages, reduce turnover, and maintain continuity of RethinkWaste services.

Fiscal Impact

The projected fiscal impacts for the current fiscal year include the following:

- Job advertising & marketing, costs for posting positions with professional associations
 - Estimated Cost: Only no additional cost outreach for open positions was used.+
- Onboarding & training, staff time, materials, training sessions for new hires
 - Estimated Cost: \$7,000

Total Estimated Fiscal Impact: \$7,000

Conclusion

This public hearing is held for information purposes. Any proposed changes have been included in the FY 2026 Recommended Budget (Agenda item 5C)

Attachments:

None

STAFF REPORT

To: RethinkWaste Board Members
From: Joe La Mariana, Executive Director
John Mangini, Senior Finance Manager
Date: November 20, 2025 RethinkWaste Study Session
Subject: Resolution Approving the FY2026 Operating Budget and Capital Improvement Plan

Recommendation

It is recommended that the RethinkWaste Board of Directors approve Resolution **No. 2025-xx** attached hereto authorizing the following action: Approve the FY 2025 RethinkWaste Operating Budget and Capital Improvement Plan Budget with a positive net revenue and expense of \$2,568,538 and a projected reduction in the enterprise fund of \$958,962.

Summary

The FY2026 RethinkWaste Budget reflects Staff recommendations to manage revenues and expenses to meet these three goals during the period January 1, 2026 through December 31, 2026:

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.

A Board Study Session was held on October 23rd 2025 specifically to review the 2026 Budget and Capital Improvement Plan. The Board had an extended discussion on the budget during that meeting, including a discussion on commodity revenue and the recent drop in market pricing for PET plastics. As a result of the drop in PET plastic pricing, Staff has reduced the budgeted revenue for PET commodity by \$200K vs. the Draft Budget. An additional change was made from the Draft Budget, adding \$300K to the Capital Expenditure Budget for MRF Parts Storage Project. No other changes were made from the Draft Budget reviewed by the Board at the October Study Session.

Background

In November 2024, the RethinkWaste Board approved a FY2025 Budget for the period of January 1, 2025 to December 31, 2025. The RethinkWaste Board approved a Mid-Year Budget update for FY 2025 and a FY 2026 Budget Projection at its June Board Meeting. The FY 2026 Budget Projections are necessary to estimate tipping fees on January 1, 2026 and estimate Member Agencies 2026 Total Revenue Requirement.

Proposed 2026 Tip Fees

Based on Staff's analysis of the projected FY2026 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 FY2026 is recommended to be increased 5% per ton over 2025 (**see Table 1 below**).

Table 1

FY 2026 - Proposed Tip Fee Adjustments							
	Actual	Actual	Actual	Proposed			
	1/1/2023	1/1/2024	1/1/2025	1/1/2026	26 vs 25 \$	26 vs 25 %	
Franchise Tip Fees / Ton					incr.	%	
Solid Waste	\$ 139.00	\$ 165.00	\$ 176.55	\$ 185.38	\$ 8.83	5.0%	
Green Waste	\$ 150.00	\$ 178.00	\$ 190.46	\$ 199.98	\$ 9.52	5.0%	
Food	\$ 150.00	\$ 178.00	\$ 190.46	\$ 199.98	\$ 9.52	5.0%	
3rd Party / Ton							
Solid Waste	\$ 150.00	\$ 179.00	\$ 187.50	\$ 194.25	\$ 6.75	3.6%	
Green Waste	\$ 150.00	\$ 187.00	\$ 196.50	\$ 203.57	\$ 7.07	3.6%	
Food	\$ 152.00	\$ 187.00	\$ 196.50	\$ 203.57	\$ 7.07	3.6%	
C&D	\$ 142.00	\$ 177.00	\$ 186.00	\$ 192.70	\$ 6.70	3.6%	
Asphalt Roofing	\$ 136.00	\$ 170.00	\$ 178.50	\$ 184.93	\$ 6.43	3.6%	
Public Dirt /Ton	\$ 123.00	\$ 153.75	\$ 161.40	\$ 169.51	\$ 8.11	5.0%	
Public Tip Fees / Yd	1/1/2023	1/1/2024			26 vs 25 \$	26 vs 25 %	
Solid Waste	\$ 54.00	\$ 67.50	\$ 68.00	\$ 72.00	\$ 4.00	5.9%	
Green Waste	\$ 50.00	\$ 62.50	\$ 62.50	\$ 64.00	\$ 1.50	2.4%	
C&D	\$ 52.00	\$ 65.00	\$ 65.00	\$ 67.00	\$ 2.00	3.1%	

Fiscal Impact

This FY2026 Budget forecasts a positive net revenue and expense of \$2,568,538. Notable variances to the approved MY2026 Budget are outlined below:

Revenue:

- **Franchise Revenue** – Slight increase in projecting volumes over the adopted Mid-Year 2026 Budget and increased tip fees.
- **Non-Franchise Revenue** projecting a slight % increase in volume (combined tons and yards) over the MY2025 Budget. The remaining increase is due to the increased tip fees.
- **Commodity Revenue** is projected to be comparable to the MY2025 Budget. The proposed 2026 commodity revenue consists of \$7.2M in California CRV, which is consistent and reliable based on recent history. Scrap value makes up the remaining \$2.3M budgeted 2026 commodity revenue. Staff is conservatively projecting \$2.3M in 2026 scrap revenue compared to the 2025 trend of \$3.5M. (The 2025 trend of \$3.5M of scrap revenue consists of \$2.0M from fiber sales and \$1.5M in container sales. Container scrap revenue is usually the more consistent and reliable revenue source, while fiber sold to foreign markets can be volatile. Staff is conservatively leaving room in the 2026 budget for a slide in fiber and container revenue of \$1.2M from the current trend)

Expense:

Total RethinkWaste Program Expense is projected to be slightly higher than the MY2025 Budget.

- **Staffing Expense** overall is projected to increase **3%** from the MY2025 Budget. The proposed FY2026 contains a 3% increase for most employees.
- **Support and Contract Compliance Expense** is projected to increase slightly from the MY2025 Budget.
- **State Mandated Public Education and Outreach Expense** is projected to be 4.5% higher than the MY2025 Budget.
- **SB1383 Compliance Expense** is projected to be consistent with the MY2025 Budget.

Shoreway Operations Expense:

- **Shoreway Operations Expense** is projected to be \$2.2M higher (5%) than MY2025 Budget mainly due to the Shoreway Operations contractual cost basis increasing by 4.8%. The Shoreway Operations Contract is 52% of the total expense category.
- **Disposal and Processing Expense** is projected to be \$1.0M (3.5%) higher. The disposal hazardous waste is projected to decrease after recent price negotiations with current vendor.

Table 2

FY2026 NET REVENUE & EXPENSE				
Categories	FY2025 Mid-Year Proposed	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
Total Revenue	\$ 72,487,452	\$ 76,770,108	\$ 4,282,656	5.9%
Total Expenditures	\$ 70,753,335	\$ 74,201,570	\$ 3,448,235	4.9%
Net Revenue and Expense	\$ 1,734,117	\$ 2,568,538	\$ 834,421	48.1%

Overview of the FY2026 Budget Review Process:

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

- October 14: Finance Committee review (lack of a quorum)
- October 23: Board review and feedback of preliminary DRAFT FY2026 Budget
- October 23: Board discussion of the DRAFT planned FY2026 Capital Improvement Budget
- November 20: Final Board consideration of final FY2026 Budget

Organization of the FY2026 Budget Report:

Attachment A: You will find the preliminary FY2026 detailed operating budget (including cash revenues, and expense and capital budget). The expense detail in **Attachment A** has three main parts: the RethinkWaste 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.

Attachment F: 10 Year Financial Projection. The Board requested a projection at the October 23rd Study Session. Staff produced the projection with assumptions listed in the attachment. Staff welcomes feedback from the Board

and stakeholders on the document. The projection includes three scenarios; 1) baseline projection with no major capital financing, 2) Projection with \$40M bond issuance in 2029, 3) Projection with \$75M bond issuance in 2029.

Financial Summary:

Overall, the Draft FY2026 Budget reflects an increase in net revenue and expense over the MY2025 Budget.

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

Table 3

FY2026 FINANCIAL SUMMARY				
Categories	FY2025 Mid-Year Proposed	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
Total Revenue	\$ 72,487,452	\$ 76,770,108	\$ 4,282,656	6%
RethinkWaste Program	4,293,357	4,542,448	249,091	6%
SB 1383 Compliance	572,086	583,148	11,063	2%
Shoreway Operations	60,893,160	63,956,847	3,063,687	5%
Total Operating Expense	\$ 65,758,603	\$ 69,082,444	\$ 3,323,840	5%
Non-Operating Expense	4,994,732	5,119,126	124,395	2%
Total Expense	\$ 70,753,335	\$ 74,201,570	\$ 3,448,235	5%
Net Revenue and Expense	\$ 1,734,117	\$ 2,568,538	\$ 834,421	48%

Note: Net Revenue & Expense excludes capital purchases and debt principal. See Reserve Cash Flow table.

Revenue:

Table 4 below provides a summary of revenue by source with total revenues for FY2026 increasing by \$4,282,656 (6%) from the MY2025 Budget.

Table 4

FY2026 REVENUE				
Revenue	FY2025 Mid-Year Proposed	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
Tip Fee Revenue	\$ 62,161,523	\$ 66,338,577	\$ 4,177,054	7%
<i>Non Franchised</i>	12,812,445	13,743,373	930,927	7%
<i>Franchised</i>	49,349,077	52,595,204	3,246,126	7%
Net Commodity Sales Revenue	9,309,129	9,565,032	255,903	3%
Interest Income	1,000,000	850,000	(150,000)	-15%
Other Revenue	16,800	16,500	(300)	-2%
Total Revenue:	\$ 72,487,452	\$ 76,770,108	\$ 4,282,656	6%

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 6.6% higher revenue. Combined with tip fee increases, public customer yardage volume is projected to increase slightly over MY2025 providing a 8.5% increase in public yardage revenue. Weighted 3rd party customer revenue is expected to remain steady in 2026. Weighted 3rd party volume is mostly from Recology San Bruno and other jurisdictions. Public Dirt Tons is expected to increase 7.7% on volume and price increase.

Table 5

TIP FEE REVENUE				
	FY2025 Mid-Year Budget	FY2026 Proposed Budget	FY2026 vs. MY2025	Variance %
Franchise Revenue				
Tons	271,785	275,718	3,933	1.4%
Wtd Avg. Tip Fee	\$ 181.57	\$ 190.76	9.18	5.1%
Franchise Revenue	\$ 49,349,077	\$ 52,595,204	\$ 3,246,126	6.6%
Public Revenue				
Cu/Yards	140,224	146,574	6,350	4.5%
Wtd Avg. Tip Fee	\$ 67.16	\$ 69.69	2.52	3.8%
Public Revenue Cu/YDS	\$ 9,417,752	\$ 10,214,087	\$ 796,335	8.5%
Tons (3rd party)	8,798	8,527	(271)	-3.1%
Wtd Avg. Tip Fee	\$ 188.21	\$ 194.31	6.10	3.2%
Public Revenue on Tons	\$ 1,655,782	\$ 1,656,835	\$ 1,053	0.1%
Public Dirt Tons	10,825	11,046	221	2.0%
Wtd Avg. Tip Fee	\$ 160.63	\$ 169.51	8.87	5.5%
Sub Total	\$ 1,738,912	\$ 1,872,451	\$ 133,539	7.7%
Public Revenue Total	\$ 12,812,445	\$ 13,743,373	\$ 930,927	7.3%
Total Tip Fee Revenue	\$ 62,161,523	\$ 66,338,577	\$ 4,177,054	6.7%

Table 6 below summarizes commodity revenue. Volume is consistent with the MY2025 Budget based on the recent average tons. Weighted average commodity prices are expected to increase slightly.

Table 6

COMMODITY REVENUE				
	FY2025 Mid-Year Approved	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
COMMODITY REVENUE				
Tons Sold	45,608	45,517	(90)	-0.2%
Wtd Avg. Price	\$ 204.11	\$ 210.14	\$ 6.03	3.0%
Net Commodity Revenue	\$ 9,309,129	\$ 9,565,032	\$ 255,903	2.7%

RethinkWaste Total Expense

Table 7 below and **Chart 1** summarizes the total expenses for the FY2026 Budget by major category. The Total Expense is projected to be \$74.2M. 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.

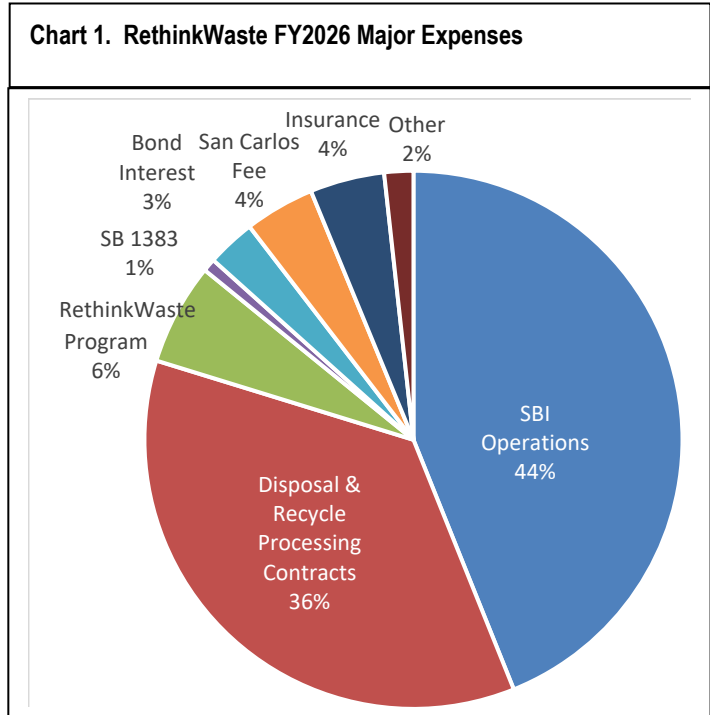


Table 7

FY2026 TOTAL EXPENSE SUMMARY		
EXPENSE CATEGORIES	FY2026 Proposed Budget	FY2026 Budget % of Total
Shoreway Operations	\$63,956,847	86.0%
RethinkWaste Program	4,542,448	6.1%
SB 1383 Compliance	583,148	0.8%
Bond Interest Expense	1,960,083	2.9%
Franchise Fees to San Carlos	3,159,043	4.2%
Total Expense	\$74,201,570	100.0%

Shoreway Operations Expense:

As shown in **Table 7** above, the Shoreway Operations expenses represent 86.0% of the FY 2026 RethinkWaste Total Expense Budget. Shoreway Operations includes all South Bayside Industries (SBI) compensation, disposal and processing expenses and all other direct expenses related to RethinkWaste’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 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 FY2026. The total expense for the Shoreway operations is projected to be \$69,075,973 which is 5% more than the MY2025 Budget. Variances for each expense line are discussed below:

Table 8

FY2026 SHOREWAY OPERATIONS EXPENSE DETAIL				
Expenditures	FY2025 Mid-Year Proposed	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
Shoreway Operations Compensation	\$ 31,078,230	\$ 33,286,385	\$ 2,208,155	7%
Disposal and Processing	26,309,080	27,233,782	924,702	4%
Property Insurance	2,524,850	2,195,680	(329,170)	-13%
Education Center	85,000	60,000	(25,000)	-29%
Credit Cards Charge	121,000	121,000	-	0%
Other Operating Expense	515,000	475,000	(40,000)	-8%
Sewer Charge	75,000	85,000	10,000	13%
Shoreway Projects	185,000	500,000	315,000	170%
Shoreway Operations:	\$ 60,893,160	\$ 63,956,847	\$ 3,063,687	5%
Bond Interest Expense	2,034,600	1,960,083	(74,517)	-4%
Franchise Fee (San Carlos)	2,960,132	3,159,043	198,911	7%
Total Shoreway Operations	\$ 65,887,892	\$ 69,075,973	\$ 3,188,082	5%

Shoreway Operator Compensation Expense: 7% 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 SBI Operating Expense.

Disposal and Processing Expense: As shown in **Table 9** below, there is a projected \$0.9M increase in disposal and processing expense. There is an expected increase in disposal volume combined with CPI increase. See **Attachment E, Table E.4** for further details on disposal and processing expenses.

Table 9

FY2026 SHOREWAY DISPOSAL EXPENSE DETAIL				
Disposal Expense by Material Type	FY2025 Mid-Year Proposed	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
Solid Waste	\$ 12,196,444	\$ 12,635,516	\$ 439,071	4%
Organics	10,069,662	10,422,744	353,082	4%
C&D, dirt	3,366,791	3,603,608	236,817	7%
Other	898,197	770,763	(127,434)	-14%
Subtotal	\$ 26,531,095	\$ 27,432,630	\$ 901,535	3%
Paid by SBI (MRF residue)	(222,014)	(198,848)	23,166	-10%
TOTAL DISPOSAL EXPENSE	\$ 26,309,080	\$ 27,233,782	\$ 924,702	4%

Other Operating Expense (see Table 8):

- Property insurance premiums are projected to decrease 13% over the MY2025 Budget.
- Education Center expense is to provide bus service for school children tours.
- Credit card transaction fees paid by SBI 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.
- Sewer usage fees are based on the potable water usage (water meter) at the site.
- Shoreway Projects includes \$375K for Site Master Planning

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 RethinkWaste pays the City 5% of the total tip fee revenue.

RethinkWaste Program & Administrative Expense:

The RethinkWaste Program & Administrative summary expense is shown in **Table 10** below and totals \$5,125,597, a 5% increase over the MY2025 Budget, which was 2% lower than the 2025 Adopted Budget. The FY 2026 RethinkWaste 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

FY2026 RETHINKWASTE PROGRAM EXPENDITURES				
Expenditures	FY2025 Mid-Year Proposed	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
Administrative Expense	\$ 3,253,057	\$ 3,411,948	\$ 158,891	5%
Member Agency Support & Contract Compliance	367,500	427,500	60,000	16%
State Manadated Public Education & Outreach	672,800	703,000	30,200	4%
SB1383 Expenses	572,086	583,148	11,063	2%
Total RethinkWaste Program Expense:	\$ 4,865,443	\$ 5,125,597	\$ 260,153	5%

The RethinkWaste 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 RethinkWaste 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. RethinkWaste staff will be working to complete critical projects during the FY 2025 that are detailed in **Attachment B** – RethinkWaste Programmatic Detail.

Capital Expenditures:

The proposed FY 2026 Capital Expenditures budget is \$8.2M, of which, \$6.2M is anticipated to be paid from the Bond Project Fund. 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. See the project Reserve Balances in **Table 11**.

The Finance Committee has provided feedback at it's June meeting for Staff to outline a path to building an equipment replacement reserve that is contributed to annually. As a first step to that goal, Staff is recommending a 5% Franchise tip fee increase for 2026 to bridge the gap in net Enterprise Fund Balance for the 2026 fiscal year. In recent years the Agency budgeted to draw on the total enterprise fund reserve, due to increasing contractual costs and sensitivity to ratepayer increases. Staff's assumption is that the Board would be comfortable approving a 5% increase for 2026 which is being recommended by Staff. Staff's recommendation is to continue to increase Franchise Tip Fees by 5% in the next few years in order to achieve reserve and fund balances that will fund the costs of equipment replacement. A slow and steady approach is Staff's goal and recommendation. Additionally, Staff intends to produce a simplified multi-year financial projection to help understand our financial position in future years.

Table 11

FY2026 BUDGET: RESERVE BALANCES

	MY2025 Adopted Budget	FY2026 Proposed Budget	Variance to MY2025 Budget
UNCOMMITTED RESERVE:			
RATE STABILIZATON	\$ 2,837,034	\$ 2,837,034	\$ -
EMERGENCY RESERVE	5,237,034	5,237,034	\$ -
SELF INSURANCE FUNDING ACCOUNT	694,875	694,875	\$ -
CAPITAL RESERVE	1,361,295	402,333	\$ (958,962)
UNDESIGNATED RESERVE			
TOTAL UNCOMMITTED RESERVES	\$ 10,130,237	\$ 9,171,275	\$ (958,962)
COMMITTED RESERVE			
EQUIPMENT REPLACEMENT	\$ 776,789	\$ 776,789	\$ -
TOTAL RESERVES	\$ 10,907,026	\$ 9,948,064	\$ (958,962)

CASH FLOW TO/FROM TOTAL RESERVE BALANCE

Enterprise Fund Beginning Balance	\$ 12,557,909	\$ 10,907,026	
Operating Income	1,734,117	2,568,538	
Capital Expense (from reserves)	(1,920,000)	(1,987,500)	
Debt Principal Pmt Current	(1,465,000)	(1,540,000)	
Enterprise Fund Ending Balance	\$ 10,907,026	\$ 9,948,064	

Attachments:

Resolution 2025-32 or 2025-37

- A. RethinkWaste FY2026 Operating and Capital Budget Detail
- B. RethinkWaste Programmatic Detail
- C. Organization Chart & Personnel Summary
- D. Commodity Revenue
- E. Supporting Financial and Operational Data (Tonnage, Fees & Rates, Other)



RESOLUTION NO. 2025-32

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY (RETHINKWASTE) BOARD OF DIRECTORS ADOPTING THE FINAL FY 2026 RETHINKWASTE OPERATING BUDGET AND CAPITAL IMPROVEMENT PLAN BUDGET

WHEREAS, RethinkWaste (South Bayside Waste Management Authority) proposed FINAL FY 2026 Operating Budget and Capital Improvement Plan (CIP) Budget; as presented; and

NOW, THEREFORE BE IT RESOLVED that RethinkWaste hereby approves the FY 2026 Budget with budgeted revenue of \$76,770,108 budgeted expenses of \$74,201,570 generating a budgeted net operating result of positive \$2,568,583 and a projected reserve balance of \$9,948,064

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 20th day of November 2025, 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. 2025-32 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 20, 2025.

ATTEST:

Adam Rak, Chairperson of RethinkWaste
South Bayside Waste Management Authority

Cyndi Urman, Clerk of the Board



RESOLUTION NO. 2025-37
**RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT
 AUTHORITY (RETHINKWASTE) BOARD OF DIRECTORS
 GRANTING AUTHORITY FOR CONTINUED APPROPRIATIONS AND
 EXPENDITURES FOR NINETY (90) DAYS**

WHEREAS, South Bayside Waste Management Authority (RethinkWaste) operates on a calendar year January 1 - December 31th; and

WHEREAS, a budget for FY 2026 will not be ready for review and approval by the Board of Directors until after December 31, 2025; and

WHEREAS, there is a continued need to conduct business by RethinkWaste after December 31, 2025

THEREFORE, BE IT RESOLVED that the RethinkWaste Board of Directors grants the Executive Director continued authority for appropriations and expenditures at the current level for the first ninety (90) days after December 31, 2025 for RethinkWaste.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 20th day of **November 2025**, 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. 2024-37 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 20, 2025.

ATTEST:

 Adam Rak, Chairperson of RethinkWaste
 South Bayside Waste Management Authority

 Cyndi Urman, Board Secretary

REVENUE SUMMARY	ADOPTED BUDGET FY2025	MID-YEAR BUDGET FY2025	PROPOSED BUDGET FY2026	Variance to Adopted Budget	Variance % to Mid-Year Budget	Notes
ADMINISTRATIVE REVENUE:						
INVESTMENT INCOME	\$ 800,000	\$ 1,000,000	\$ 850,000	\$ (150,000)	-15.0%	
TOTAL ADMINISTRATIVE	\$ 800,000	\$ 1,000,000	\$ 850,000	\$ (150,000)	-15.0%	
OPERATIONS REVENUE:						
SHOREWAY TIP FEES - Non Franchised	\$ 15,119,843	\$ 12,812,445	\$ 13,743,373	\$ 930,927	7.3%	Tip fee and projected volume increases
SHOREWAY TIP FEES - Franchised	\$ 50,740,385	\$ 49,349,077	\$ 52,595,204	\$ 3,246,126	6.6%	Tip fee and projected volume increases
COMMODITY SALES REVENUE	8,258,299	9,309,129	9,565,032	255,903	2.7%	Comprised of \$7.2M in CRV and \$2.5M scrap value.
MISCELLANEOUS REVENUE	17,900	16,800	16,500	(300)	-1.8%	Mattress rebate revenue
SUBTOTAL OPERATIONS REVENUE	\$ 74,136,428	\$ 71,487,452	\$ 75,920,108	\$ 4,432,656	6.2%	
TOTAL REVENUE	\$ 74,936,428	\$ 72,487,452	\$ 76,770,108	\$ 4,282,656	5.9%	
TOTAL OPERATING EXPENSES	\$ 73,625,186	\$ 70,753,335	\$ 74,201,570	\$ 3,448,235	4.9%	
NET OPERATING	\$ 1,311,241	\$ 1,734,117	\$ 2,568,538	\$ 834,421	48.1%	

line	EXPENDITURE SUMMARY	Actual FY2024	Mid Year Budget FY2025	Proposed Budget FY2026	Variance to Mid-Year Budget	Variance % to Mid-Year Budget	Staff	2025 Notes
1	ADMINISTRATIVE EXPENSES							
2	ADMINISTRATIVE STAFF	\$ 952,623	\$ 964,826	\$ 993,770	\$ 28,945	3.0%	Jm	Adding 3% for salary increases
3	MANDATED RECYCLING STAFF	1,437,137	1,459,969	1,503,768	43,799	3.0%	Jm	Adding 3% for salary increases
4	BOARD COUNSEL	92,091	120,000	180,000	60,000	50.0%	JLM	Support for Executive Director/Agency. Continued complex contracting & regulation support. Anticipated significant use of services, including Facility Master Planning, MRF equipment RFP & related contract, Admin Policy, etc. (SB 1383 legal expenses reflected on line 60).
5	BOARD MEETINGS	14,909	29,000	29,000	-	0.0%	DMB	Monthly recording services, TAC Board meeting snacks, retreat facilitator location and food, and Holiday Lunch
6	ACCOUNTING SERVICES	136,634	149,103	160,000	10,897	7.3%	Jm	City of Redwood City Accounting Svcs Agreement
7	INFORMATION SYSTEMS	76,124	45,000	45,000	-	0.0%	DMB	
8	WEBSITE	12,807	17,000	18,500	1,500	8.8%	JA	Website hosting, maintenance, and updates/upgrades as needed. Planned reorg project of website in 2026
9	ANNUAL AUDIT	8,500	10,000	15,000	5,000	50.0%	Jm	Fees paid to auditors to prepare FY & CY financial statements. Full CY and FY audits in the period.
10	D&O INSURANCE	35,175	72,000	74,000	2,000	2.8%	Jm	Annual insurance premium for director's and officer's insurance. Added cyber insurance to this line
11	BANK FEES	21,883	7,500	20,000	12,500	166.7%	Jm	Bank fees on checking account and fees paid to BNY as the Bond Trustee
12	RENT / PROPERTY LOAN INTEREST	48,885	85,000	85,000	-	0.0%	DMB	\$79K in mortgatg interest. HOA dues.
13	UTILITIES	37,722	51,000	51,000	-	0.0%	DMB	PG&E, Janitorial, Univoip, Comcast, HVAC maintenance
14	OFFICE/TENANT IMPROVEMENTS	79,461	2,500		(2,500)	-100.0%	JLM	Misc expenses
15	OFFICE SUPPLIES	23,103	21,160	21,160	-	0.0%	DMB	Add to funds to pay for card reader access keys and system
16	OFFICE EQUIPMENT COSTS	16,445	10,000	12,000	2,000	20.0%	DMB	Base copier lease is \$600/month plus cost per copy
17	PUBLICATIONS & PUBLIC NOTICES	420	3,000	3,000	-	0.0%	CU	Anticipated public procurement notices
18	PROFESSIONAL DUES & MEMBERSHIPS	3,930	5,000	10,250	5,250	105.0%	DMB	Memberships to trade and community organizations (CRRA, SWMA, NCRA, CCAC)
19	VEHICLE MILEAGE & TOLLS	921	4,500	5,000	500	11.1%	DMB	Expect to return to normal with fellows returning to in-person schools/tours/audits
20	CELL PHONES	1,373	2,500	2,500	-	0.0%	DMB	Cell phone business expense.
21	CONFERENCE & MEETINGS	20,864	26,000	26,000	-	0.0%	DMB	
22	TRAINING	2,439	9,000	12,000	3,000	33.3%	DMB	Professional development. CCAC training, etc. Retreat & additional mgmt leadership class. HR training etc.
23	SPONSORSHIPS & DONATIONS	38,095	55,000	55,000	-	0.0%	DMB	Industry Sponsorships: CAW, CRRA, SWANA, Acterra, Sustainable San Mateo, CPSC, NCRA
24	LEGISLATIVE & REGULATORY ADVOCACY	72,650	78,000	78,000	-	0.0%	JA	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
25	COMPUTER PURCHASE	7,267	26,000	12,000	(14,000)	-53.8%	CU	New computers in 2025 is 7 - All Fellows Cyndi and Hilary
26	TOTAL ADMINISTRATIVE	\$ 3,141,458	\$ 3,253,057	\$ 3,411,948	\$ 158,891	4.9%		
27	MEMBER AGENCY SUPPORT & CONTRACT COMPLIANCE							
28	RATE REVIEW	\$ 6,783	\$ 27,000	\$ 27,000	\$ -	0.0%	Jm	Consultant Rate Application Support.
29	FACILITY IMPROVEMENT OVERSIGHT	23,546	150,000	100,000	(50,000)	-33.3%	HG	Engineering and construction management support.
30	CONTRACT ANNUAL AUDITING	26,550	52,000	52,000	-	0.0%	Jm	Annual Financial & Systems Audit of RSMC and SBI.
31	COLLECTION SERVICES FRANCHISE ADMIN.	-	25,000	25,000	-	0.0%	JLM	Franchise Administration compliance consulting.
32	FINANCE ANALYSIS SUPPORT	-	18,500	18,500	-	0.0%	Jm	On-Call consultant support as needed.
33	RECYCLING TECHNICAL ASSISTANCE	-	35,000	35,000	-	0.0%	JLM	Diversion consultant support.
34	WASTE CHARACTERIZATION SUPPORT	-	50,000	50,000	-	0.0%	RC	Waste composition testing (Recology Contract Compliance).
35	RFP CONSULTING SUPPORT	-	10,000	120,000	110,000	1100.0%	JLM	SBI cost based adjustment consulting for 2027 compensation. Ongoing technical support for RFP and bid projects
36								
37	TOTAL MA SUPPORT & CONTRACT COMPLIANCE	\$ 56,879	\$ 367,500	\$ 427,500	\$ 60,000	16.3%		
38	STATE MANDATED PUBLIC EDUCATION & OUTREACH							
40	RETHINKWASTE ANNUAL REPORT	2,619	3,300	3,500	200	6.1%	JRJ	Creation of RethinkWaste annual report
41	DIVERSION PROGRAM SUPPORT	3,086	30,000	30,000	-	0.0%	JRJ	Public spaces recycling assistance; Diversion program support.
42	EVENT GIVEAWAYS	6,705	7,500	7,500	-	0.0%	JRJ	

line	EXPENDITURE SUMMARY	Actual FY2024	Mid Year Budget FY2025	Proposed Budget FY2026	Variance to Mid-Year Budget	Variance % to Mid-Year Budget	Staff	2025 Notes
43	DIVERSION/COMPLIANCE; ZERO WASTE PROGRAMS	-	30,000	30,000	-	0.0%	JLM	Zero Waste Committee initiatives - tech and consulting support. Alternative fuel site infrastructure consulting.
44	IN-SCHOOL ENVIRONMENTAL EDUCATION	12,036	32,000	77,000	45,000	140.6%	EH	Materials (\$20K), school recognitions for green teams and custodians (\$7K), consulting for school reusables pilot (\$50K)
45	CLIMATE ACTION PLANNING	-	10,000	10,000	-	0.0%	JN	Member Agency support.
46	RECYCLING TECHNICAL ASSISTANCE	-	25,000	50,000	25,000	100.0%	JA	Promote reusables for businesses and County Foodware Ordinance; Recycling Technical Assistance for general waste diversion/waste reduction projects, 2026 includes reusable foodware.
47	COMMERCIAL/MFD CONTAINERS	10,589	35,000	30,000	(5,000)	-14.3%	JRJ	MFD recycle bags, internal containers, MA containers per Franchise Agreements.
48	MULTI-FAMILY OUTREACH	66,247	90,000	90,000	-	0.0%	JA	Education and outreach per FA ; compliance with state laws; MFD Toolkit updates and printing, and other outreach campaigns
49	MEMBER AGENCY & RATE PAYER EDUCATION	106,477	140,000	140,000	-	0.0%	JRJ	MA education includes: Bill insert costs (printing) and direct mailings to Member Agency residents who don't bill via Recology and electronic newsletter costs
50	RESIDENTIAL OUTREACH PROGRAMS	80,362	90,000	90,000	-	0.0%	JA	Education and outreach per FA, outreach campaigns
51	COMMUNITY EVENTS	2,545	30,000	30,000	-	0.0%	JRJ/EH	Earth Day (\$10K), Rethink Recycling Day (\$9K), Fixit Clinics (\$8K), other event supplies and materials (\$3K)
52	HHW PROGRAM OUTREACH	-	20,000	20,000	-	0.0%	JA	Outreach on County HHW programs and other HHW outreach
53	BATTERY OUTREACH	30,862	90,000	90,000	-	0.0%	JA	Educate residents and businesses about risk of battery fires and proper disposal options, including MFD battery bucket Shred and e-waste events for Member Agencies. Recology will reimburse up to \$1,658 (FY2025 rate) for first event and remainder billed to MA's (costs are pass-through). Consider shred vendor RFP.
54	SHRED EVENT SERVICE	-	40,000	5,000	(35,000)	-87.5%	EH	
55	TOTAL STATE MANDATED PUBLIC EDUCATION & OUTREACH	\$ 321,530	\$ 672,800	\$ 703,000	\$ 30,200	4.5%		
56	RETHINKWASTE PROGRAM BUDGET - SUB TOTAL	\$ 3,519,867	\$ 4,293,357	\$ 4,542,448	\$ 249,091	5.8%		
57	SB 1383 ADMINISTRATIVE EXPENSES							
58	MANDATED 1383 COMPLIANCE STAFF	\$ 180,475	\$ 202,086	\$ 208,148	\$ 6,063	3.0%	Jm	SB1383 personnel expense
59	SB1383 TECHNICAL ASSISTANCE	44,230	85,000	90,000	5,000	5.9%	RC	FY 2026: SB 1383 Legal Counsel Support; \$45-50K EAR Reporting Consultant, depending on new contract; 1383 Consulting; Other waste and planning capacity characterizations
60	SB1383 OUTREACH AND EDUCATION	14,896	65,000	65,000	-	0.0%	RC	FY 2026: Total for annual SB 1383 Outreach & Education and other campaigning related outreach
61	SB1383 PROGRAMS	95,680	200,000	200,000	-	0.0%	RC	FY 2026: \$110k Compliance Tracking software, \$40k Procurement Support; \$50k Organics Participation Analysis and or other SB 1383 programming such as Edible Food Recovery
62	SB1383 MANDATED MATERIAL SAMPLING	-	20,000	20,000	-	0.0%	RC	FY 2026: \$20k O2E Lab Sampling
63	TOTAL SB 1383 EXPENSES	\$ 335,280	\$ 572,086	\$ 583,148	\$ 11,063	1.9%		
64	TOTAL RETHINKWASTE PROGRAM BUDGET	\$ 3,855,147	\$ 4,865,443	\$ 5,125,597	\$ 260,153	5.3%		
65	SHOREWAY OPERATIONS							
66	SHOREWAY OPERATING CONTRACT	\$ 31,357,979	\$ 31,078,230	\$ 33,286,385	\$ 2,208,155	7.1%	Jm	SBI contract rates.
67	DISPOSAL	25,168,311	26,309,080	27,233,782	924,702	3.5%	Jm	Increase in volume vs. Mid-Year.
68	INSURANCE SHOREWAY	2,738,587	2,524,850	2,195,680	(329,170)	-13.0%	Jm	Property insurance premium reduction
69	SHOREWAY FACILITY COST	582,730	200,000	200,000	-	0.0%	HG	Budget for unanticipated routine Shoreway maintenance items that are non-CapEx.
70	CREDIT CARDS CHARGES	174,183	121,000	121,000	-	0.0%	Jm	SBI pass through of credit card fees from their bank from public customers.
71	EDUCATION CENTER OPERATIONS	41,916	85,000	60,000	(25,000)	-29.4%	EH	Tours program equipment (\$5K), school bus services (\$50K for full school year based on new Royal Coach Tours contract), poster and art contests (\$5K)
72	SHOREWAY MRF EQUIP. MAINTENANCE > \$10k	58,121	200,000	200,000	-	0.0%	HG	Unanticipated MRF equipment maintenance (non-CapEx) expense
73	SEWER FEES (PROPERTY TAX)	64,733	75,000	85,000	10,000	13.3%	Jm	City of San Carlos on tax bill based on prior year water usage.
74	E-RECYCLING	52,941	115,000	75,000	(40,000)	-34.8%	JN	E-waste market has shifted from a revenue source to expense. Previously budgeted as revenue
75	FACILITY MASTER PLANNING PROJECT	57,112	100,000	375,000	275,000	275.0%	JLM	Transition into year one of a multi-year Master Planning process

line	EXPENDITURE SUMMARY	Actual FY2024	Mid Year Budget FY2025	Proposed Budget FY2026	Variance to Mid-Year Budget	Variance % to Mid-Year Budget	Staff	2025 Notes
76	MRF PHASE II INITIAL ASSESSMENT STUDIES	-	60,000	75,000	15,000	25.0%	HG	RFP preparation, market assessment, system optimization consulting, contract preparation
77	CONSULTING AND OUTSIDE SUPPORT	22,700	25,000	50,000	25,000	100.0%	HG	TRP permit updating, SLCP Modeling, ZWC planning, GHG Assessment
79	SUB SHOREWAY OPERATIONS COST	\$ 60,319,313	\$ 60,893,160	\$ 63,956,847	\$ 3,063,687	5.0%		
80	TOTAL SHOREWAY OPERATION	\$ 60,319,313	\$ 60,893,160	\$ 63,956,847	\$ 3,063,687	5.0%		
81	TOTAL OPERATING EXPENSES		\$ 65,758,603	\$ 69,082,444	\$ 3,323,840	5.1%		
82	NON-OPERATING EXPENSES							
83	BOND ISSUANCE & LOSS ON DEBT REFUNDING							
84	DEBT SERVICE BOND INTEREST	\$ 2,105,500	\$ 2,034,600	\$ 1,960,083	\$ (74,517)	-3.7%	Jm	Budgeted interest expense. Bond Issuance
85	FRANCHISE FEE TO CITY OF SAN CARLOS	3,006,805	2,960,132	3,159,043	198,911	6.7%	Jm	5% Franchise Fees paid to the City of San Carlos on tip fee revenue.
86	TOTAL NON-OPERATING EXPENSES	\$ 5,112,305	\$ 4,994,732	\$ 5,119,126	\$ 124,395	2.5%		
87	TOTAL SHOREWAY OPERATING EXPENSES	\$ 65,431,618	\$ 65,887,892	\$ 69,075,973	\$ 3,188,082	4.8%		
88	TOTAL EXPENSES (RETHINKWASTE Program + All Shoreway Operations)	\$ 69,286,765	\$ 70,753,335	\$ 74,201,570	\$ 3,448,235	4.9%		

Budget Expense Category	Description of Program for FY2026 <i>(Proposed Expense Line Items 1-25)</i>
ADMINISTRATIVE EXPENSE: \$3,411,948 <i>(Proposed Expense line item 26)</i>	
Staff Resources: 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>Program Description/Justification: 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><u>Executive Director:</u></p>	
<ul style="list-style-type: none"> • Provide ongoing Executive Committee, Board Members, Member Agency Staff support in a timely, professional and accurate manner. • Manage the agency’s strategic vision and daily administrative operations through the support of staff, Board/TAC members and all stakeholders. • Establish and maintain all agency financial goals and program standards. 	
<p><u>Sr. Finance Manager:</u></p>	
<ul style="list-style-type: none"> • 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. • Prepare two calendar year financial projections to facilitate Shoreway tip fee review/adjustment and “testing” of bond covenant requirements. • Complete prior year financial audit and calendar year financial statements for bond reporting. • Meet bond covenants and reporting requirements as specified in the Indenture to ensure compliance including the two debt coverage ratios. • Verify South Bayside Industries (SBI) monthly reporting of tonnages per Operations Agreement, and monthly invoice and calculation of commodity revenue. • Manage monthly cash transfers to/from SBI per Operations Agreement for commodity revenue, public revenue, and payments for operations. • Manage monthly billings to and payments from Recology for tipping at Shoreway as prescribed in the Member Agency franchise agreements. • Renew general insurance policies (property, general liability, EIL, D&O, etc.) and ensure proper coverage is maintained. • Manage the payroll process and benefits administration, making payments to vendors for payroll, retirement plan, and HSA plan via set procedures. 	
<p><u>Clerk of the Board/Management Analyst III:</u></p>	
<ul style="list-style-type: none"> • Provide Board Packets to the Board of Directors and Board meeting minutes accurately and on time • Perform analysis, tracking and reporting on contractual responsibilities supporting the franchise agreement, SBI billing, and disposal/processing contracts. • Manage the Agency’s public contract/procurement process for all proposals (RFP)/request for qualifications (RFQ), and related noticing and other activities. • Provide ongoing in-house solid waste program support and expertise to meet numerous deliverables, as required by new laws. • Provide critical path support for broad-ranging agency initiatives, e.g. Long Range Planning process. • Identify, win and manage grants to mitigate the future cost impacts on ratepayers. 	
<p><u>Administrative Associate:</u></p>	
<ul style="list-style-type: none"> • Provide Board committee/subcommittee packets, minutes and administrative support, accurately and on time. • Maintain the Board of Directors webpage and, as needed, update the Board Member website resource portal feature. • Maintain accurate and up-to-date records for RethinkWaste, including Board meeting minutes, resolutions, ordinances and contracts. • Update, as necessary, the Board of Directors JPA and Contracts Resources Binder. • Manage compliance with record retention and other Board-adopted policies • Process forms (e.g. annual Form 700), invoices and other documents in accordance with established procedures, checking for accuracy and completeness. • Provide information and assistance regarding RethinkWaste programs, policies and procedures to the public, member agencies, vendors, and contractors. 	

Budget Expense Category	Description of Program for FY2026 <i>(Proposed Expense Line Items 27-36)</i>
MEMBER AGENCY SUPPORT & CONTRACT COMPLIANCE: \$427,500 <i>(Proposed Expense Line Item 37)</i>	
Staff Resources: Joe La Mariana, <i>Executive Director</i> ; Hilary Gans, <i>Sr. Operations and Engineering Manager</i> ; John Mangini, <i>Sr. Finance Manager</i> ; Julia Au, <i>Sr. Outreach, Education and Compliance Program Manager</i> ; Reagan Chung, <i>Program Manager II (Recycling and Compliance)</i> ; Cyndi Urman, <i>Management Analyst III</i>	
Program Description/Justification: 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).	
Key Details:	
<ul style="list-style-type: none"> • Contract administration support for collection services franchise agreements including follow-up on audit findings, financial auditing, and amendment(s). • Continued oversight of SBI's operations per the Shoreway Operations Agreement. • Management of the annual SBI compensation application review process and completion of the final RethinkWaste financial report. • 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. • Initiate audit work and review of operational data included in the compensation applications. • Review Annual Report from Recology, as required per Member Agency franchise agreements. • Conduct rate (calendar) year audit of collection services and facility operations reports, tonnage data and customer service systems. • 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. • Implement audit findings, as appropriate, and follow up with Recology to ensure progress on implementing audit recommendations. • Provide prompt responses to questions/issues/complaints from the public and Member Agencies regarding their franchise agreements/collection services. • Provide prompt responses to questions/issues/complaints that are raised by the public and Member Agencies regarding their use of the Shoreway facility. • Develop a Member Agency snapshot report and make presentations to Member Agency governing bodies upon request. • Prepare financial analysis for projected revenue and total collection and pass-through costs to determine total rate adjustment for each Member Agency. • Prepare a collection cost variance analysis by detailed cost categories by Member Agency to aid in understanding collection cost changes. • Support Member Agencies with analysis of rate issues and attend rate hearings or rate related meetings as requested. • Update 5-year collection cost projection by Member Agency for collection cost components: Recology cost, disposal expense and Member Agency fees. • Review Recology's Revenue Reconciliation Report. • Serve as liaison to CalRecycle on Member Agency's behalf • 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). 	
New Efforts in FY2026:	
<ul style="list-style-type: none"> • Provide proactive legislative and regulatory support for various agency priorities, including the implementation of SB 54 regulations, single-use vape pens, safe handling and disposal of solar panels, and EV batteries and updates to improve/expand SB 1383 procurement and capacity planning activities. 	

Budget Expense Category	Description of Program for FY2026 (Proposed Expense line items 38-54 and 57-62)
STATE MANDATED PUBLIC EDUCATION & OUTREACH and SB 1383 ADMINISTRATION: \$1,286,148 (Proposed Expense Line Item 55 plus 63)	
Staff Resources: Joe La Mariana, Executive Director; Julia Au, Sr. Outreach, Education and Compliance Program Manager; Emi Hashizume, Program Manager II (Environmental Education); Reagan Chung, Program Manager II (Recycling and Compliance); Vacant, Program Manager II (Outreach and Communications)	
Program Description/Justification: Staff services provided to ensure compliance with state-mandated laws promoting waste reduction, recycling, and reporting requirements per AB 939 , AB 341 , AB 1826 , and SB 1383 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.	
Key Program Efforts: <ul style="list-style-type: none"> • 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. • Manage SB 1383 requirements including outreach and education, recordkeeping, procurement planning, route reviews, collection waiver applications and approvals/denials. • Manage SB 1383 compliance for organics collection and sampling at Shoreway Environmental Center with Recology and SBI contracts. • Manage and provide outreach for residential and commercial/multi-family collection services to meet specific community needs through on-going and targeted campaigns. • 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. • Promote residential collection services through newsletters, direct mail and bill inserts in collaboration with Recology. • Continue publishing agency Annual Report. • Engage Public Education and Outreach Committee on outreach campaigns and efforts. • Continue ongoing partnerships – BayROC, local community groups, etc. • 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. • Support implementation of County of San Mateo Environmental Health’s Food Share Table Program at schools in RethinkWaste service area • 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. • Hire and manage contractor to compile and submit Electronic Annual Report (EAR) to CalRecycle on behalf Member Agencies that includes SB 1383 reporting. • Manage community events in-person and virtually to promote resource conservation and waste reduction, including the agency’s two main community events Earth Day and Rethink Recycling Day events; community swaps, Trash to Art and Poster Contests; educational workshops/presentations/trainings and webinars. New Efforts in FY2026: <ul style="list-style-type: none"> • 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. • Continue collaboration and partnership with other agencies such as the County’s Sustainability Department and Environmental Health, member agency staff, and community groups. • 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 reusables at schools. Continue growth and expansion of Public Spaces Diversion Program across the RethinkWaste service area based on data and data analyses. 	

Budget Expense Category	Description of Program for FY2026 <i>(Proposed Expense line items 66-80)</i>
SHOREWAY OPERATIONS: \$63,956,847 <i>(Proposed Expense Line Item 80)</i>	
Staff Resources: Hilary Gans, Sr. Operations and Engineering Manager; John Mangini, Sr. Finance Manager; Joanne Nghiem, Associate Engineer; Emi Hashizume, Program Manager II (Environmental Education); Reyna Ocegüera, Associate II (Environmental Education)	
<p>Program Description/Justification: 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.</p> <p>Key Details:</p> <ul style="list-style-type: none"> • Ongoing operational oversight and contract compliance of MRF, transfer station, and transportation operations performed by SBI. • Ongoing management of third party recycling and disposal contracts for solid waste, organics, and C&D debris. • Manage organics processing contracts to meet operational, financial and environmental requirements. • Oversee third party tonnage and host fee payment for third-party tons used to generate additional agency income and lower Shoreway operating costs. • Ongoing management of Shoreway Facility capital and maintenance projects are at, or below, budget. • Lead Transfer Station/MRF equipment and facility design to meet long range plan and rapidly changing market needs of program. • Provide Master Plan Steering Committee with technical/administrative support. <p>Shoreway Facility Tours:</p> <ul style="list-style-type: none"> • Conduct the Shoreway Tours Program virtually and in-person and offer no-cost transportation for schools visiting from campuses located in the service area. • Expand and grow compost donation program throughout Member Agency schools and community gardens and other locations as feasible. <p>New Efforts in FY2026:</p> <ul style="list-style-type: none"> • 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. • Manage the master planning of the facility and work with the Master Plan Steering Committee, based on the results of the Site Optimization Study conducted in 2023. • Continue to update Shoreway tour programming to accommodate safety and accessibility considerations. • Continue to implement new environmental-themed art and refresh outdoor garden area at the Shoreway facility to compliment tours and community/educational event programming. • Update and add directional signage at the Shoreway facility to better direct customers to the correct entrances/facilities for proper disposal. 	



RethinkWaste Organization Chart

Proposed January 1, 2026

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

Committees

AD HOC:

- Executive
- Zero Waste/Master Plan Steering
- Public Ed. & Outreach

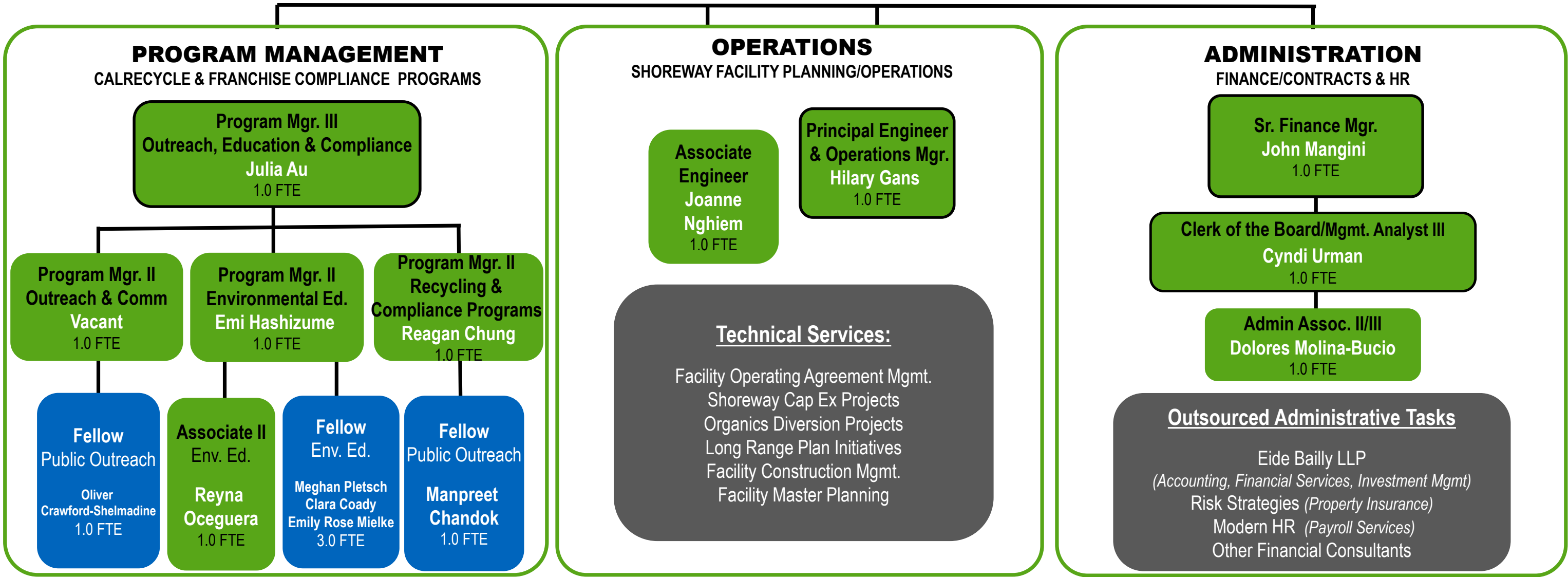
STANDING

- Finance
- Technical Advisory/TAC
- Legislative

Legal Counsel (ADCL)
Jean Savaree (General Counsel); Kai Ruess (Deputy Counsel)

Legislative/Regulatory Advocacy
(EEC in Sacramento)

MEMBER AGENCY SUPPORT SERVICES
Executive Director
Joe La Mariana
 1.0 FTE



Notes: Green = RethinkWaste Core Staff (11 FTE); Blue = Temporary/Limited Term (5 FTE); Grey = Consultants/Technical Services; Black Outline = Sr. Management Team

FY2026 Proposed Staffing

RethinkWaste 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 to continue making 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 the important enforcement phase of compliance.
- Maintain industry leadership in the implementation of California's landmark *SB 54 Plastic Pollution & Prevention law* into our programs and site operations.
- 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 (known as MRF Phase 2) and operations with innovative processing equipment upgrades and many other related capital and engineering projects.
- Research and plan the reactivation of a full-scale new Organics-to-Energy 2.0 operation to utilize high-value food scraps at their highest and best use. Build related program partnerships to maximize success while building on the recent pilot program results.
- Continue investing important agency resources with priority emphasis in the development of a new 40-year site master plan with right-sized financing. The Board-designated Master Planning Steering Committee will review and provide essential direction in this process before recommended action steps are elevated to our Board for final milestone considerations.
- A continued emphasis on operationally and financially viable options to transition our contractor's vehicle fleets (currently about 200 vehicles) by 2035.

The proposed FY 2026 RethinkWaste Staffing Plan will remain consistent with FY 2025 levels (see **Table 1 Below**):

Table 1 RethinkWaste Staffing Plan: Headcount					
Staff Position/Title	FY2022 <i>Actual</i>	FY2023 <i>Actual</i>	FY2024 <i>Actual</i>	FY2025 <i>Actual</i>	FY2026 Proposed
Executive					
Executive Director	1.0	1.0	1.0	1.0	1.0
Administration					
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
Operations					
Principal Engineer & Operations Manager	1.0	1.0	1.0	1.0	1.0
Sr. Engineer <i>(Limited Term)*</i> <i>Expired term. Transitioned to casual pool status.</i>	0.5	0.5	0.5	.05	0
Associate Engineer	0	0	1.0	1.0	1.0
Program Management					
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 & Compliance)</i>	1.0	2.0	2.0	2.0	3.0
Program Manager I* <i>(Outreach/Communications)</i>	1.0	1.0	1.0	1.0	0
Associate I <i>(Environmental Education)</i>	1.0	1.0	1.0	1.0	1.0
Sub-Total Agency Staff <i>(Reg. Status):</i>	9.5*	10.5**	11.5***	11.5	11.5
Long Range Plan Program Fellowships <i>(Limited term, -1-3yrs)</i>	5.0	5.0	5.0	5.0	5.0
Total Agency Staff	14.5	15.5	16.5	16.5	16.0

Salary Ranges by Position

The salary ranges for all Agency Staff positions are presented below for FY2026 (see **Table 2**).

There is no change recommended in these ranges compared to FY 2025 at this time. NOTE: At this writing, the Board is expected to create an ad hoc Compensation Committee (agenda item 5F) to review the findings and recommendations made by R3 Consulting during a recent 2025 market survey. Upon Committee review, staff salary ranges and several noted reclassifications are anticipated to be presented to the Board for final consideration in spring 2026. 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 competitive salary administrative ranges, job titles, benefits, etc.

All job titles and salary ranges presented have been adopted from previous 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 Rethinkwaste Staff: Salary Ranges by Position	
Staff Position	Salary Range
Executive	
*Executive Director (<i>Determined by professional services agreement</i>)	N/A
Administrative	
*Sr. Finance Manager	\$145,436-183,609
*Clerk of the Board/Management Analyst III--Confidential	\$114,578-\$148,777
Operations	
*Principal Engineer & Operations Manager	\$156,436-194,601
Sr. Facility Projects Engineer	\$136,790-\$172,762
Associate Engineer	\$113,302 – \$140,783
Program Management & Compliance	
*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 RethinkWaste Senior Management team.

**Fellowship positions are full-time 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, 2026 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 renewed annually, a 3.0% increase is also assumed.

Employee Benefits

Total benefit expense as percent of base compensation is estimated at 31% for FY2026.

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

Deferred Compensation (Retirement):

RethinkWaste 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. RethinkWaste also has a 457b plan into which employees can voluntarily contribute. RethinkWaste 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: RethinkWaste 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 \$176,100 for each qualified employee. **In FY2026, this annual savings for the Agency projects out to be \$112,160.**

Group Health Insurance – General:

RethinkWaste 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:

RethinkWaste 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 that has been met for most services. Currently, 13 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 \$1,255 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 \$79.

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 \$37.

HR and Payroll Support:

RethinkWaste 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.

FY2026 BUDGET

Attachment D - FY2026 Budget Support Files: COMMODITY REVENUE, PRICING

Update: October 2025

Summary Tables

Table D.1

COMMODITY REVENUE				
<i>COMMODITY REVENUE</i>	FY2025 Mid-Year Approved	FY2026 Proposed Budget	Variance to FY2025 Budget	Variance %
Tons Sold	45,608	45,517	(90)	-0.2%
Wtd Avg. Price	\$ 204.11	\$ 210.14	\$ 6.03	3.0%
Net Commodity Revenue	\$ 9,309,129	\$ 9,565,032	\$ 255,903	2.7%

FY2026 BUDGET

Attachment E - FY2026 Budget Support Files: REVENUE, EXPENSE DETAIL

Update: September 2025

Summary Tables

Table E.1

TIP FEE REVENUE				
	FY2025 Mid-Year Budget	FY2026 Proposed Budget	FY2026 vs. MY2025	Variance %
Franchise Revenue				
<u>Tons</u>	271,785	275,718	3,933	1.4%
Wtd Avg. Tip Fee	\$ 181.57	\$ 190.76	9.18	5.1%
Franchise Revenue	\$ 49,349,077	\$ 52,595,204	\$ 3,246,126	6.6%
Public Revenue				
<u>Cu/Yards</u>	140,224	146,574	6,350	4.5%
Wtd Avg. Tip Fee	\$ 67.16	\$ 69.69	2.52	3.8%
Public Revenue Cu/YDS	\$ 9,417,752	\$ 10,214,087	\$ 796,335	8.5%
<u>Tons (3rd party)</u>	8,798	8,527	(271)	-3.1%
Wtd Avg. Tip Fee	\$ 188.21	\$ 194.31	6.10	3.2%
Public Revenue on Tons	\$ 1,655,782	\$ 1,656,835	\$ 1,053	0.1%
Public Dirt Tons	10,825	11,046	221	2.0%
Wtd Avg. Tip Fee	\$ 160.63	\$ 169.51	8.87	5.5%
Sub Total	\$ 1,738,912	\$ 1,872,451	\$ 133,539	7.7%
Public Revenue Total	\$ 12,812,445	\$ 13,743,373	\$ 930,927	7.3%
Total Tip Fee Revenue	\$ 62,161,523	\$ 66,338,577	\$ 4,177,054	6.7%

FY2026 BUDGET

Table E.2

TRANSFER STATION VOLUME					
		FY2025 Mid-Year Budget	FY2026 Proposed Budget	FY2026 vs. MY2025	Variance %
Total TS Tonnage and Yards					
<u>Franchise tons</u>					
RethinkWaste Solid Waste	tons	166,513	167,284	771	0%
RethinkWasteOrganics	tons	83,092	99,726	16,634	20%
RethinkWaste Food Waste	tons	18,764	5,352	(13,411)	-71%
RethinkWaste Dirt, Inert, Other	tons	3,417	3,355	(61)	-2%
<i>Sub-total Franchise Public</i>		271,785	275,718	3,933	1.4%
<u>tons</u>					
Non-RethinkWaste SW	tons	3,143	3,406	263	8%
Non-RethinkWaste Scrap	tons	4	4	-	0%
Non-RethinkWaste FOOD	tons	2,544	2,335	(209)	-8%
Non-RethinkWaste C&D	tons	862	628	(234)	-27%
Non-RethinkWaste ORGANIC	tons	423	72	(351)	-83%
Non-Rethinkwaste Asphalt Roofing	tons	1,821	2,082	261	14%
Non-Rethinkwaste Clean Wood	tons	0	0	-	0%
Public Weighed Dirt	tons	10,825	11,046	221	2%
<i>Sub-Total Public tons</i>		19,623	19,573	(50)	0%
<i>Total Tons</i>		291,408	295,291	3,883	1.3%
<u>Public Cu/Yds.</u>					
Public Solid Waste Yards	C/Yds.	44,704	47,655	2,951	7%
Public Green Waste Yards	C/Yds.	27,611	27,093	(518)	-2%
Public C&D	C/Yds.	67,909	71,826	3,917	6%
<i>Total Cubic Yards</i>		140,224	146,574	6,350	4.5%

FY2026 BUDGET

Table E.3

SHOREWAY OPERATING EXPENSE				
	FY2025 Mid-Year Budget	FY2026 Proposed Budget	FY2026 vs. MY2025	Variance %
A. Summary				
MRF	\$ 11,114,282	\$ 11,681,076	\$ 566,794	5.1%
Transfer Station	\$ 9,470,536	\$ 10,267,317	\$ 796,781	8.4%
Transportation	\$ 10,627,399	\$ 11,337,992	\$ 710,592	6.7%
TOTAL EXPENSE	\$ 31,212,218	\$ 33,286,385	\$ 2,074,167	6.6%
B. Expense Detail				
MRF				
Tons, Inbound	60,608	60,517	(90)	-0.1%
Tons, residue	(15,000)	(15,000)	-	0.0%
Tons, net sold	45,608	45,517	(90)	-0.2%
Wtd Avg. Rate of net tons sold	\$ 242.69	\$ 255.63	\$ 12.94	5.3%
Expense	\$ 11,114,282	\$ 11,681,076	\$ 566,794	5.1%
Transfer Station				
Tons	346,867	352,754	5,887	1.7%
Wtd Avg. Rate	\$ 27.30	\$ 29.11	\$ 1.80	6.6%
Expense	\$ 9,470,536	\$ 10,267,317	\$ 796,781	8.4%
Transportation				
Tons	346,867	352,754	5,887	1.7%
Wtd. Avg. Rate	\$ 30.64	\$ 32.14	\$ 1.50	4.9%
Expense	\$ 10,627,399	\$ 11,337,992	\$ 710,592	6.7%
TOTAL SBI "PAID" TONS	739,343	751,025	11,683	1.6%
TOTAL SBI EXPENSE	\$ 31,212,218	\$ 33,286,385	\$ 2,074,167	6.6%

FY2026 BUDGET

Table E.4

DISPOSAL & PROCESSING EXPENSE				
	FY2025 Mid-Year Budget	FY2026 Proposed Budget	FY2026 vs. MY2025	Variance %
A. Summary				
Solid Waste	\$ 12,196,444	\$ 12,635,516	\$ 439,071	3.6%
Organics	\$ 10,069,662	\$ 10,422,744	\$ 353,082	3.5%
C&D, dirt	\$ 3,366,791	\$ 3,603,608	\$ 236,817	7.0%
Other	\$ 898,197	\$ 770,763	\$ (127,434)	-14.2%
Subtotal	\$ 26,531,095	\$ 27,432,630	\$ 901,535	3.4%
Paid by SBI on MRF residue	\$ (222,014)	\$ (198,848)	\$ 23,166	-10.4%
O2E Diversion	\$ -	\$ -	\$ -	0.0%
TOTAL DISPOSAL EXPENSE	\$ 26,309,080	\$ 27,233,782	\$ 924,702	3.5%
B. Detail				
<u>Solid Waste (Ox Mtn.)</u>				
Tons, net	202,162	203,339	1,177	0.6%
Wtd Avg. Rate	\$ 60.33	\$ 62.14	\$ 1.81	3.0%
Expense	\$ 12,196,444	\$ 12,635,516	439,071	3.6%
<u>Organics (Newby, BVON)</u>				
Tons, net	106,969	110,202	3,233	3.0%
Wtd Avg. Rate	\$ 94.14	\$ 94.58	\$ 0.44	0.5%
Expense	\$ 10,069,662	\$ 10,422,744	353,082	3.5%
<u>C&D (Greenwaste)</u>				
Tons, net	37,736	39,212	1,476	3.9%
Wtd Avg. Rate	\$ 89.22	\$ 91.90	\$ 2.68	3.0%
Expense	\$ 3,366,791	\$ 3,603,608	236,817	7.0%
<u>Other</u>				
Tires	\$ 8,863	\$ 13,288	\$ 4,425	49.9%
Appliances	\$ 60,760	\$ 59,360	\$ (1,400)	-2.3%
Hazardous Waste	\$ 810,482	\$ 676,000	\$ (134,482)	-16.6%
Sharps, Misc.	\$ 18,092	\$ 22,115	\$ 4,022	22.2%
Expense	\$ 898,197	\$ 770,763	\$ (127,434)	-14.2%

RethinkWaste 10 Year Forecast Baseline - No Bond Issuance

Attachment F

Category	FY2026 Proposed Budget	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue										
Non Franchise	13,743,373	14,224,391	14,722,244	15,237,523	15,694,649	16,165,488	16,650,453	17,149,966	17,664,465	18,194,399
Franchise	52,595,204	55,224,964	57,986,212	60,885,523	62,712,088	64,593,451	66,531,255	68,527,192	70,583,008	72,700,498
Commodity	9,565,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032
Investment/Other Income	866,500	866,500	450,000	451,568	519,290	588,255	663,785	737,161	807,985	876,226
Total Revenue	76,770,108	80,080,886	82,923,488	86,339,645	88,691,059	91,112,226	93,610,524	96,179,351	98,820,490	101,536,156
Expenses										
Admin/Compliance	5,125,597	5,279,364	5,437,745	5,600,878	5,768,904	5,941,971	6,120,230	6,303,837	6,492,952	6,687,741
Shoreway Operations	63,956,847	65,875,552	67,851,819	69,887,374	71,983,995	74,143,515	76,367,820	78,658,855	81,018,620	83,449,179
Bond Interest	1,960,083	1,908,000	1,828,000	1,743,000	1,654,000	1,561,000	1,463,000	1,360,000	1,251,000	1,138,000
<i>Bond interest new issuance</i>			-	-	-	-	-	-	-	-
Host Fee	3,159,043	3,307,178	3,462,377	3,624,979	3,733,729	3,845,741	3,961,113	4,079,946	4,202,345	4,328,415
Total Expense	74,201,570	76,370,095	78,579,941	80,856,231	83,140,628	85,492,226	87,912,163	90,402,638	92,964,917	95,603,335
Net Revenue/Expense	2,568,538	3,710,791	4,343,547	5,483,415	5,550,431	5,620,000	5,698,361	5,776,713	5,855,573	5,932,821
Other Cash Outflow										
Capital Investments	(1,987,500)	(1,038,250)	(1,466,500)	(1,768,500)	(1,715,000)	(1,497,000)	(1,541,910)	(1,588,167)	(1,635,812)	(1,684,887)
Bond Principal	(1,540,000)	(1,615,000)	(1,695,000)	(1,780,000)	(1,865,000)	(1,965,000)	(2,060,000)	(2,165,000)	(2,270,000)	(2,385,000)
<i>Bond principal new issuance</i>			-	-	-	-	-	-	-	-
Enterprise Fund Net Change	(958,962)	1,057,541	1,182,047	1,934,915	1,970,431	2,158,000	2,096,451	2,023,546	1,949,760	1,862,934
Enterprise Fund Balance	9,948,064	11,005,606	12,187,653	14,122,568	16,092,999	18,250,998	20,347,449	22,370,995	24,320,755	26,183,690

Assumptions

- Tonnage volume is fixed
- Franchise revenue - 5% increase thru 2029, 3% thereafter
- Non-Franchise revenue - 3.5% increase thru 2029, 3% thereafter
- Commodity revenue projected flat. No CRV increase anticipated & market volatility factors.
- 3% increase in Admin and Shoreway operations thru 2035
- Bond interest and principal based on debt svc schedule
- 2026 to 2030 Capital from Budget projection
- 2031 capital = average previous 4 years. 3% increase there after.
- Line Item => Capital Investments is funded through rates
- Analysis excludes capital financing
- Investment income assumes 2019 Bond fund is depleted to zero in 2028

RethinkWaste 10 Year Forecast - \$40M Bond Issuance in 2029

Attachment F

Category	FY2026 Proposed Budget	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue										
Non Franchise	13,743,373	14,224,391	14,722,244	15,458,357	15,922,107	16,399,771	16,891,764	17,398,517	17,920,472	18,458,086
Franchise	52,595,204	55,224,964	57,986,212	62,335,178	64,205,233	66,131,390	68,115,332	70,158,792	72,263,556	74,431,463
Commodity	9,565,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032
Investment/Other Income	866,500	866,500	450,000	451,568	511,973	576,068	649,357	723,314	797,743	872,827
Total Revenue	76,770,108	80,080,886	82,923,488	88,010,134	90,404,345	92,872,261	95,421,485	98,045,654	100,746,802	103,527,408
Expenses										
Admin/Compliance	5,125,597	5,279,364	5,437,745	5,600,878	5,768,904	5,941,971	6,120,230	6,303,837	6,492,952	6,687,741
Shoreway Operations	63,956,847	65,875,552	67,851,819	69,887,374	71,983,995	74,143,515	76,367,820	78,658,855	81,018,620	83,449,179
Bond Interest	1,960,083	1,908,000	1,828,000	1,743,000	1,654,000	1,561,000	1,463,000	1,360,000	1,251,000	1,138,000
<i>Bond interest new issuance - \$40M</i>				1,800,000	1,770,495	1,739,663	1,707,443	1,673,773	1,638,588	1,601,820
Host Fee	3,159,043	3,307,178	3,462,377	3,704,528	3,815,664	3,930,134	4,048,038	4,169,479	4,294,563	4,423,400
Total Expense	74,201,570	76,370,095	78,579,941	82,735,779	84,993,058	87,316,282	89,706,531	92,165,944	94,695,724	97,300,140
Net Revenue/Expense	2,568,538	3,710,791	4,343,547	5,274,355	5,411,287	5,555,978	5,714,954	5,879,710	6,051,078	6,227,268
Other Cash Outflow										
Capital Investments	(1,987,500)	(1,038,250)	(1,466,500)	(1,768,500)	(1,715,000)	(1,497,000)	(1,541,910)	(1,588,167)	(1,635,812)	(1,684,887)
Bond Principal	(1,540,000)	(1,615,000)	(1,695,000)	(1,780,000)	(1,865,000)	(1,965,000)	(2,060,000)	(2,165,000)	(2,270,000)	(2,385,000)
<i>Bond principal new issuance - \$40M</i>				(655,662)	(685,166)	(715,999)	(748,219)	(781,889)	(817,074)	(853,842)
Enterprise Fund Net Change	(958,962)	1,057,541	1,182,047	1,725,855	1,831,287	2,093,978	2,113,044	2,126,543	2,145,266	2,157,381
Enterprise Fund Balance	9,948,064	11,005,606	12,187,653	13,913,508	15,744,795	17,838,774	19,951,817	22,078,360	24,223,626	26,381,007

Assumptions

- Tonnage volume is fixed
- Franchise revenue - 5% increase in 2027 & 2028, **7.5% in 2029**, 3% thereafter. **Bond issuance in 2029**
- Non-Franchise revenue - 3.5% increase in 2027 & 2028, **5.0% in 2029**, 3% thereafter. **Bond issuance in 2029**
- Commodity revenue projected flat. No CRV increase anticipated & market volatility factors.
- 3% increase in Admin and Shoreway operations thru 2035
- Bond interest and principal based on debt svc schedule
- 2026 to 2030 Capital from Budget projection
- 2031 capital = average previous 4 years. 3% increase there after.
- Line Item => Capital Investments - funded through rates
- Analysis includes \$40M bond financing in 2029 @ 4.5% interest. 30 years
- Investment income assumes 2019 Bond fund is depleted to zero in 2028

RethinkWaste 10 Year Forecast - \$75M Bond Issuance in 2029

Attachment F

Category	FY2026 Proposed Budget	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue										
Non Franchise	13,743,373	14,224,391	14,722,244	15,679,190	16,149,566	16,634,053	17,133,075	17,647,067	18,176,479	18,721,773
Franchise	52,595,204	55,224,964	57,986,212	63,494,902	65,399,749	67,361,742	69,382,594	71,464,072	73,607,994	75,816,234
Commodity	9,565,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032	9,765,032
Investment/Other Income	866,500	866,500	450,000	451,568	502,866	559,820	628,085	699,292	773,415	850,815
Total Revenue	76,770,108	80,080,886	82,923,488	89,390,692	91,817,214	94,320,647	96,908,785	99,575,463	102,322,920	105,153,854
Expenses										
Admin/Compliance	5,125,597	5,279,364	5,437,745	5,600,878	5,768,904	5,941,971	6,120,230	6,303,837	6,492,952	6,687,741
Shoreway Operations	63,956,847	65,875,552	67,851,819	69,887,374	71,983,995	74,143,515	76,367,820	78,658,855	81,018,620	83,449,179
Bond Interest	1,960,083	1,908,000	1,828,000	1,743,000	1,654,000	1,561,000	1,463,000	1,360,000	1,251,000	1,138,000
<i>Bond interest new issuance - \$75M</i>				3,375,000	3,319,679	3,261,868	3,201,455	3,138,324	3,072,352	3,003,412
Host Fee	3,159,043	3,307,178	3,462,377	3,770,270	3,883,378	3,999,880	4,119,876	4,243,472	4,370,777	4,501,900
Total Expense	74,201,570	76,370,095	78,579,941	84,376,522	86,609,956	88,908,233	91,272,382	93,704,489	96,205,702	98,780,231
Net Revenue/Expense	2,568,538	3,710,791	4,343,547	5,014,171	5,207,258	5,412,414	5,636,404	5,870,974	6,117,219	6,373,622
Other Cash Outflow										
Capital Investments	(1,987,500)	(1,038,250)	(1,466,500)	(1,768,500)	(1,715,000)	(1,497,000)	(1,541,910)	(1,588,167)	(1,635,812)	(1,684,887)
Bond Principal	(1,540,000)	(1,615,000)	(1,695,000)	(1,780,000)	(1,865,000)	(1,965,000)	(2,060,000)	(2,165,000)	(2,270,000)	(2,385,000)
<i>Bond principal new issuance - \$75M</i>				(1,229,366)	(1,284,687)	(1,342,498)	(1,402,911)	(1,466,041)	(1,532,013)	(1,600,954)
Enterprise Fund Net Change	(958,962)	1,057,541	1,182,047	1,465,671	1,627,258	1,950,414	2,034,494	2,117,807	2,211,406	2,303,735
Enterprise Fund Balance	9,948,064	11,005,606	12,187,653	13,653,324	15,280,582	17,230,995	19,265,489	21,383,296	23,594,702	25,898,437

Assumptions

- Tonnage volume is fixed
- Franchise revenue - 5% increase in 2027 & 2028, **9.5% in 2029**, 3% thereafter. **Bond issuance in 2029**
- Non-Franchise revenue - 3.5% increase in 2027 & 2028, **6.5% in 2029**, 3% thereafter. **Bond issuance in 2029**
- Commodity revenue projected flat. No CRV increase anticipated & market volatility factors.
- 3% increase in Admin and Shoreway operations thru 2035
- Bond interest and principal based on debt svc schedule
- 2026 to 2030 Capital from Budget projection
- 2031 capital = average previous 4 years. 3% increase there after.
- Line Item => Capital Investments - funded through rates
- Analysis includes \$75M bond financing in 2029 @ 4.5% interest. 30 years
- Investment income assumes 2019 Bond fund is depleted to zero in 2028

STAFF REPORT

To: RethinkWaste Board Members
From: Joe La Mariana, Executive Director
 John Mangini, Sr. Finance Manager
Date: November 20, 2025 Board of Director’s Meeting
Subject: Resolution Authorizing the Transfer of SBWMA Bank Accounts from the City of Redwood City to SBWMA(RethinkWaste) to Facilitate the New Administrative Services Contract that Commences on January 1, 2026

Recommendation

It is recommended that the South Bayside Waste Management Authority (RethinkWaste) Board of Directors approve Resolution No. 2025-33 attached hereto authorizing the following action:

Authorize the Board of Directors to change the authority and contact information on record for the South Bayside Waste Management Authority (RethinkWaste) Wells Fargo Bank Account from the City of Redwood City to South Bayside Waste Management Authority (RethinkWaste). This follows the October 2025 Board approval of the 3-Year Finance and Accounting Services Contract (with two one-year options) with the Eide Bailly LLP to provide accounting services. This Resolution allows for the below South Bayside Waste Management Authority (RethinkWaste) officers to become the primary Key Principals associated with the South Bayside Waste Management Authority’s (RethinkWaste) bank account in order to ensure proper segregation of duties in providing the accounting services from a CPA firm effective January 1, 2026.

Summary

After selecting the firm Eide Bailly LLP for performing Finance and Accounting Services, the South Bayside Waste Management Authority (RethinkWaste) needs to transfer bank account authorization from the City of Redwood City Key Principal staff to South Bayside Waste Management Authority (RethinkWaste) Key Principal Staff as per **Table 1** below.

**Table 1
Key Principal Staff beginning January 1, 2026**

Organization	Key Principal Legal Name	Title/Position	Office Address
RethinkWaste	Joseph La Mariana	Executive Director	1245 San Carlos Ave, Suite E, San Carlos, CA 94070
RethinkWaste	John Mangini	Senior Finance Manager	1245 San Carlos Ave, Suite E, San Carlos, CA 94070

The listed South Bayside Waste Management Authority (RethinkWaste) staff also need to complete and sign the Wells Fargo Government Customer Certification Form (See prior certification to be updated in **Attachment A**) by entering their Customer Information and names. This update will facilitate the correct listing of the title of the officers authorized to access the bank accounts.

Analysis

Following RethinkWaste's issuance of an RFP for Financial and Accounting Services in July 2025, and ultimate selection of Eide Bailly LLP (Resolution 2025-28 (October 23, 2025) as the vendor of choice for that contract based on proposed cost of service, it has become necessary to start transitioning such service and account access to them from the City of Redwood City. Those services include all general accounting services (accounts payable, accounts receivable, cash receipts and general ledger), and maintenance of bank and investment accounts and financial statement preparation (and review by outside auditors) for the fiscal and calendar years. These services are predicated by the South Bayside Waste Management Authority (RethinkWaste) staff maintaining control of the South Bayside Waste Management Authority (RethinkWaste) bank account, which needs to be granted through this Authorization and revising the aforementioned form to have South Bayside Waste Management Authority (RethinkWaste) staff information added to the Key Principals information table.

Background

On January 1, 2019, the City of Redwood City Finance Department began providing basic financial and accounting services for the South Bayside Waste Management Authority (RethinkWaste). The City has continued to provide these services to the South Bayside Waste Management Authority (RethinkWaste) in the meantime, with those services set to transition to Eide Bailly LLP starting on January 1, 2026.

Fiscal Impact

There is no fiscal impact to this transfer of Bank Accounts.

Attachments:

Resolution 2025-33

Attachment A – prior Government Customer Certification – Wells Fargo Account Form (to be updated with new principals)



A Public Agency

RESOLUTION NO. 2025-33
RESOLUTION OF THE SOUTH BAYSIDE WASTE
MANAGEMENT AUTHORITY (RETHINKWASTE) BOARD OF DIRECTORS
AUTHORIZING THE TRANSFER OF SOUTH BAYSIDE WASTE MANAGEMENT
AUTHORITY (RETHINKWASTE) BANK ACCOUNTS FROM THE CITY OF REDWOOD
CITY TO THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY
(RETHINKWASTE) TO FACILITATE THE NEW ADMINISTRATIVE SERVICES
CONTRACT THAT COMMENCES ON JANUARY 1, 2026

WHEREAS, the South Bayside Waste Management Authority (RethinkWaste) Board of Directors entered into an agreement with Eide Bailly LLP for the purpose of providing the following services:
 Financial and Accounting Services for three years starting January 1, 2026, and

WHEREAS, the South Bayside Waste Management Authority (RethinkWaste) bank account needs to include South Bayside Waste Management Authority (RethinkWaste) staff as Key Principals for managing the Authority's Wells Fargo account

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority (RethinkWaste) hereby authorizes the transfer of Bank Accounts to South Bayside Waste Management Authority (RethinkWaste), starting January 1, 2026.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority (RethinkWaste), County of San Mateo, State of California on the 20th Day of November, 2025 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. 2025-33 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 20, 2025

ATTEST:

 Adam Rak, Chairperson of RethinkWaste
 South Bayside Waste Management Authority

 Cyndi Urman, Clerk of the Board



Government Customer Certification

The undersigned certifies that he or she is the authorized representative of the Customer named below with the authority to act on behalf of the Customer and certifies that the information provided below is complete, correct, and in accordance with the Customer's governing documents now in full force and effect.

Customer Information

Full Legal Name with no abbreviations (Must match the governing/organizational document(s) and TIN certification documentation) South Bayside Waste Management Authority		
Registered Physical Business Address 610 Elm Street, Suite 202, San Carlos, CA 94070		
Tax Identification Number 94-3354877	TIN is shared with another entity? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	State of Registration CA

Organizational Type (As indicated on the governing/organizational documentation - Must Select One)

<input type="checkbox"/> Government Entity	<input type="checkbox"/> Political Subdivision	<input checked="" type="checkbox"/> Government Agency
<input type="checkbox"/> Government Instrumentality (If selected, copy of Organizational documents required)		<input type="checkbox"/> Government Agency (For Public Colleges/Universities, copy of Organizational documents required)

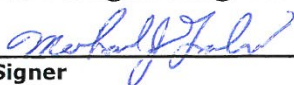
Key Principal(s) Information

The **Key Principals** and document **Signer** (below) must represent individuals who serve in the following capacity for the Customer:

- Individuals with day to day or strategic control/management of the customer; and
- Individuals responsible for the supervision and quality of accounting and financial reporting of the customer. (e.g. Head of the Executive Branch, Director, City Manager/County Manager, or their equivalent(s), Controller/Treasurer, Finance Director, or their equivalent(s)).

Legal Name	Title/Position	Personal Address	Date of Birth
Michael Galvin	City Treasurer	610 Elm Street, Suite 202, San Carlos, CA 94070	N/A
Jeff Maltbie	City Manager	610 Elm Street, Suite 202, San Carlos, CA 94070	
Rebecca Mendenhall	Director of Admin Svcs	610 Elm Street, Suite 202, San Carlos, CA 94070	
Carrie Tam	Financial Services Manager	610 Elm Street, Suite 202, San Carlos, CA 94070	

Acknowledged & Agreed To


 By/Signer
 CITY TREASURER
 Title

MICHAEL J. GALVIN
 Printed Name
 5/31/18
 Date

STAFF REPORT

To: RethinkWaste Board Members
From: Joe LaMariana, Executive Director
Cyndi Urman, Clerk of the Board
Date: November 20, 2025 Board of Directors Meeting
Subject: Request to Appoint a New Member to the Ad Hoc Subcommittee Formed to Review and make a Recommendation to the Board of Directors regarding the Annual Fee Paid by RethinkWaste to the City of San Carlos

Recommendation

It is recommended that the RethinkWaste Board of Directors approve resolution 2025-34 appointing one new member to serve on the ad hoc subcommittee created to review and make recommendation to the Board regarding the annual fee paid by RethinkWaste to San Carlos for hosting the Shoreway Facility.

Summary

In October 2023 then RethinkWaste Board Chair, Alicia Aguirre formed an ad hoc subcommittee to review and make a recommendation going forward regarding the annual fee currently paid by RethinkWaste to the City of San Carlos (San Carlos) for hosting the Shoreway Facility. At that time Board members Michael Brownrigg (Burlingame), Al Royce (Hillsborough) and John Froomin (Foster City) were appointed to the committee. In November 2024, the RethinkWaste Board members heard a report from that committee and directed the committee to continue this work and to meet with the City of San Carlos' City Manager to discuss options. Due to two of the committee members (Froomin and Royce) retiring from public service at the end of 2024, Board members Carlos Romero (East Palo Alto), and Adam Loraine (San Mateo) were appointed to fill those vacancies in November of 2024. Former Board Member Carlos Romero is no longer representing East Palo Alto on the RethinkWaste Board, so Vice Chair Micheal Brownrigg requested the vacant committee position be filled as the committee continues this work.

Background

The Ad Hoc Subcommittee is tasked with examining the history of the fee paid to Dan Carlos, its increases over time and options to address future increases.

The San Carlos fee was originally imposed in 1982 in a Transfer Station Agreement between San Carlos and Browning Ferris Industries (BFI). At that time BFI provided landfill, transfer station, refuse collection and waste diversion services to a number of cities on the Peninsula. During this period, BFI disposed of this waste at a landfill site in Menlo Park. The Menlo Park site closed in the late 1970's when it achieved its permitted capacity. To access additional landfill capacity, BFI obtained permits for the construction of that capacity at Ox Mountain. BFI also began planning for the construction of a transfer station next to its offices on Shoreway Road. As part of that process, BFI then entered into a twenty (20) year Transfer Station Agreement with San Carlos. The Agreement provided the San Calos City Council with the authority to impose a surcharge to be paid monthly by BFI to defray City expenses for enforcing the terms of the Agreement. The fee during the first year of transfer

station operation was 7% of all sums collected for disposal of garbage and trash, 6% during the second year of operations and 5% thereafter.

South Bay Transfer Station Authority (SBTSA), South Bayside Waste Management Authority's, predecessor in interest, was formed in 1982 to allow its members to participate in the planning, construction and operation of the above referenced transfer station on Shoreway Road. The SBTSA was formed as a Joint Powers Authority (JPA) composed of Atherton, Belmont, Burlingame, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, San Mateo and Westbay Sanitary District

In June 1982 BFI and SBTSA approved an agreement for the construction and operation of the transfer station. The agreement obligated all members of SBTSA to direct their solid waste to the transfer station for a period of 20 years and SBTSA was given an option to acquire the transfer station during those 20 years.

In 1999, South Bayside Waste Management Authority (aka RethinkWaste) was formed and was SBTSA's successor in interest. RethinkWaste exercised its option to purchase the Shoreway transfer station. The original Joint Powers Authority Agreement establishing the South Bayside Waste Management Authority (RethinkWaste) and all subsequent amendments to that Agreement, obligate RethinkWaste to continue paying 1/12th of the annual franchise fee agreed to by RethinkWaste and San Carlos for the operation of the Shoreway facility.

In 2008, RethinkWaste applied to San Carlos for an amendment to the Shoreway Facility's operational Conditional Use Permit. This amendment allowed for the expansion of the facility. As a condition of approval for this expansion, San Carlos required RethinkWaste to execute an agreement obligating RethinkWaste to continue paying a host fee equal to 5% of the Gate Fee Revenue received by RethinkWaste for the delivery of materials at the Shoreway facility. Gate Fee Revenue is defined as funds attributable to the delivery of materials for transfer or processing. While this agreement obligates RethinkWaste to pay this fee, the agreement contains a "reopener" provision that reads as follows:

"Should the means by which charges for delivery of materials to the Shoreway Recycling and Disposal Center (SRDC) Facility materially change such that the franchise fee contemplated in this Agreement is significantly reduced or increased, the parties agree to meet and negotiate with each other in good faith in an effort to modify the franchise fee set forth in a fair and equitable manner such that their intent as set forth in the Agreement is achieved".

Conclusion

As the ad hoc subcommittee continues its work it is recommended that the Board appoint one new ad hoc committee member to fill the vacancy now existing.

Attachments:

Resolution 2025-34



RESOLUTION NO. 2025-34

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY BOARD OF DIRECTORS

WHEREAS, an ad hoc committee was appointed by then Chair Aguirre to examine the annual host fee paid by the South Bayside Waste Management Authority (RethinkWaste) to the City of San Carlos for the Shoreway facilities; and

WHEREAS, past board member and ad hoc committee member Romero left the RethinkWaste Board in August 2025, and the Board has determined that the work of the ad hoc subcommittee should continue

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority hereby appoints Board Member _____ to serve on the ad hoc subcommittee.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 20th day, of November 2025 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. 2025-34 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 21, 2024

ATTEST:

Adam Rak, Chairperson of
South Bayside Waste Management Authority
(RethinkWaste)

Cyndi Urman, Clerk of the Board

STAFF REPORT

To: RethinkWaste Board Members
From: Joe La Mariana, Executive Director
Cyndi Urman, Clerk of the Board
Date: November 20, 2025 Board of Directors Meeting
Subject: Resolution approving the Creation of an Ad Hoc Compensation Committee to Review Agency Staff Salaries and Titles

Recommendation

It is recommended that the RethinkWaste Board of Directors approve Resolution No 2025-35-attached hereto creating an Ad Hoc Compensation Committee to Review Agency Staff Salaries and Titles.

Discussion

The Executive Committee, has recommended that the Board form a committee to review Agency Staff salary ranges and titles before the mid-year budget adjustments in 2026. The new ad hoc committee should consist of no less than 3 but no more than 5 board members. The ad hoc committee will be tasked with reviewing the salary survey conducted on behalf of the Agency in the fall of 2025 and making recommendations to the Board on Agency staff salaries, salary ranges and key position titles in time for the mid-year budget review.

Background

Every few years, the Agency commissions an independent salary market survey to support recommended salary range adjustments during the preparation of the upcoming draft budget. The Executive Committee has requested that an ad hoc subcommittee of the Board review these findings holistically before salary, salary ranges, key staff titles, and final budget adjustments are recommended to the full Board for its consideration.

Fiscal Impact

There is no fiscal impact to creating an ad hoc committee to review Agency staff compensation and titles

Attachments:

Resolution 2025-35



RESOLUTION NO. 2025-35

RESOLUTION OF THE SOUTH BAYSIDE WASTE MANAGEMENT AUTHORITY(RETHINKWASTE) BOARD OF DIRECTORS CREATING AN AD HOC COMPENSATION COMMITTEE TO REVIEW AGENCY STAFF SALARIES AND TITLES

WHEREAS, RethinkWaste’s mission is to provide innovative waste reduction and diversion management through responsible and cost-effective programs that promote environmental sustainability in our communities, and

WHEREAS, to successfully deliver these programs, RethinkWaste looks to hire and retain staff who are capable, competent and dedicated to this mission, and

WHEREAS, to insure that RethinkWaste has a compensation system for employees which will attract and retain capable, competent and dedicated employees, RethinkWaste periodically commissions a salary survey for employees in comparable positions with like agencies, and

WHEREAS, a new salary survey has now been completed and reviewed by the Executive Director, and

WHEREAS, the RethinkWaste Executive Committee has requested that an ad hoc subcommittee of the Board be created to review the survey and make recommendations to the Board on the salary ranges and titles recommended by the survey; and

WHEREAS, the Board supports this recommendation by the Executive Committee.

NOW, THEREFORE BE IT RESOLVED that the South Bayside Waste Management Authority (RethinkWaste) hereby approves the creation of an Ad Hoc Compensation Committee to Review Agency Staff Salaries and Titles and appoints Board Members to serve on this Committee.

PASSED AND ADOPTED by the Board of Directors of the South Bayside Waste Management Authority, County of San Mateo, State of California on the 20th Day of November, 2025 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 20235-35 was duly and regularly adopted at a regular meeting of the South Bayside Waste Management Authority on November 20, 2025

ATTEST:

Adam Rak, Chairperson of RethinkWaste
South Bayside Waste Management Authority

Cyndi Urman, Clerk of the Board