2012 ANNUAL REPORT

Rethinking Waste to Support Our Communities’ Environmental and Economic Goals

MEMBER AGENCIES:
- Town of Atherton
- City of Belmont
- City of Burlingame
- City of East Palo Alto
- City of Foster City
- Town of Hillsborough
- City of Menlo Park
- City of Redwood City
- City of San Carlos
- City of San Mateo
- County of San Mateo
- West Bay Sanitary District

ReThink Waste
South Bayside Waste Management Authority
A Public Agency
Executive Director’s Message:

2012 was another successful year with continued record recycling and composting levels, high residential customer satisfaction levels, and local and national recognition for our Shoreway Environmental Center. These strong results were achieved in partnership with Recology San Mateo County, the franchised collection services provider, and our contract facility operator, South Bay Recycling.

We have seen continued high diversion rates in the second year of the CartSMART and BizSMART Recycle, Compost and Garbage collection services with the residential sector achieving a new diversion level of 66.7% as compared to 54.7% in 2010.

65% of single-family residents responded as being “very satisfied” overall with the CartSMART services through a customer satisfaction telephone survey conducted in April and May 2012 by Godbe Research on behalf of RethinkWaste. A total of 88.2% were “very satisfied” and “somewhat satisfied” overall with the CartSMART collection services, while only 6.4% said they were “somewhat dissatisfied” or “very dissatisfied.” Notably, 74% of the respondents stated they receive good value for what they pay for the services, with less than 12% stating it was not a good value.

The completed master plan improvements of the Shoreway Environmental Center have resulted in greater efficiency, higher volumes of materials, an increase in the self-haul diversion rate, enhanced public access, and most importantly – greater convenience and safety for all facility users. Such a great combination of value and services was nationally recognized with the Shoreway facility receiving the 2012 Recycling Systems Excellence Gold Award given by the Solid Waste Association of North America (SWANA), the top national award for a recycling facility.

The launch of our new free School Groups Tour and Public Open House Days programs at the Shoreway Environmental Education Center in January has surpassed our expectations of their popularity and success. Over 5,000 visitors toured the facility in 2012, and we expect even higher numbers in 2013.

None of these great results would have been achievable, however, without the dedication, commitment and support of our Member Agencies and our contractors. We also recognize the strong efforts of our residents and businesses to reduce their waste. We thank you all for being partners in our endeavors and look forward to continued success in the years to come.
Board of Directors Highlights

January 2012 Regular Board Meeting

- Elected the new Board of Directors’ Chair and Vice Chair for 2012.
- Reviewed and accepted the audited Annual Financial Statements for the fiscal year ending June 30, 2011 as prepared by RethinkWaste’s audit firm, Lance Soll & Lunghard, LLP.
- Discussed the Mid-Year Review for FY 2012 Annual Operating Budget which projected a reduced net income of $3,044,790 versus the approved budget net income of $3,641,950. The negative variance was due primarily to the higher operating expenses and disposal and processing fees associated with higher than budgeted tons, higher Allied Waste balancing account payments due to the timing of the payment, and MRF sorting equipment installation project management costs that were originally assumed to be covered in the FY 2011 budget.
- Reviewed the results of the 2011 Fourth Quarter Recology Franchise Agreement(s) quarterly contamination measurement for loads of recyclable materials, organic materials and plant materials delivered to the Shoreway facility. The intent of the contamination measurements are to maximize diversion and control costs for RethinkWaste as excessive contamination increases disposal and processing costs, and can also result in reduced commodity revenue.

February 2012 Regular and Special Board Meeting

- Discussed the Mid-Year Review for FY 2012 with no changes made to the budget.
- Held a Board retreat to discuss and develop RethinkWaste’s 2013-2020 Strategic Plan, and discuss strategic priorities in greater detail, including RethinkWaste’s governance structure, finance and rates, diversion goals and programs, and new tonnage into the Shoreway Environmental Center.

March 2012 Regular Board Meeting

- Approved the 2013-2020 Strategic Plan discussed at the Board retreat in February 2012. With the approval of the Strategic Plan, staff was authorized to initiate the development of a long range planning process starting in FY 2013.
- Authorized staff to enter into contract with Godbe Research not to exceed $80,000 to conduct a single-family residential customer satisfaction survey. The intent of the survey will be to better determine and measure resident sentiment and satisfaction with their CartSMART Recycle, Compost and Garbage collection services, and service provider; awareness of the various entities related to their services and their respective roles; and other related programs and services.
- Staff and the contractors presented the 2011 Annual Reports.

April 2012 Regular Board Meeting

- Reviewed the 2013 rate setting process, including the staff-identified common and unique issues affecting rates for 2013 and the preliminary results from a five-year cost projection model.
- Staff presented the key findings and next steps of the Commercial Recycling Workshop held in March 2012 for the Board, which included an overview of the commercial recycling activities in the RethinkWaste service area and information on the Recology Commercial Recycling Outreach Program with the goal of increasing the diversion rate for the commercial sector.

May 2012 Regular Board Meeting

- Staff presented and the Board reviewed the draft FY 2013 budget. The FY 2013 proposed operating budget includes revenues of $40,450,600 and operating expenses of $37,309,650 resulting in net income of $3,140,950. This compares to a projected net operating income in FY 2012 of $3,044,790. The budget reflected program budget cuts and changes in staffing.
- Reviewed the results of the single-family residential customer satisfaction survey conducted by Godbe Research in April and May 2012. A total of 2,450 interviews were conducted with an overall margin of error rate for the study of plus...
or minus 2.0%. The survey was based on targeting 200 completed interviews for each Member Agency, as this provided for the lowest margin of error and the greatest number of interviews based on budget constraints.

Based on the survey findings, a total of 88.2 percent of the residents surveyed said they were “very satisfied” and “somewhat satisfied” overall with the CartSMART Recycle, Compost and Garbage collection services, while only 6.4 percent said they were “somewhat dissatisfied” or “very dissatisfied.”

- Staff reported on the requirements for AB 341 and mandatory commercial recycling, and the public education and outreach efforts staff will be initiating on behalf of the Member Agencies to ensure compliance with the law.

### May 2012 Elected Officials Briefing
- Godbe Research presented the findings of the single-family residential customer satisfaction survey to Member Agency elected officials.
- Staff presented on solid waste rates and the 2013 rate setting process. Major factors identified as affecting Member Agency revenue surplus/shortfall include Member Agencies setting rates above/below the recommended level and setting them too late, residential cart migration and fluctuations in commercial customers’ service levels.
- Findings from the RethinkWaste annual rate survey, which compares Member Agency residential and commercial rates with other Bay Area jurisdictions, showed that a majority of the Member Agencies’ rates for a 32-gallon cart continue to fall at or below the 50th percentile of the 63 Bay Area cities surveyed.
- Viewed the debut of the new RethinkWaste education video, “Where Your Stuff Goes: From Curbside to Shoreway Environmental Center and Beyond.” The approximately six-minute video helps answer the question of what happens to the materials residents place in their carts once they are serviced on their collection day. The video is part of Shoreway’s Environmental Education Center’s program, and will be used for outreach in school and public tours. The video was made in collaboration with Recology, SBR, Republic Services and Recology Grover Environmental Products.

### June 2012 Regular Board Meeting
- Approved a budget continuance resolution for the FY 2013 budget.
- Authorized staff to enter into contract with Aaronson, Dickerson, Cohn & Lanzone (ADCL) to provide Legal Counsel services to RethinkWaste for FY 2013 with a not to exceed budget of $30,000. This contract has been approved annually for a one-year period.
- Approved a contract with the City of San Carlos to provide accounting and financial services for FY 2013 with a not to exceed budget of $125,036. Use of the City of San Carlos for financial and accounting services continues a shared services model that leverages the City’s accounting department, while maintaining overall financial management and financial analysis responsibilities in-house.
- Approved the findings from the Review of Collection Services and Facility Operations Reports, Tonnage Data and Customer Service Auditing Project performed by HF&H. Also approved including the restated liquidated damages and performance incentives and disincentives in Recology’s 2013 Compensation Application based on the findings. The audit was initiated to ensure the accuracy of tonnage reporting and reveal how well both Recology and South Bay Recycling (SBR) obtained, compiled and reported data to the Member Agencies per the requirements of their agreements, since much of the information is self-reported. The audit findings result in the net liquidated damages and performance incentives/disincentives owed to Recology by the Member Agencies for 2011 decreasing from $877,792 to $768,347.

### July 2012 Regular Board Meeting
- Reviewed the cart migration data for Member Agencies and Rates vs. Cost Analysis presented by staff, updating residential customers’ changing service levels from July 2011 through March 2012.
- Discussed potential changes to the collection franchise agreements with Recology that would reduce Recology’s collection costs and/or RethinkWaste’s program costs, and streamline or eliminate any contract provisions that are not needed or provide little value. Both staff and Recology believe that it is an opportune time to review the agreements with 18 months of operating and contract compliance experience. An adhoc committee of the Board will be established to review the potential draft changes once they are developed.
September 2012 Regular and Special Board Meeting

- Approved adopting the FY 2013 budget including revenues of $39,242,600 and operating expenses of $38,238,600, resulting in a net income of $1,004,000. The budget reflects lower commodity revenues due to a significant drop in fiber prices and changes in RethinkWaste’s program budget which is 10% lower than the adopted FY 2012 budget.

  The approved budget will fund key priorities, including continued oversight and contract administration support for the 12 collection services franchise agreements with Recology, continued oversight of the SBR Shoreway operations, management of the annual rate recommendation process, support of existing recycling programs, ongoing public outreach for programs, management of the Shoreway Education Center tour program, and continued long-range planning process, among others.

- Approved the final reports on review of SBR’s and Recology’s 2013 compensation adjustment applications. The reports specify how much revenue each Member Agency must raise to cover the costs of the franchised collection programs, Member Agency fees, and disposal and processing fees. Based on the reports, a 5.9% revenue adjustment is needed service area wide for calendar year 2013. Seven of the twelve Member Agencies did not require rate adjustments for 2013.

October 2012 Regular Board Meeting

- Adopted the Investment Policy for 2012 with the primary objective of safety of principal, while meeting the cash flow requirements of RethinkWaste through prudent investments of unexpended cash. The RethinkWaste Investment Policy is fully compliant with California Code and is similar to the policy used by the City of San Carlos who serves as the Financial Agent for RethinkWaste.

- Had a follow-up discussion on the potential changes to the collection franchise agreements with Recology that would reduce Recology’s collection costs and/or RethinkWaste’s program costs, and streamline or eliminate any contract provisions that are not needed or provide little value.

- Reviewed a legal issue related to use of the “RethinkWaste” name given a complaint from a third party that claimed they had federally registered the trademark “Rethink Waste” two years ago. After conferring with an Intellectual Property attorney, the bottom line is that at least in the Bay Area, and probably California, the agency has common law legal rights to continue to use the trademark. This is based on SBWMA’s early 2003 and continued usage of the trade name. Staff noted that the SBWMA has filed for an official “trademark” with the California Secretary of State. Subsequently, the SBWMA received approval for the trademark usage in California only.

November 2012 Regular Board Meeting

- Elected a new Vice Chair for the balance of the calendar year to replace the current Vice Chair who will no longer serve on the Board due to accepting a new position elsewhere. New Board elections will be held as usual at the January 2013 Board of Directors meeting for the next calendar year.

- Approved Shoreway Environmental Center tipping fee adjustments effective January 1, 2013. The adjustments were assumed in the Board approved FY 2013 budget as well as the final report on review of Recology’s 2013 compensation application. The tipping fee adjustments will have the net effect of increasing franchise revenue by $854,000, which has an approximate 0.9 percent impact on customer solid waste collection rates. The public tip fee adjustments will increase revenue by $161,000.

  Factors considered by staff when evaluating the potential adjustments to the Shoreway tip fees included updated calendar year 2012 and 2013 financial projections, including net operating surplus/shortfall and cash reserve balances; an analysis of tip fees collected per ton versus actual operating costs per ton by material type; and compliance with the bond debt covenant requirements.

- Discussion on a model anti-scavenging ordinance developed by staff to potentially address the theft of recyclables from residences and businesses. Staff shared a report on the experiences of seven California municipalities that have adopted an anti-scavenging ordinance, two of which are Member Agencies. The model anti-scavenging ordinance can be modified for use by Agencies interested in developing an ordinance.
CartSMART Continues to Deliver on Residential Diversion

The second year of the CartSMART weekly Recycle, Compost and Garbage collection services confirms that residents in the RethinkWaste service area have fully embraced the programs, and continue to take advantage of the diversion opportunities they provide.

Total tons of residential recycling collected has increased by 26 percent since 2010, and compost collection has jumped by 35 percent since 2010. Garbage collection has, in turn, decreased by 21 percent. These changes have set a new record residential diversion level of 66.7 percent in 2012, up from 54.7 percent in 2010.

And for a second year in a row, residents continued to set out more compost (food scraps and yard trimmings) than garbage – nearly 19,000 more tons of compost was collected compared to landfill-bound trash in 2012.

The CartSMART services were launched on January 3, 2011 in partnership with Recology San Mateo County. The data comes from comparing the tonnages reported by Recology for 2011 and 2012 against the figures submitted by Allied Waste of San Mateo County for 2010. Allied Waste was the previous service provider whose contract expired on December 31, 2010.

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<tbody>
<tr>
<td>Recycling</td>
<td>32,516</td>
<td>40,594</td>
<td>41,047</td>
<td>+26%</td>
</tr>
<tr>
<td>Compost (Organics)</td>
<td>58,306</td>
<td>75,372</td>
<td>78,645</td>
<td>+35%</td>
</tr>
<tr>
<td>Garbage</td>
<td>75,223</td>
<td>59,306</td>
<td>59,764</td>
<td>-21%</td>
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Overwhelming Majority of Residents Satisfied with CartSMART

Nearly 65 percent of single-family residents responded as being “very satisfied” overall with the CartSMART services through a customer satisfaction telephone survey conducted in April and May 2012 by Godbe Research on behalf of RethinkWaste. A total of 88.2 percent said they were “very satisfied” and “somewhat satisfied,” while only 6.4 percent said they were “somewhat dissatisfied” or “very dissatisfied” on the same question.

Residents were also asked twice whether they thought the services were “a good value” for the cost. This question was posed once at the beginning of the survey, and again near the end in an effort to gauge whether their opinion changed when they learned more about all of the services available to them.

CartSMART Satisfaction

- Very Satisfied
- Somewhat Satisfied
- Neither Satisfied nor Dissatisfied
- Somewhat Dissatisfied
- Very Dissatisfied
- Don’t Know N/A

- 64.7%
- 23.6%
- 3.8%
- 4.3%
- 2.1%
- 1.5%

Don’t Know N/A
More than two-thirds of the residents felt the CartSMART services were a good value for what they pay for the services, with less than 12 percent stating it was not a good value. When asked this question a second time later in the survey, the percentage stating it was a good value rose to 74 percent.

The intent of the survey was to better gauge resident sentiment and satisfaction with their CartSMART services, Recology as their service provider, general awareness and other related programs and services. A total of 2,450 telephone interviews were conducted by Godbe Research, representing single-family residents age 18 and older within the 12 Member Agencies that make up RethinkWaste.

**Good Value for the Money**

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<thead>
<tr>
<th></th>
<th>First Ask</th>
<th>Second Ask</th>
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<tbody>
<tr>
<td>Yes</td>
<td>74.0%</td>
<td>67.0%</td>
</tr>
<tr>
<td>Mixed Opinions</td>
<td>14.3%</td>
<td>12.1%</td>
</tr>
<tr>
<td>No</td>
<td>11.8%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>6.9%</td>
<td>3.9%</td>
</tr>
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</table>

Nearly 65% of single-family residents said they were “very satisfied” with the CartSMART services.
Innovative Recycling and Outreach Programs

Door-to-Door Household Hazardous Waste Collection: RethinkWaste continued the roll out of its convenient Door-to-Door Household Hazardous Waste (HHW) collection program with County residents receiving the service starting in May 2012.

The convenient program for single-family and multi-family residents promotes the safe and proper management of such items as paint, solvents, insecticides, cleaning products, fluorescent lamps, laptops, computers monitors, TVs and sharps. Residents simply contact At Your Door Special Collection, the company contracted by RethinkWaste (formerly known as Curbside, Inc.) to provide the service, and schedule an appointment for the pick up of HHW materials from their home. They then receive a Collection Kit in their mail, which includes instructions, a plastic bag and other items needed to properly prepare the materials for collection. The items are then set out for collection on their appointment day for pick up.

The cities of Belmont, San Carlos and San Mateo, and the town of Hillsborough were the first to offer the program to their residents in 2010, followed by Menlo Park, West Bay Sanitary District, East Palo Alto and Foster City. Burlingame is expected to start the program in February 2013.

Approximately 10,364 collections were made since the program started in mid-May 2010 through December 2012, resulting in an estimated 354,467 pounds of HHW material, 328,455 pounds of Universal Waste and 167,514 pounds of E-Scrap that were properly collected, recycled and disposed.

Curbside Battery & Cell Phone Recycling: RethinkWaste has continued to operate one of the largest and most convenient curbside battery and cell phone collection programs in the United States. A total of 58,000 pounds of batteries and cell phones were collected curbside from single-family residences in 2012, bringing the total amount collected and recycled to more than 287,340 pounds since the program was launched in October 2007.

BizSMART@ Work Awards: RethinkWaste, in collaboration with Recology, launched the first BizSMART@ Work Awards in April 2012 to recognize businesses and multi-family complexes for their efforts to reduce their waste through the BizSMART Recycle, Compost and Garbage collection services. The winners were recognized at a special luncheon in June. For a complete list of the 2012 winners, visit RethinkWaste.org.

Rethinker’s Choice Award Winner, Gilead Sciences, Foster City

Gilead Sciences, a biopharmaceutical company in Foster City with 2,000 employees in 22 buildings, including general office space, laboratory facilities and two employee cafeterias, was selected as the Rethinker’s Choice Award winner for their many efforts to reduce their waste.

Gilead recycled or composted over 900 tons of material through the BizSMART collection program. This was achieved through ongoing employee education, the establishment of recycling infrastructure throughout campus, and the purchase of reusable, recyclable or compostable products. Gilead also incorporated programs to divert a variety of other products from the landfill not accepted in the BizSMART program, including toner cartridges, hard-to-recycle plastics and Styrofoam packaging. These efforts resulted in a diversion rate of 76 percent in 2011.
Shoreway Environmental Center

The Shoreway Environmental Center, a LEED® Gold certified facility, has proven itself to be integral to the success of the CartSMART and BizSMART collection services and a valuable asset not only to the RethinkWaste Member Agencies, but to the entire region. The $46 million in capital improvements at the facility, which were completed in 2011, have resulted in an increase in overall tons received, increased diversion and greater convenience and safety for all facility users. The project was also completed $1 million under budget.

<table>
<thead>
<tr>
<th>Total Facility Tons</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
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<tbody>
<tr>
<td>Overall Diversion Percentage</td>
<td>45%</td>
<td>50%</td>
<td>54%</td>
</tr>
<tr>
<td>Percentage of Franchise Tons</td>
<td>85%</td>
<td>87%</td>
<td>83%</td>
</tr>
<tr>
<td>Percentage of Non-Franchise Tons</td>
<td>15%</td>
<td>13%</td>
<td>17%</td>
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RethinkWaste owns the Shoreway Environmental Center, which receives all of the residential and commercial recyclables, organic materials and solid waste collected in the service area by Recology San Mateo County. The facility is permitted to receive 3,000 tons per day, and is operated by South Bay Recycling (SBR) on the agency’s behalf.

Shoreway received LEED certification as a result of RethinkWaste’s five-year master plan project to redesign and construct an innovative recycling and transfer facility that incorporated as many sustainable strategies as possible, including energy, lighting and materials used in the construction. LEED certified buildings save money for the taxpayers, reduce greenhouse gas emissions and contribute to a healthier environment for residents, workers and the larger community. The certification is particularly significant as Shoreway’s Materials Recovery Facility (MRF) is the largest MRF to be certified and the building type was unique, making it a challenge to fit the U.S. Green Building Council’s evaluation framework.

An Award-Winning Facility

RethinkWaste’s Shoreway Environmental Center was selected as the 2012 Recycling Systems Excellence Gold Award recipient by the Solid Waste Association of North America (SWANA), the top national award for a recycling facility. The award was presented at SWANA’s annual national conference, WASTECON, on August 14, 2012 in Washington, D.C.

RethinkWaste also received a Business Beautification Award for new construction from the San Carlos Chamber of Commerce on January 19, 2012.
Shoreway encompasses the following within its 16-acre campus:

**MRF**, where the recyclables from residents and businesses in the RethinkWaste service area are processed. The MRF houses state-of-the-art processing equipment specifically designed to handle single stream recyclables (commingled bottles/cans/paper).

**Transfer Station**, where the garbage and compost (organics) from residents and businesses in the RethinkWaste service area are unloaded and transferred to the landfill or composting facilities. The Transfer Station also includes a dedicated entrance and unloading area for the public.

**Environmental Education Center**, housed in the MRF building and central to the School Groups and Public Open House Days tour programs, featuring museum-quality exhibits promoting resource conservation and RethinkWaste programs.

**Public Recycling Center**, for the free drop-off of materials for recycling, and a buy-back center for redeeming bottles and cans.

**Recology Administration Offices**, where customers can walk in to pay their bills and ask questions. Recology’s operations yard is also located at Shoreway.

**SBR’s Administration Offices and Operations Yard**, to manage their day-to-day operations of the facility.
Free Compost for Residents

RethinkWaste began offering residents free compost year-round at Shoreway in April 2012. The compost is stored in the public side of the Transfer Station for easy access, and residents are provided up to two three-cubic feet empty paper bags to fill. Shovels are also provided. Residents need to show proof of residency to get the compost.
Tour Programs a Hit

Over 5,000 visitors toured the Shoreway Environmental Center in 2012 through the free tour programs for schools and the general public launched in January 2012. This included providing over 200 school tours, and nearly 550 general public visitors.

Tour participants learned about the 4Rs (reduce, reuse, recycle and rot) and resource conservation, and had the unique opportunity to see firsthand what happens to garbage, recyclables and organics once they are picked up from their homes and businesses.

Bus transportation was also provided for 4th through 6th grade classes for both public and private schools in the RethinkWaste service area as this has been found to be a key success factor in other Bay Area environmental education programs. The School Groups Tours program was designed to engage students and increase their knowledge through active learning experiences and are based on best practices in environmental education that are connected to the California State Content Standards.

In addition to the School Groups Tour program, RethinkWaste held Public Open House Days at Shoreway, geared to providing community groups and the general public an opportunity to tour the facility. The Public Open House Days were held the third Thursday of every month.

“The tour helped the students get a sense of the importance of recycling. It was perfect because it fits our Science Standards.”

– Teacher
“The tour has inspired me to integrate the 4Rs into my life more consistently.”
– Parent

“Excellent – valuable, will definitely do the follow-up activities.”
– Teacher
FISCAL YEAR 2013 RETHINKWASTE OPERATING BUDGET

Each year, the RethinkWaste Board of Directors approves a budget which includes revenues, expenditures and budget reserves. Sources of revenue include tipping fees charged at the Shoreway Environmental Center, the sale of recyclable commodities and investment income. These revenue sources fund program expenditures related to administration, franchise contract compliance and support, recycling programs, Shoreway operations (includes our contractor’s operating budget), and capital improvements. The adopted, revised mid-year FY 2012-13 budget was for $40.3 million in revenues and expenditures of $38.9 million; these figures are exclusive of capital expenditures.

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

**SBWMA FY 2013 Budget Revenue***
**IN MILLIONS OF DOLLARS**

- $ 31.1 Shoreway Tip Fee Revenue
- $ 8.5 Shoreway Commodity Sales, Net
- $ 0.7 SBWMA Other Revenue

*$40.3 TOTAL

*Includes Shoreway Revenues only

**SBWMA FY 2012 Budget Expense**
**IN MILLIONS OF DOLLARS**

- $ 0.2 Allied Balancing Account
- $15.8 SBR Operating Contract
- $14.7 Shoreway Disposal Expense
- $ 1.6 SBWMA Admin Expense
- $ 0.3 SBWMA Contract Management
- $ 0.7 Recycling & AB939
- $ 2.4 Franchise Fee & Other
- $ 3.2 Bond Interest Expense

*$38.9 TOTAL

**Includes Shoreway Operating Expense only, no collection services expenses
About RethinkWaste

RethinkWaste is a joint powers authority of twelve public agencies (Atherton, Belmont, Burlingame, East Palo Alto, Foster City, Hillsborough, Menlo Park, Redwood City, San Carlos, San Mateo, the County of San Mateo and the West Bay Sanitary District) in San Mateo County, California and is a leader in the delivery of innovative waste reduction and recycling programs. RethinkWaste owns and manages the Shoreway Environmental Center which receives all of the recyclables, organics, and garbage collected in its service area. RethinkWaste also provides strategic oversight, support and management of service providers that collect, process, recycle and dispose of materials for the 12 Member Agencies. RethinkWaste, also known as the South Bayside Waste Management Authority (SBWMA) was formed in 1982.

Our Mission

To cost effectively design, implement and manage innovative waste reduction and recycling programs and facility infrastructure that fulfills our fiduciary responsibilities to our Member Agencies while achieving community environmental and economic goals.

Our Vision

Rethink Waste is recognized for its innovative waste reduction and recycling programs and facility infrastructure which are dedicated to the preservation and enhancement of the quality of life and the environment for our member agency communities.

Our Core Values

1. Implementing waste reduction, recycling and environmental education programs is paramount to achieving a greater resource conservation ethic and sustainable communities.
2. Delivering high quality, and cost-effective resources and services for our customers, and contractors (i.e., vendors and service providers).
3. Providing sound environmental policies and practices for our member agency communities.
4. Conducting long-term planning for waste reduction and recycling programs and facility infrastructure is fundamental to achieving our mission.
5. Facilitating excellent communication, collaboration and cooperation among all our stakeholders produces the best long-term results.

For more information on RethinkWaste’s vision, and key initiatives and milestones through 2012, visit www.RethinkWaste.org.
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