

conserve

participate



reclaim

renewable

explore



reflect

nature



footprint

healthy



engage
nurture



reduce
regenerate

reuse

stewardship

protect



recycle

journey



A Public Agency

2014 Annual Report

Rethinking Waste to Support Our Communities' Environmental and Economic Goals



Executive Director's Message:

2014 was a year of continued positive results in terms of diverting materials from the landfill, maintaining a sound financial footing for the organization, and educating young people and adults alike on the benefits of waste reduction, recycling and composting. Our organization also continued to receive local and national recognition for our best in class programs, including two awards for our Environmental Education Center and Tour Programs at our Shoreway Environmental Center facility in San Carlos. All of these were achieved in continued partnership with Recology San Mateo County, the franchised collection services provider, and our contract facility operator, South Bay Recycling.

We initiated a significant research effort to benchmark our programs, services, diversion rates, staffing and costs against other communities and agencies similar to ours. We were pleased to reaffirm that we continued to deliver services more cost effectively and smartly than just about anyone in our peer group.

We also started to look to the future through our Long Range Plan project begun in 2014. While our diversion rate significantly increased through the CartSMART and BizSMART collection programs launched in 2011, residential diversion has leveled off since then, and even slightly decreased in 2014 to 66.5% from 66.9% in 2013. Opportunities still exist to further increase our residential diversion rates and notably much work still remains to increase business and multi-family complexes recycling efforts.

To explore and learn what others are doing, we invited local, state and national speakers to present on recycling, solid waste topics and industry trends at our November 6th one-day visioning workshop, "Rethinking Waste: Future Waste Reduction, Recycling and Composting Policies, Programs and Technology Trends to Achieve a 75% Recycling Goal." Our Board of Directors, other elected officials and community leaders joined in the discussion as part of our Long Range Plan process. A Long Range Plan will be reviewed and approved in 2015. We encourage you to learn more about our Long Range Plan on our website.

As always, none of the work that we do nor the successes would have been achievable without the support, commitment and dedication of our Member Agencies and our contractors. We also appreciate the hard efforts of our residents and businesses to reduce their waste. We thank you all for being partners in our endeavors to support our communities' environmental and economic goals, and look forward to continued success in the years to come.

A handwritten signature in black ink, appearing to read "Kevin McCarthy".

Kevin McCarthy

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 award-winning Shoreway Environmental Center which receives all the recyclables, organic materials, and materials (i.e. solid waste) collected in its service area. RethinkWaste's environmental education and tour program has also received state and national awards, and hosts nearly six thousand visitors per year. RethinkWaste also provides strategic oversight, support and management of service providers that collect, process, recycle and dispose of materials for its Member Agencies. RethinkWaste (i.e., South Bayside Waste Management Authority) 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.

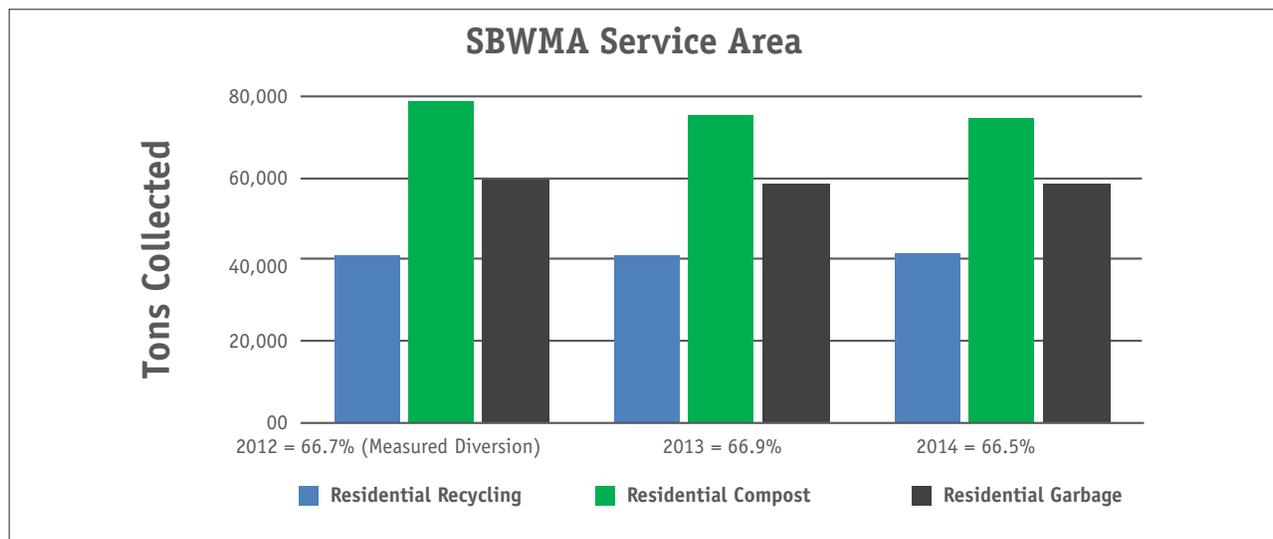
For more information on RethinkWaste's vision, and key initiatives and milestones through 2014, visit www.RethinkWaste.org.

CartSMART

Residential Overview

While residents in the RethinkWaste service area fully embraced the CartSMART weekly Recycle, Compost and Garbage collection programs when they were rolled out, the measured residential diversion rate has leveled off since the significant increase in 2011. Service area wide, we experienced a slight decrease in 2014, with a measured diversion rate of 66.5%, down from 66.9% in 2013. The measured diversion rate figures below are calculated by comparing the amount of materials collected by Recology that were recycled or processed as compost versus those that were sent to the landfill for disposal.

Residential Materials	2010 Tonnage	2011 Tonnage	2012 Tonnage	2013 Tonnage	2014 Tonnage	% Change 2014 vs. 2013
Recycling	32,516	40,594	41,047	41,201	41,380	+0.43%
Compost (Organics)	58,306	75,372	78,645	77,609	74,773	-3.65%
Garbage	75,223	59,306	59,764	58,783	58,553	-0.39%



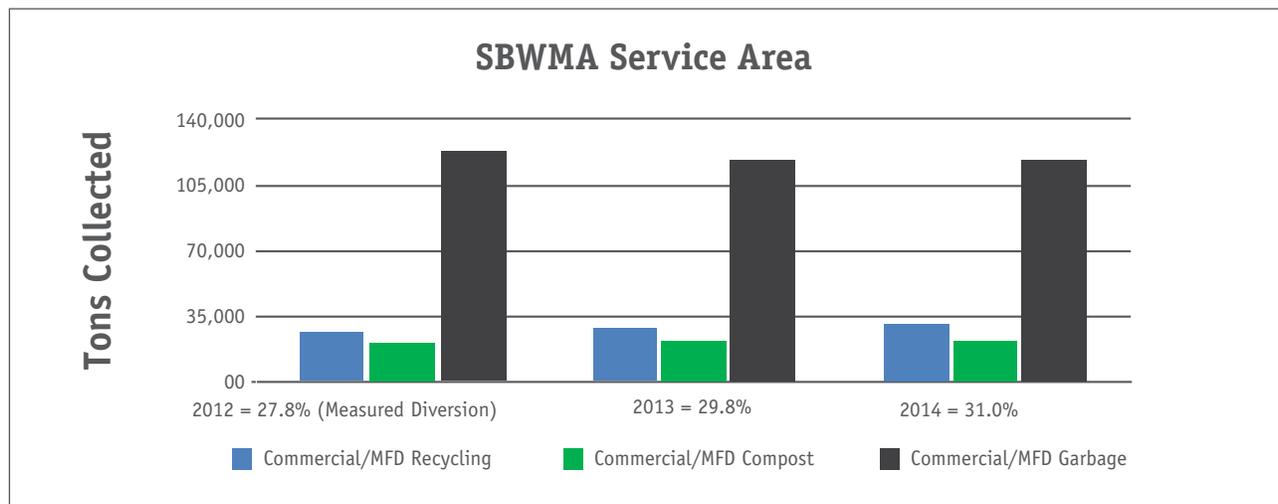


BizSMART

Commercial Overview

Businesses and multi-family complexes in the RethinkWaste service area continue to divert more material away from the landfill incrementally each year. The measured diversion for 2014 was 31.0%, up from 29.8% in 2013.

RethinkWaste continues to work in partnership with Recology to further increase commercial diversion rates.



Innovative Recycling and Outreach Programs

Door-to-Door Household Hazardous Waste Collection

RethinkWaste continued to offer the Door-to-Door Household Hazardous Waste (HHW) collection program to participating communities.

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 to provide the service, and schedule an appointment for the pick up of HHW materials from their home.

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, Foster City, the County and Burlingame.



Approximately 17,998 collections were made since the program started in mid-May 2010 through December 2014, resulting in an estimated 594,917 pounds of HHW material, 554,299 pounds of Universal Waste and 329,763 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 72,700 pounds of batteries and cell phones were collected curbside from single-family residences in 2014, bringing the total amount collected and recycled to more than 354,260 pounds since the program was launched in October 2007.

Community Partners

RethinkWaste is committed to supporting organizations that promote resource conservation and sustainability in San Mateo County and California, including:

- Acterra
- Californians Against Waste
- California Climate Registry
- Joint Venture Silicon Valley
- California Product Stewardship Council
- Sustainable San Mateo County
- California Resource Recovery Association
- U.S. Green Building Council



Rethinker's Choice Award Winner Kingston Café, San Mateo

Kingston Café, a local, family owned and operated café in San Mateo serving organic, fair-trade coffee and tea, was selected as the Rethinker's Choice Award winner as part of the 2014 BizSMART@Work Awards for their many efforts to reduce their waste.

Kingston Café started compost services after working with Recology. Employees were provided training and internal containers to ensure the success of the program. They provide compostable utensils and plates, as well as the designated recycling and compost containers for customers to use. They are located across the street from the North Shoreview Montessori School whose community supports and appreciated Kingston's recycling and composting programs. Through the programs, Kingston achieved a diversion rate of 89%.



BizSMART@Work Awards

RethinkWaste, in collaboration with Recology, held the third annual BizSMART@Work Awards in the spring of 2014 to recognize businesses and multi-family complexes for their efforts to reduce their waste through the BizSMART program. The winners were recognized at a special luncheon in June. For a complete list of the 2014 winners, visit RethinkWaste.org.

Truck Sign Pilot Program

RethinkWaste placed signs on ten Recology residential compost collection vehicles in 2014 to promote programs such as the Bulky Item and Door-to-Door HHW collection programs. The truck signs were piloted on ten trucks to measure their effectiveness in increasing program participation. Routes with the truck signs experienced a 9% increase in the number of Bulky Item collections over the same period the prior year. As a result, the program will be expanded in 2015.

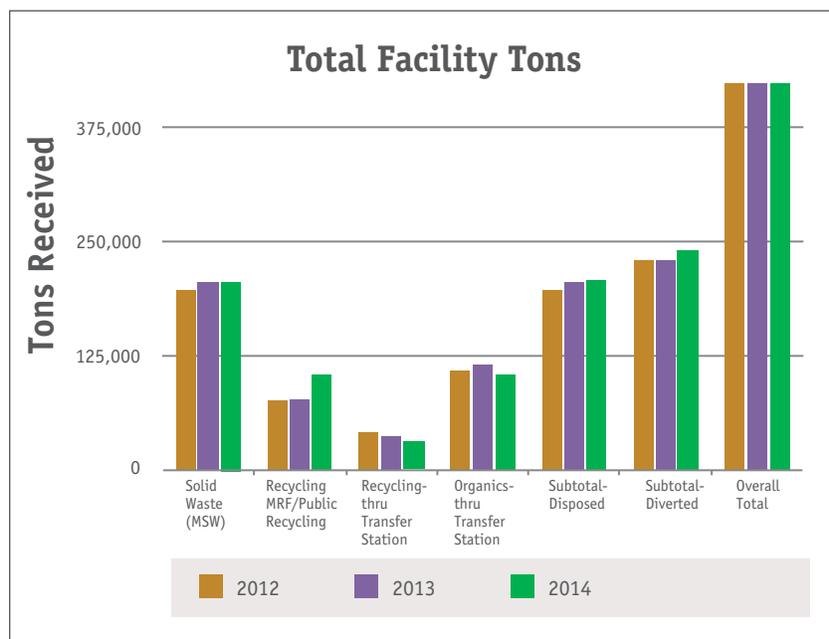


Shoreway Environmental Center

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.

RethinkWaste owns the award-winning 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 operated by South Bay Recycling (SBR) on the Authority's behalf.

Shoreway received LEED certification as a result of RethinkWaste's five-year master plan project which 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.





Tour Programs Continue to Be a Hit

Nearly 5,500 visitors toured the Shoreway Environmental Center in 2014 through the free tour programs for schools and the general public launched in January 2012. This included providing over 200 school tours, and nearly 1,500 general public visitors also toured the facility.

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 through July. A second Public Open House Day, held the first Thursday of the month, was added in September.

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.



“Thank you so much for showing us what happens to our waste, recycling and compost. We had a blast meeting you and learning how to re-think waste!”

*– Mrs. O’Neil, Kindergarten Teacher
at White Oaks Elementary, San Carlos*

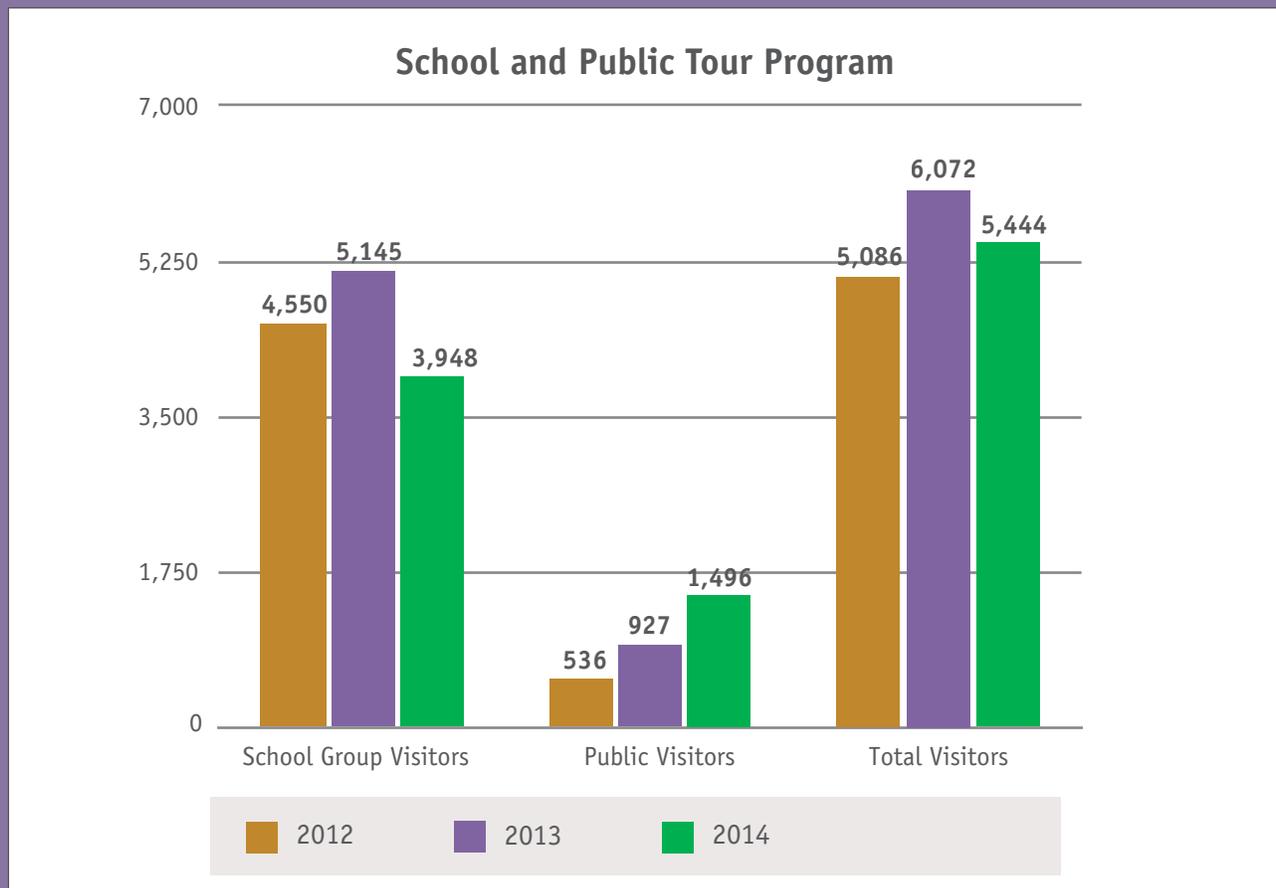
Shoreway's Award-Winning Environmental Education Program



RethinkWaste's Environmental Education Center and Tour Program at Shoreway was selected as the 2014 Public Education Excellence Gold Award recipient by the Solid Waste Association of North America (SWANA). The award was presented on August 26th at WASTECON.



The Environmental Education Center and Tour Program was also selected as a 2014 Acterra Business Environmental Award winner. Winners were recognized May 28th at Acterra's annual award reception held at Intuit Corporation in Mountain View.



"I liked the recycling center because we got to put on vests, goggles, radios, helmets, and we got to see what happened to our recyclables. I thought that was a great trip. I would definitely go back. "

*– Giana, 4th Grade Student
The Nativity School, Menlo Park*

Community Events and Activities at Shoreway



Earth Day@Shoreway

Nearly 350 people attended the third annual Earth Day@Shoreway event held on April 12th. The free event featured a compost giveaway, art activities, tours of the facility, information booths, and food and prizes.



America Recycles Day Poster Contest

Over 200 3rd through 6th grade students participated in RethinkWaste's first America Recycles Day Poster Contest. The theme of the contest was "Rethink Waste – This Is How I Recycle!" The winning artwork will be prominently displayed and used on various RethinkWaste public education and outreach materials in 2015.

Trash to Art Contest

The winners of RethinkWaste's 2nd annual "Trash to Art" Contest, open to all 4th through 6th grade classes in the RethinkWaste service area, were also recognized during the Earth Day event. First Place was awarded to the fifth grade class of teacher Mareva Godfrey from Highlands Elementary in San Mateo. Teacher Krissy Hauschild's sixth grade class from Nativity School in Menlo Park received Second Place. Third Place went to fifth graders in Dawn Presse's class Foster City Elementary in Foster City. Fourth Place went to the fourth grade classes of Catherine Waldeck and Jane Stein at Park Elementary in San Mateo.



Fixit Clinic

Over 100 people attended RethinkWaste's first Fixit Clinic held in collaboration with RecycleWorks San Mateo County and TechShop, in July at Shoreway. The general public was invited to bring their broken, non-functioning items such as electronics, small household appliances, computers, electronic toys and other items for assessment, disassembly and possibly repair. Fixit coaches were on hand to help disassemble and troubleshoot items.

Board of Directors Meeting Highlights

January 2014 Regular Board Meeting

- Elected the new Board of Directors' Chair and Vice Chair for 2014.
- Reviewed and accepted the audited Annual Financial Statements for the fiscal year ending June 30, 2013 as prepared by RethinkWaste's audit firm, Lance Soll & Lunghard, LLP.
- Discussed the Mid-Year Review for FY1314 Annual Operating Budget which projected a decrease in projected program expenses by \$25,000 over the adopted program budget, excluding Shoreway operations.
- Discussed the cost allocation methodology in Member Agency Franchise Agreements with Recology San Mateo County. Staff explained why there is a cost allocation process with the compensation adjustment methodology, how the cost allocation process works and what the implications of changing the cost allocation to fix the cost allocators are.

February 2014 Regular Board Meeting

- Approved a fifth amendment to the office lease agreement at the San Carlos Library, extending the lease for staff's office space for one year through June 30, 2015, resulting in an increase of 2.2% to the monthly lease amount.
- Discussed and approved the Executive Director's goals for FY1314 which were aligned with the Authority's strategic priorities and address future long range planning efforts.
- Discussed interest rate calculations for rate revenue surplus/shortfall balances with Recology and how it should be resolved. The issue was raised during the 2014 Recology compensation adjustment process, it became apparent that several Member Agencies had large surplus balances with Recology. The reached understanding will apply to the process going forward, starting with the revenue reconciliation for 2013.
- Created an Audit Adhoc Subcommittee comprised of three Board Members and one TAC Member with financial backgrounds to participate in the review of the audited financial statements for the fiscal year and the calendar year audit document.
- Approved additional third-party tons into the Shoreway Environmental Center Materials Recovery Facility (MRF), including specific conditions.

The conditions included a six-month evaluation period addressing SBR staffing for a second shift, staff observation of the MRF operations to ensure there are no adverse impacts, re-evaluation of the host fee, and a long-term processing agreement negotiated between SBR and Recology.

March 2014 Regular Board Meeting

- Approved the calendar year 2013 Financial Statements.
- Approved a Memorandum of Understand (MOU) with Recology establishing expectations regarding future interest calculation on surplus revenue as a follow up to the discussion at the February Board meeting.
- Continued discussion on the cost allocation methodology in Member Agency Franchise Agreements with Recology San Mateo County. Staff requested that Recology continue to current methodology since this year's annual route assessment was approaching.
- A consideration of introducing an ordinance implementing a recycling reporting system for commercial recycling haulers was tabled and staff was directed to attempt to gather the data on a voluntary basis from affected haulers.
- Discussed the existing cash reserve policy, which encompasses the rate stabilization reserve account, emergency reserve account and equipment replacement reserve account.
- Staff and the contractors presented the contractors' 2013 Annual Reports.

April 2014 Regular Board and Special Board/TAC Meeting

- Staff and Recology presented the key findings on the status of commercial recycling efforts in the service area, including program tonnage, staffing, costs, best practices and benchmarking against other programs.
- Approved an amendment to the agreement with Zanker Road Resource Management, Ltd. for construction and demolition (C&D) debris processing, including changes to the per ton rate, restrictions on the amount that can be delivered and elimination of all other claims.
- Approved an MOU with Silicon Valley Clean Water regarding an organic waste conversion project

as part of the Authority's efforts to pursue cost-effective materials recovery programs to meet the State's 75% recycling goal by 2020.

- Staff presented proposed budget priorities for FY1415 for Board consideration, through a two-step process. A programming review was provided at the meeting to be followed by a financial review in the May and June Board meetings.

May 2014 Regular Board Meeting

- Recology presented on the feasibility of automating collection data and analysis of route assessment data as part of the ongoing discussion on cost allocation methodology.
- Staff presented on the Shoreway remediation project, which received a "Notice of Case Closure" from the San Mateo County Health System and the California Regional Water Quality Control Board, approving the Authority's "Closure Report".
- Staff presented and the Board reviewed the draft FY1415 budget. The FY1415 proposed operating budget includes revenues of \$41,930,00 and operating expenses of \$39,538,975 resulting in net income of \$2,391,025.
- Staff presented the key findings of its efforts to benchmark various aspect of RethinkWaste's recycling, public outreach and Shoreway Tour Programs, including program costs, diversion rates, staffing and outreach. Through the effort, staff identified that its program costs are one of the lowest overall of the nine Bay Area organizations surveyed on a per capita basis.

June 2014 Regular Board Meeting

- Approved Amendment #2 to the contract with the City of San Carlos to provide accounting and financial services for FY1415 with a not to exceed budget of \$131,900.
- Approved and accepted the property insurance policy renewal with Hanover at \$180,398 annual premium.
- Reviewed the results of the public education survey of residents conducted by Godbe Research in April 2014. Over 1,200 interviews were conducted with an overall margin of error rate for the study of plus or minus 2.8%. The intent of the survey was to gather feedback on how residents like to receive information on CartSMART and other RethinkWaste related services. The survey's findings support staff's current multi-faceted and comprehensive approach that includes a combination of direct mail, electronic media, and bill inserts, among others.
- Approved adopting the FY1415 budget including

revenues of \$41,927,800 and operating expenses of \$39,587,975, resulting in a net income of \$2,339,825. 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, 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 findings from the Review of Collection Services and Facility Operations Reports, Tonnage Data and Customer Service Auditing Project performed by R3 Consulting for 2013. Also approved the findings from the 2013 Financial and Accounting System Audit of Recology and SBR performed by HF&H.

July 2014 Regular Board Meeting

- Authorized staff to enter into contract with OneWorld Communications for public education and outreach collateral and campaign development for RethinkWaste programs and services for FY1415 with a not to exceed budget of \$150,000.
- Discussed the continued use of the County's Vocational Rehabilitation Services (VRS) workers by SBR to provide sorting labor in the Shoreway MRF.
- Approved an MOU between the Authority and SBR providing long-term approval of additional third-party tons in the Shoreway MRF from Recology through December 31, 2020. The Authority will receive a host fee of \$13 per ton from SBR to cover the direct expenses and other expenses to the facility.
- Discussed introducing an ordinance implementing a recycling reporting system for commercial recycling haulers. Staff presented on its efforts to gather the data on a voluntary basis from affected haulers.

September 2014 Regular and Special Board Meeting

- Approved the guiding principles for development of the Authority's Long Range Plan. Encompassing Phase One, the guiding principles will be used to evaluate programs and service alternatives, new or updated policies, and facility infrastructure improvements as part of Phase Two and Three of the Long Range Plan project.
- Staff presented the annual solid waste rate survey results. The results continued to show that half of the Member Agencies continue to have 32-gallon residential cart rates below the 50th percentile of

the 62 jurisdictions surveyed in the greater Bay Area.

- Staff presented the plan to hire a new Finance Manager in the spring of 2015 as the current Finance Manager will be retiring in the fall of 2015, resulting in some staffing overlap to ensure a successful transition given the critical nature of this position. Two Board Members will be included in the interview panel.
- Introduced Ordinance No. 002 – Recycling Reporting Requirements for Commercial Recycling Haulers. The ordinance will enable RethinkWaste to develop a more complete picture of existing diversion efforts for the commercial section since it currently only receives information from Recology. Based on their data, the current measured commercial diversion rate for 2013 was 28%.
- Approved the continued use of the County’s Vocational Rehabilitation Services (VRS) workers by SBR to provide sorting labor in the Shoreway MRF per the terms and conditions of the MOU.
- Approved the final reports on review of SBR’s and Recology’s 2015 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 2.3% revenue decrease is needed service area wide for calendar year 2015.

October 2014 Regular Board Meeting

- Approved Ordinance No. 002 – Recycling Reporting Requirements for Commercial Recycling Haulers.
- Approved the 2015 Annual Public Education Plan.
- Authorized staff to enter into separate contracts with Browning-Ferris of California, Inc. (BFI); Recology-Grover Environmental Products and Harvest Power California, LLC., for organics materials processing services. The existing processing agreements with BFI and Recology-Grover expire December 31, 2014. Given the Authority’s large volume of organic materials and goal to develop the most cost-effective solution, staff recommended to continue with more than one organics processing contractor.
- Authorized staff to enter into Amendment Number 3 to extend the contract with WM Curbside, LLC., to provide household hazardous waste, universal waste, electronic scrap, and sharps door-to-door collection, recycling and disposal services for one-year from January 1, 2015 through December 31, 2015.
- Staff presented its findings of a rate survey of landfill sites and also estimated transportation

costs from the Shoreway Environmental Center to the surveyed sites in Northern California. Thirteen landfills were identified within a 100-mile radius of Shoreway. While the current agreement does not expire until 2019, the information was needed as part of the Long Range Plan process.

November 2014 Regular and Special Board Meeting

- A Visioning Workshop, “Rethinking Waste: Future Waste Reduction, Recycling and Composting Policies, Programs and Technology Trends to Achieve a 75% Recycling Goal”, was held on November 6th for RethinkWaste Board of Directors, other elected officials and community leaders as part of the Authority’s Long Range Plan process.
- Staff presented a reorganized and streamlined Board agenda, structured around the Authority’s key functional areas of Administration and Finance, Collection and Recycling Programs, and Shoreway Operations.
- Staff presented information that it received from Recology about its plans to acquire Community Recycling and some affiliated companies. Community Recycling is one of the two partners in the SBR, LLC. Such an acquisition would trigger a requirement for SBR to request the Board’s consent and approval of the assignment of the Shoreway Operations Agreement. The other partner, Potential Industries, will not be changing.
- Approved a merit increase pool for calendar year 2015 of 3% of wages assumed in the adopted FY1415 budget.
- Deferred any changes to the TAC’s meeting frequency to a future Board meeting.
- Staff presented a progress report on items completed to date as part of Phase Two of the Long Range Plan workplan. Milestones completed included the initial inventory of existing collection programs, processing infrastructure, public education and policies and contracts; meetings with the contractors and TAC to seek their feedback and input; organizing and hosting a one-day visioning workshop; and hiring technical consultants to support Phases Two and Three.
- Discussed the scopes of work for auditing the Recology and SBR agreements as a follow-up to the Board’s approval of the results of the two annual audits in June.

December 2014 Special Board Meeting

- Approved consent of assignment of majority interest in SBR to Recology with specific conditions of approval.

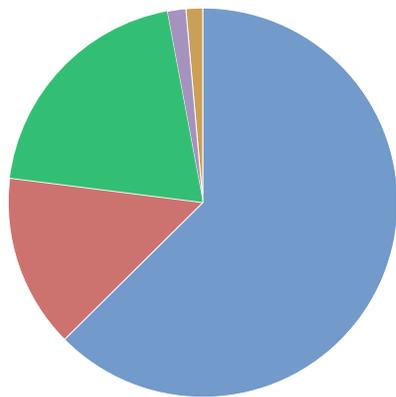
Fiscal Year 2014-15 Operating Budget

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 FY1415 budget was for \$41.3 million in revenues and expenditures of \$39.1 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 Fiscal Year 2015 Mid Year Budget Revenue*



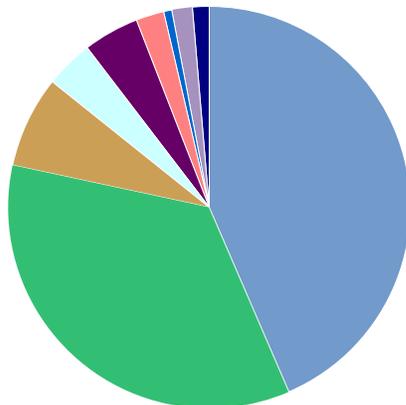
REVENUE

\$25.8	63%	Shoreway Franchise Revenue
\$ 5.9	14%	Shoreway Public Revenue
\$ 8.3	20%	Commodity Sales, Net
\$ 0.6	1%	HHW Revenue
\$ 0.6	1%	SBWMA Other Revenue

\$41.3 TOTAL REVENUE

* Includes Shoreway Revenues

SBWMA Fiscal Year 2015 Mid Year Budget Expense*



EXPENSE

\$17.0	44%	SBR Operating Contract
\$13.6	35%	Shoreway Disposal Expense
\$ 2.9	7%	Bond Interest Expense
\$ 1.5	4%	Franchise Fee to City San Carlos
\$ 1.8	5%	SBWMA PROGRAM: Administration
\$ 0.9	2%	SBWMA PROGRAM: Recycling & AB939
\$ 0.3	1%	SBWMA PROGRAM: Contract Management
\$ 0.6	2%	HHW Collection Service
\$ 0.5	1%	Shoreway Other Operating Expense

\$39.1 TOTAL EXPENSE

* Includes Shoreway Operating Expense



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www.RethinkWaste.org

www.twitter.com/rethinkwaste

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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.